

Board of Governors
Minutes of the meeting held on 18 April 2018

Present:

Andrew Scarborough (Chair)

David Baker

Sue Dutton

Rafael Garcia-Krailing

Jeff Halliwell

Richard Horsley

Sylvia Hughes

Lee Machado

Mark Mulcahey

Nick Petford

Martin Pettifor (from item 63.2)

Nick Pitts-Tucker

Nick Robertson

John Skelton

Danjie Zhong

Apologies:

Sara Goodwin, Frank Jordan, Deborah Mattock

In attendance:

Jane Bunce (Director of Student and Academic Services), Emma Finlay (Governance Assistant), Mark Hall (Director of Finance), Kathryn Kendon (Deputy Director of Student and Academic Services) (for item 69/18), Miriam Lakin (Clerk), Terry Neville (Chief Operating Officer), Steve O'Brien (Dean of Health and Society) (for items 59-63), Ann Shelton-Mayes (Executive Dean Student Experience)

59/18 Welcome, Apologies and Quorum

59.1 The Chair welcomed those present, noted apologies and confirmed that the meeting was quorate.

60/18 Declarations of Interest

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

61/18 Minutes of Previous Meeting

61.1 The Board approved the minutes of the meeting held on 21 March 2018 as a true record of that meeting.

62/18 Action List and Matters Arising

62.1 The Board received Paper A, on actions arising from previous meetings. Additional comments were received on the following:

62.2 Additional Board Meeting (Minute 56.1)

The Clerk advised the Board that the additional Board meeting on 15 May 2018 was to consider the University's application for registration with the Office for Students (OfS). Several documents would be submitted to the Board for review on 15 May. The Director of Student and Academic Services advised the Board that the deadline for the application was 23 May 2018, which was the same day

as the scheduled Board meeting. The Board authorised the Chair to take action to approve documents as necessary on its behalf.

62.3 Board Effectiveness Review (Minute 43/18)

The Chair advised the Board that discussion of a programme of action in response to the recommendations of the Board Effectiveness Review would require a Board only session.

63/18 Faculty of Health and Society

63.1 The Board received Paper B, a report from the Faculty of Health and Society, which included an analysis of the strengths, weaknesses, opportunities and threats for the Faculty.

Martin Pettifor joined the meeting.

63.2 The Dean of Health and Society provided the Board with some contextual information which included the following;

- There had been a significant drop in Nursing applications (in 2017/18 a 13% drop was seen) following changes to funding. Recruitment for Adult Nursing and Occupational Therapy courses were a cause for concern. The key focus for 2018/19 would be on activity to convert applications to students.
- Workforce planning for public health was progressing slowly within the county, with less focus on prevention.
- The University were engaged in some innovative work regarding social prescribing, to reduce the pressure on GP practices, and also work with children with adverse childhood experiences.
- There was an increase in Nursing Associate numbers in 2017/18, with a further increase planned for 2018/19.

- There was further development of apprenticeships, including approval for degree apprenticeships in Nursing and Policing. Support for apprenticeship programmes would need to increase to meet the needs of this growth area.
- There were changes to NHS funding for continuing professional development.
- There was potential for the Faculty to increase partnership working. Work with Oxford University Hospital had helped to initiate discussions with Nottingham University hospital.
- There would be a re-tendering process for the CTC (Competency Testing Centre) contract. The feedback from NMC (Nursing and Midwifery Council) about the Centre had been very positive. The faculty would endeavour to secure the CTC income moving forward.

63.3 The Chair thanked the Dean of Health and Society for providing the Board with a very interesting look at the future of health. There was a discussion regarding the growth of the Nursing Associate programme and the potential implications for the Nursing profession.

63.4 Members asked about the ceiling of the apprenticeship levy and whether there was scope for more apprenticeships within the financial constraints. The Dean of Health and Society advised the Board of the current recruitment challenges facing the NHS. He confirmed that there was more scope for apprenticeships and made reference to the growth in the Nursing Associate programme.

63.5 Members asked whether the NHFT (Northamptonshire Healthcare Foundation Trust) could set up a competency testing centre. The Dean of Health and Society advised the Board that NHFT would need to have a contract with the NMC.

63.6 The Vice Chancellor advised the Board that there were plans to have a future Board meeting at the Innovation Centre, so the Board could see the work of the CTC.

