

## **Board of Governors**

### **Minutes of the Meeting held on 17 July 2019**

#### **Present:**

Sylvia Hughes (Chair), David Baker, Sue Dutton, Richard Horsley, Frank Jordan, Gemma Lovegrove, Lee Machado, Mark Mulcahey, Martin Pettifor, Nick Petford, Nick Pitts-Tucker, Nick Robertson, John Skelton, Cameron Vanloo

#### **Apologies:**

Jeff Halliwell

#### **In attendance:**

Lucie Armstrong-Kurn (Professional Staff Governor designate), Brendan Fawcett (Head of Planning) for items 147 and 148, Mark Hall (Director of Finance), Matthew Hanmer (Independent Governor designate), Kathryn Kendon (Deputy Director of Student and Academic Services) for items 149 and 150, Miriam Lakin (Clerk), Terry Neville (Chief Operating Officer), Ann Shelton-Mayes (Executive Dean of Student Experience) to item 150, Paul Wood (Independent Governor designate)

#### **140/19 Welcome, Apologies and Quorum**

140.1 The Chair welcomed those present, and in particular welcomed the new governors designate as observers to the meeting. The Chair noted apologies and confirmed that the meeting was quorate.

## **141/19 Declarations of Interest**

141.1 No declarations of interest were received in addition to those held on file by the Clerk's Office.

## **142/19 Progress on Budget Savings**

142.1 The Board received Paper A, which set out progress on budget savings against target, and a comparison between the original forecast budget for 2019-20 and the new forecast budget following the application of the financial mitigation plan.

Minutes 142.2 – 142.6 are in the confidential section of these minutes.

142.7 The confidential nature of the information given in Paper A was reiterated to Board members and observers.

## **143/19 Financial Forecast**

143.1 The Board received Paper B, a financial forecast proposed for submission to the Office for Students. The Director of Finance reported that this was a new version of the University's financial forecast the preparation of which had previously been outsourced. It was now prepared and controlled by the University. A full version of the forecast covering 30 years was available. The Director of Finance reported that the forecast applied key budget drivers over the next few years and incorporated the budget previously agreed by the Board.

143.2 The Director of Finance reported that with no fee rise, an inflationary pressure of £1m to £1.5m per annum was created if the University generated no additional income.

143.3 The Director of Finance reported that the current forecast assumed that fees began to grow in around 4 years' time, which was one possible scenario. He reported that HM Treasury were content with the use of this scenario but would wish to see the Board reviewing other scenarios in future. He asked the Board to advise which scenarios they would like to examine.

Minutes 143.4 – 143.5 are in the confidential section of these minutes.

143.6 Members commented that the forecast presented a prudent and balanced view of risk, and stated that it would be helpful in due course to have a sense of the key sensitivities.

143.7 Members asked about the level of risk of losing income from the Competency Testing Centre due to the re-tendering of this contract next year. The Director of Finance reported that the CTC made around £2m in profit per annum. A prudent figure for profit had been included in the budget and forecast. It was reported that demand for the CTC was increasing and it was on track to deliver its budget.

143.8 Members asked about the research funding that was at risk due to Brexit and TEF results. The Director of Finance reported that the costs of a new Dean of Research and some inflationary rises had been reflected in the forecast, but that overall the risk of loss of funding in this area remained.

143.9 Members asked for further information about fee assumptions. The Director of Finance reported that the forecast assumed flat fees to 2022/23, and then inflationary rises. However, if the recommendations of the Augar Review were adopted, then the model would need to change.

143.10 Members asked if a 2% increase in overseas student fee income was a risky assumption. The Director of Finance reported that the University had always increased overseas fees in line with inflation, and enrolments had not

suffered as a result. The impact of the worsening exchange rate of the UK pound to other currencies was noted.

143.11 Members noted that pension contributions remained flat in the forecast. It was reported that the impact of recent pension changes had been included in the budget, and were part of the reason for seeking efficiency savings in the current year, however, pension costs remained difficult to predict.

143.12 Members asked about assumptions on capital project expenditure, noting that Waterside IT equipment had been purchased at the same time and was therefore likely to reach end of life at the same time. It was reported that this was a known issue, and leasing arrangements would be considered in future. Furthermore, lower levels of expenditure were expected for the next four years as equipment at Waterside was newer.

143.13 The Board approved the financial forecast as set out in Paper B for submission to the Office for Students.

#### **144/19 Management Accounts**

144.1 The Board received Paper C, the management accounts to June 2019. The Director of Finance noted that as previously reported, the CTC, the catering contract and various mitigation measures associated with the move to the new campus were having an impact on the budget. Overall, 2018-19 was an atypical year, and a steady state was expected in 2019-20.

144.2 Members asked for assurance about the level of overdue debts. It was reported that overseas partnerships had been the main issue. There was now a dedicated Credit Controller and greater visibility in this area. Other areas of debt were associated with students enrolling and then leaving, and with student residencies. It was no longer possible to prevent students from graduating due to debts for student residences. The Director of Finance reported that he had no

particular concerns over the level of debt. Around £0.5m of debt went bad each year, and provision for this was made in the Profit and Loss account.

144.3 Members asked the causes of the financial performance of the Faculty of Education and Humanities. It was reported that the Faculty had seen a significant year-on-year fall in student numbers due mainly to national policy changes on primary teacher training. The financial performance was therefore not caused by any issue with the management of the Faculty.

144.4 Members noted that the Board had previously agreed that £20m or more was the target month end cash balance. The month end cash balance in July 2019 was £17m, and therefore the target was not met. The Director of Finance reported that income receipts had been profiled each month including the receipt of Student Loan funding in October. He was confident that the inflows matched the outflows. The period from July to September 2019 would see the lowest cash balances.

### **145/19 Minutes of Previous Meeting**

145.1 The Board approved the minutes and confidential minutes of the meeting held on 19 June 2019 as a true record of that meeting.

### **146/19 Action List and Matters Arising**

146.1 The Board received and noted Paper C on actions arising from previous meetings.

### **147/19 National Student Survey Results and Impact on Operational Plan Targets**

The Head of Planning joined the meeting.

147.1 The Board received Paper F, an initial analysis of the most recent National Student Survey (NSS) results, and the impact of this on the University's operational plan targets which were tracked by the Board.

147.2 The Head of Planning reported that the survey was of final year undergraduate students and nearly 1700 of the University's undergraduates had completed it. These students had transferred to Waterside in their final year, and therefore due to the changes in their experience, a drop in NSS results had been expected. That the drop in results was related to the move was evidenced by the free text qualitative comments in the survey, many of which related to Wi-Fi and parking availability. However, it was also clear that there were cross-University issues which were independent of Waterside and which needed closer examination. For example, significant falls had been seen in responses on feedback on student work, IT and library, and course specific resources. The Head of Planning reported that he would examine the results with each of the Deans so that they had a complete picture of the information given in the survey.

147.3 Noting that falls in NSS results had been expected, members asked if there had been any surprises in the results. The Executive Dean of Student Experience reported that responses to questions about learning resources had been expected. Students would have become accustomed to a certain kind of experience and would have found the shift difficult, for example tutors not having individual offices. However, the results for assessment and feedback and for academic support were particularly disappointing. Work had already begun to analyse the results in greater detail. The results were not consistent across facilities. Each faculty had 100% student satisfaction on some courses as well as lower performing courses.

147.4 The Executive Dean of Student Experience reported that there was already an excellent process in place of expecting and monitoring detailed recovery plans for the courses which performed badly.

147.5 The President of the SU reported that the SU was very disappointed with the results of the question about the SU, and had already begun to analyse them. The free text comments were mostly around issues in halls, food, prices and parking. However, the question about the SU was about its ability to represent student academic interests effectively. Whilst the SU's service in this area was extremely busy and well used, overall students did not relate to the SU as a body providing academic support.

147.6 Members asked how actions taken in response to survey results were communicated to students. It was reported that throughout the year, screens across the University showed a variety of 'you said, we did' statements. However, it was also noted that the responses and comments came from students who were about to graduate, and therefore it was important to understand the experience of those students who were still at the University.

147.7 Members asked about the response rate. It was reported that for the University, this was 72%, which was a slight rise on the previous year. Some institutions, notably Oxford and Cambridge had not reached the threshold at which their NSS results would be made public.

147.8 Members commented that greater positivity should be possible in the narrative around Waterside, which had been created in order to improve the student experience. It was reported that conversations about this had begun amongst staff, emphasising that the University had taken a risk in creating Waterside for positive reasons. For example, rather than discussing the availability of car parking, the University's strong stance on sustainable transportation should be recognised. It was noted that whilst a level of disgruntlement was expected, this would eventually dissipate as students who

had always studied on the campus began to graduate. It was noted that there had been some very positive feedback about the new campus in the qualitative feedback.

147.9 Members asked when the Board could expect to see plans in response to the NSS results. It was reported that these would be available in autumn, possibly for the October meeting.

147.10 Members noted that the estimated impact on the University's position in the league tables was a significant risk. The Head of Planning noted that different league tables treated NSS results differently. The greatest impact would be on the University's position in the Times, publication of which was due in August, and in the Complete University guide league tables.

147.11 The impact of NSS results on the University's TEF outcome was also noted. Paper F showed the University's NSS performance against expected benchmarks. It was noted that larger courses had the greatest impact on overall TEF outcomes.

147.12 Noting that the NSS related to students who had left the University, members asked if there were any plans to complete an in-house student survey. The Head of Planning reported that a survey had just been run to assess if there had been an in-year improvement in the student experience. The results of such surveys were more useful for use in 'you said, we did' exercises than NSS results.

147.13 The Vice Chancellor noted NSS performance against targets set in the operational plan and the importance of interrogating data by faculty. He noted his concern with the drop in satisfaction with IT resources, despite the very significant investment that had been made. He stated that the infrastructure, and particularly Wi-Fi availability, was monitored and was found to be reliable. This may suggest a problem with the use of equipment rather than with the infrastructure. It was suggested that the screens across the University could display information about Wi-Fi signal strength in order to improve confidence.



Overall, effort and time would be needed to win back the confidence of students and staff and ensure that infrastructure was used properly.

147.14 It was noted that almost 20% of survey respondents neither agreed nor disagreed that IT resources and facilities had supported their learning well, and this may be because some courses relied less on IT resources than others.

147.15 Members discussed the use of 'neither agree nor disagree' as a response. It was noted that whilst attempting to influence student responses to the NSS was forbidden, the University's internal surveys had the same range of responses and students were educated on the impact of their responses to internal surveys.

147.14 Members asked for consideration of what reasonable operational plan targets for NSS results in 2020 would be.

### **148/19 Fundamental Risks**

148.1 The Board received Paper I, the register of fundamental risks to the University.

148.2 In respect of the Bloomsbury Institute, which had sought and not been awarded Taught Degree Awarding Powers, members asked if the University had any liability. It was reported that students at the Bloomsbury Institute were awarded the University's degrees. Under the University's Student Protection Plan, should the Institute not be able to continue teaching, the University would continue to teach its students until the end of their courses. No issues had emerged related to quality and standards, which would pose the most reputational risk for the University. Therefore the risk at present was financial.

148.3 Members noted the developing risk of competition from the creation of Milton Keynes University which would focus on aspects of technology in which the University was less active.

148.4 In respect of regional activity, it was also noted that the University was a member of the group of universities working together in the Camcox (Cambridge-Oxford corridor) region, and requested further information about Camcox developments as part of the Vice Chancellor's presentation at the away day.

148.5 Members asked if, given the recent NSS results and probable TEF outcome, the probability rating of reputational risk should be increased. It was agreed that probability and impact scores for this risk would be reviewed.

**Action: Chief Operating Officer**

148.6 Members acknowledged that much work was already taking place but encouraged the University's executive to think further about how the impact of changing government policy might be mitigated.

Minute 148.7 is in the confidential section of these minutes.

The Head of Planning and Executive Dean of Student Experience left the meeting. The Deputy Director of Student and Academic Services joined the meeting.

**149/19 Student Welfare and Support**

149.1 The Board received Paper E1, a summary of the University's provisions for student welfare and support and the use of these provisions.

149.2 The Deputy Director of Student and Academic Services reported on key messages from the report:

- Increasing volume of mental health support work, 60% of which was not funded by the Disabled Students' Allowance

- New policy on sexual violence. Four staff had been externally trained as Sexual Violence Liaison Officers, a role which carried significant responsibility
- Student services teams were working more closely together to develop a holistic view of students, supported by appropriate and compliant data sharing
- Student Support teams were working ever more closely with academic staff which ensured that support for students functioned effectively.

149.3 Members asked if there was a way to compare the University's spend on student support with that of other institutions. It was reported that there was not. There was some anecdotal evidence to suggest that the University was reasonably well resourced. It was noted that it was not possible to track directly the impact of student support services through NSS results.

149.4 It was noted that student support services were vital and had great impact and their success should be shared and celebrated. The Deputy Director of Student and Academic Services reported that this had been acknowledged and that she was working on how to share successes.

149.5 Members thanked the Deputy Director of Student and Academic Services for a comprehensive report. They asked if there was any possibility of tracking the outcomes of the work, for example through rates of attrition or failure. The Deputy Director of Student and Academic Services reported that this was difficult as access to services was individualised and data held in different places. There was potential for new software to allow this to be addressed.

149.6 Members noted the number of those referred to mental health services who did not attend and asked if there was any follow up. The Deputy Director of Student and Academic Services reported that there was at least one formal follow up if the referral had come from the Residential Life team which was based in student residences. It was reported that it was a challenge for academic

staff to be able to identify quickly those in need of support and make referrals. Where referrals were made, the mental health teams were found to be excellent and supportive. Members asked if greater integration was possible. It was reported that new learner analytics software would aid this.

149.7 It was noted that training was available for staff including a compulsory induction session on the Integrated Learner Support Model. Additionally, many staff were trained as mental health first aiders.

149.8 Members referred to the visa refusal rate given in the report and noted that if the figure grew to 10%, the University would be unable to recruit overseas students. The Deputy Director of Student and Academic Services reported that certain practices had been changed to manage this risk. Members asked for consideration of whether the risk should be on the University's risk register.

### **150/19 Student Conduct, Complaints and Appeals**

150.1 The Board received Paper E2, a report on student complaints, academic appeals, academic misconduct and termination appeals in 2017-18, and how this compared to the previous year.

150.2 Members asked if reporting by two genders was still appropriate, and the Deputy Director of Student and Academic Services agreed to consider this for future reports.

150.3 Members noted their concern about the level of cases by ethnicity. The Deputy Director of Student and Academic Services stated that this had also been recognised internally and examined closely. No evidence had been found of any kind of bias, however, more work would be done to give assurance on this question. This would be led by the Head of Learning and Teaching Development.

150.4 Members asked if the activity in the report and outcomes of it had an impact on TEF and NSS results. The Deputy Director of Student and Academic Services reported that there was no evidence to show a positive or a negative

impact. The level of terminations would have an impact on continuation statistics which were included in TEF.

150.5 It was reported that academic staff run sessions designed to help students understand poor academic practice, although it could be difficult to help some students understand. More work could be done to ensure that opportunities for plagiarism were designed out of assessments. It was noted that there was training available on designing assessments.

150.6 The Board thanked the Deputy Director of Student and Academic Services for her reports.

The Deputy Director of Student and Academic Services left the meeting.

### **151/19 Student Recruitment and Marketing**

151.1 The Board received Paper G, an update on student recruitment and marketing.

151.2 The Director of HR, Marketing and International Relations reported that whilst overall applications to the University's competitor institutions had grown, this concealed a mixed picture where certain institutions had seen a large rise in applications, and others had seen a fall.

Minute 151.3 is in the confidential section of these minutes.

151.4 Members requested further information on the number of students in University residences, rented accommodation in Northampton, and commuting from other places.

### **Action: Head of Planning**

151.5 The Director of HR, Marketing and International Relations reported that the University was seeing the strongest conversion rate of applicants in 12 years,

and this was due to the new campus effect. The current prediction for undergraduate home student recruitment was 2887, which was above target and budget. It was reported that there was a good level of confidence in this projection.

151.6 Members asked about the number of unconditional offers given by the University, as it had recently been identified as a comparatively high number. The Director of HR, Marketing and International Relations agreed to report back on the latest figure. It was reported that the unconditional offers made by the University were entirely appropriate, for example those entering arts courses with portfolios. The Director of HR, Marketing and International Relations reported that for recruitment on certain courses the University would move towards contextual offers as these provided better encouragement to applicants to continue with their entry qualification.

151.7 It was reported that clearing had opened and was progressing well.

151.8 It was reported that recruitment for 2020 had already begun. Two open days had been held, with over 1200 people attending in June. A different approach had been tried in order to make best use of the space and capture a sense of excitement. The Saturday open day in July had attracted 505 potential applicants, compared to 300 at the same time in 2018.

151.9 A review of marketing with an external company would take place in the next academic year to interrogate the University's approach to advertising and to the product.

## **152/19 Ratification of Appointment of Deputy Vice Chancellor**

152.1 The Board had previously delegated to the Chair the ability to appoint a new Deputy Vice Chancellor as a senior post holder.

152.2 Following a successful recruitment exercise, Professor Shan Wareing had been appointed as Deputy Vice Chancellor. The Board resolved to ratify this

appointment. Professor Wareing would join the University from 1<sup>st</sup> December 2019.

### **153/19 Minutes of the Audit Committee Meeting held on 12 June**

153.1 The Board received and noted Paper H, the minutes of the Audit Committee meeting held on 12 June 2019.

### **154/19 Policies for Approval**

154.1 The Board approved the following policies:

- Environment Policy
- Health and Safety Management Policy.

### **155/19 Review of Compliance with Office for Students Conditions of Registration**

155.1 The Board received and noted Paper K, review of how the University complied with the OfS' Conditions of Registration. As an update to the report, the Clerk noted that institutions with an Access and Participation Plan did not also require an Access and Participation Statement, and therefore the University was fully compliant in this area.

### **156/19 Assurances on Facilitating Student Electoral Registration**

156.1 The Board received Paper L which gave assurance on how the University was facilitating student electoral registration in order to ensure compliance with this condition of OfS registration.

156.2 It was noted that there had been a recent exercise to drive up student voter registration, including a strong presence at the University's Welcome Weekend. However, there were no statistics available on the amount of the University's students who had registered to vote.

### **157/19 Report on Meeting with Trades Unions**

157.1 The Chair reported that under the Joint Recognition Agreement with the trades unions, an annual informal meeting took place between members of the Board and trades union representatives. The meeting was organised on 15 July. One representative from UNISON was present.

157.2 The meeting had been largely positive. The following points were covered:

- positive relationship with the University and in particular with the Director of HR and congratulations for some of the University's positive initiatives
- increasing workloads and request for more flexibility for time for TU activities
- rise in union membership nationally, and a very significant rise in membership in the county, possibly related to unitary authority activity
- anxiety over Brexit for EU members of staff.

### **158/19 Agenda for September Board Meeting and Away Day**

158.1 The Board received and noted Paper M, the agenda for its meeting and away day to be held on 19 and 20 September. It was noted that there would be one change to the agenda as the Chair of the Audit Committee was not able to attend.

158.2 Members noted that there had been much discussion recently about the University's student body and how this was different from a typical model.

Further information would be useful as a lens for the discussion. It was reported that a pack of data about the University's students was being prepared as part of the background data for the away day.



## **159/19 Minutes and Recommendations from the Nominations Committee**

159.1 The Board received and noted Paper N, the minutes and recommendations from the Nominations Committee held on 19 June.

159.2 The Chair of the Nominations Committee emphasised that due to recent departures and new appointments, by 2022 the Board would have fewer members with six years experience who would normally chair committees. The implications of this were that:

- The Board's recruitment efforts needed to continue
- It needed to be ensured that new members could play a fuller part in the Board as quickly as possible by providing them with a robust and rapid induction
- The Board should also be prepared for the fact that recruiting younger members with careers meant that members sometimes were not able to continue for three terms
- The reorganisation of Board meetings in 2019-20 would have some impact on the required time commitment and it was important that Board members monitored how this was working to ensure that they remained engaged.

159.3 The Board approved the following:

1. That the Head of Staff Development worked with the Board to run a Personal Profile Analysis (PPA) by Thomas International. This would be anonymous
2. That Sylvia Hughes joined the Remuneration and Nominations Committees as an external member with a term of office from 01/08/2019 to 31/07/2021
3. That Nick Pitts-Tucker joined the Nominations Committee
4. That two independent governors joined the Remuneration Committee

(Clerk's Note: Following the meeting, Martin Pettifor indicated his willingness to join the Remuneration Committee and has therefore been added to its membership. This will be ratified at the next meeting of the Nominations Committee)

5. That a position was created on the Remuneration Committee for the President of the SU in their capacity as a governor of the University
6. That three independent governors should join the Innovation Committee
7. That two independent governors should join the Audit Committee
8. That the terms of reference of the Remuneration and Nominations Committees are amended to reflect agreements on changes to membership.

**Action: Clerk**

**160/19 Recommendation for Honorary Award**

160.1 The Board received Paper O and approved and supported the award of an Honorary Doctorate to Angela Hillery, Chief Executive Officer and Executive Director of Northamptonshire Healthcare NHS Foundation Trust.

**161/19 Approval of Updated Articles of Association for the University of Northampton Enterprises Ltd (Company Number 03092244)**

161.1 The Board received Paper P, a report recommending that the Articles of Association for the University of Northampton Enterprises Ltd were changed.

161.2 In its capacity as the University of Northampton Higher Education Corporation, the sole member of the University of Northampton Enterprises Ltd, the Board unanimously and by Special Resolution approved the adoption of Articles of Association as set out in Paper P, and authorised the Clerk to the Board to make the necessary filing at Companies House.

## **162/19 OfS Evaluation Report on Prevent Monitoring Accountability and Data Returns**

162.1 The Board received and noted Paper Q, a report from the Office for Students on Prevent monitoring accountability and data returns.

## **163/19 Review of Progress on Board Effectiveness Review**

### **Recommendations**

163.1 The Board received and noted Paper R, a review of progress on the recommendations of the most recent external Board Effectiveness Review and of the Board Development Working Group.

## **164/19 Publication of Healthwatch Northamptonshire Annual Report**

164.1 The Board received and noted Paper S which noted that Healthwatch Northamptonshire, run by the University's jointly owned subsidiary company Connected Together CIC had published its annual report.

## **165/19 Ratification of Signatures Under Seal**

165.1 The Board received Paper T and ratified the signature of documents under seal as set out in the paper.

## **166/19 Any Other Business**

### **166.1 Awards**

The Board was advised that the new campus had been shortlisted for:

- Education Estates Awards in the following categories:
  - Client of the Year
  - Innovation in Delivering Value (for the Learning Hub)
  - Inspiring Learning Spaces (for the Learning Hub)

- Project of the Year – Universities and Colleges (for the Learning Hub)
- RICS National Awards 2019 – having won in the ‘Design through Innovation’ category in the regional awards.

The Engine Shed had won the Association for Industrial Archaeology’s Creative Re-use Award, 2019.

### 166.2 **Open Meetings with Staff**

Members asked if there was merit in organising further open meetings with staff. The Chair Designate agreed that this should be discussed further.

### 166.3 **Task and Finish Groups**

The Vice Chancellor advised the Board that task and finish groups of staff were meeting and were due to report at the end of the month. The groups had received good engagement from staff. The groups covered:

- Student Progression
- IT
- New Revenue Generation.

### 166.4 **Declarations of Interest**

The Clerk advised Board members that updated declarations of interest and fit and proper person tests would be requested in late summer. She reminded Board members that they should update their declaration of interest by sending her an email as soon as and every time their circumstances changed, for example a new appointment or employment.

### 166.5 **Campus Facilities**

Members asked how the University could market its facilities to other organisations. It was reported that there was a high volume of enquiries, and this was partly a question of the capacity of the University to accommodate external events alongside its own requirements.

#### **166.6 Farewell to Staff Governors**

As it was their final meeting, the Board thanked Lee Machado and Frank Jordan for input and hard work on behalf of the Board over the past three years. A longer farewell would be given over dinner that evening.

#### **166.7 Farewell to Professor David Baker**

As it was his final meeting and he was not able to attend dinner, the Chair Designate proposed a vote of thanks to Professor David Baker. The Board thanked David Baker for his considerable work and contribution to the Board since 2014, recognising his insightful and challenging contributions to Board and committee meeting, and his deep interest in the University and particularly its students and the challenges they faced. David Baker thanked the Board and stated that he had been very grateful to be part of the development of the Waterside campus.

### **167/19 Confirmation of Availability of Papers**

167.1 The following papers were confirmed as confidential to the meeting:

- Confidential Board Minutes of the Meeting held on 19 June 2019
- Paper A – Budget Savings Against Target
- Paper B – Financial Forecast
- Paper E1 – Student Welfare and Support
- Paper E2 – Student Conduct, Complaints and Appeals

- Paper F - National Student Survey Results 2018/19 – Impact on Operational Plan Targets
- Paper G – Student Recruitment and Marketing Update
- Paper H – Audit Committee Minutes of 12 June 2019
- Paper N – Recommendations from the Nominations Committee and Nominations Committee Minutes of the Meeting held on 19 June 2019
- Paper O – Recommendation for Honorary Award
- Paper R - Review of Progress on Board Effectiveness Recommendations

### **168/19 Dates of Forthcoming Meetings**

168.1 Remuneration Committee – 16 September at 4pm

New Governors Induction – 19 September at 1pm

Dinner – 19 September at 6 for 7.30pm

Board of Governors Meeting and Away Day – 20 September from 8.30am