63.7 The Dean of Health and Society discussed the National Student Survey performance measures. He advised the Board that six courses within the Faculty were above the University target and three courses were at an overall satisfaction rating of one hundred percent.

63.8 The Dean of Health and Society provided the Board with an update regarding the Teaching Excellence Framework (TEF) subject level forecasts. He advised the Board that the current TEF forecast for Psychology was bronze. He provided the Board with details of the recovery plan for Psychology, including an increase in work based placements to improve employability and redesign of assessments.

63.9 Members noted that Psychology had received a poor result in the National Student Survey. Furthermore, there was a concern that the bronze forecast for Psychology in the Teaching Excellence Framework would have a negative impact on the University's overall TEF outcome.

63.10 The Executive Dean of Student Experience advised the Board that any programme that was under-performing received a high level of focus. She highlighted the key actions in the recovery plan for Psychology and advised the Board that all courses had been redesigned for Active Blended Learning and that smaller group sizes had been implemented. This should help to improve student satisfaction. She advised the Board that a significant shift in NSS responses in Psychology was envisaged by the end of next year. The Dean of Health and Society advised the Board that he was working with the leadership for Psychology.

63.11 The Dean of Health and Society advised the Board that the Faculty had implemented a new research structure, but currently research and enterprise

income was below the 2017/18 target. Members noted there was a research strength in the Institute for Public Safety, Crime and Justice and asked about possibilities for growing the links with this Institute. Members also encouraged the growth of the professoriate within the Faculty of Health and Society.

63.12 Members asked about the timescale for developing the professoriate within the Faculty. The Dean of Health and Society advised the Board that the Faculty had a small number of staff progressing through the scheme and their development would take two to three years. Members asked how this timescale could be reduced. The Board discussed the merits of developing staff within the University or recruiting external professors to grow the research and enterprise income.

63.13 The Vice Chancellor advised the Board that the University's strategy was to develop staff internally, but that if there was an income stream was identified that would fund the appointment of a professor, the University would welcome the opportunity.

63.14 The Dean of Health and Society advised the Board of a growing interest amongst applicants in sport related programmes. Members asked about the opportunities in the area of sport. The Dean of Health and Society advised the Board that there was a new subject lead for Sport and Exercise Science and there had been a review of the portfolio. He referred to work with Milton Keynes College in football, Northampton Town Football Club and Adrenaline Alley.

63.15 Members asked about the rate of achievement in the Faculty of Higher Education Academy (HEA) accreditation. The Dean of Health and Society advised the Board that the Deputy Dean was leading on this, working closely with subject groups to increase progress. He advised the Board that HEA accreditation was not a requirement of staff probation. The Executive Dean of Student Experience advised the Board that the timescale for completing the HEA accreditation was longer than the six month probation period, however completion of the

accreditation was an expected part of the role and was confirmed in writing to new members of the academic staff.

63.16 The Chair thanked the Dean of Health and Society for an informative and helpful presentation and congratulated the Dean and his team for performing above a number of University benchmarks. The Chair referred to the current issues facing the Faculty and offered the Board's full support for improvement. The Dean of Health and Society left the meeting.

64/18 Campus Security and Student Safety

64.1 The Board received Paper C, a report on Campus Security and Student Safety. The Board noted the measures the University had taken to ensure student safety and tackle crime on campus. The Board agreed that Paper C would be classified as confidential.

64.2 The Board discussed ways to support students who were vulnerable and prevent them from being influenced by a small number of students who had no intention of studying, and others who came on to campus. It was noted that there was an opportunity to transform lives by supporting vulnerable students.

64.3 The Director of Student and Academic Services advised that there was a focus on engagement with students to help them see alternatives to disruptive behaviour. There was also consideration of how to support students when they first began at the University. For example, those who were the first in their family to go to university would not necessarily know what to expect or how to engage.

64.4 The importance of providing positive role models was noted, both socially and amongst the academic staff. The Executive Dean of Student Experience advised that current research also highlighted the importance of an inclusive curriculum.

64.5 Members stated that the paper gave assurance that actions and planning to address issues of crime and safety were comprehensive, however, there was no room for complacency.

64.6 Members thanked the Director of Student and Academic Services for an open and honest report, which provided the Board with assurance that comprehensive actions had been taken.

65/18 Office for Students Requirements and Registration

65.1 The Board received Paper D, a report on the Regulatory Framework that had been published by the Office for Students (OfS), and the University's preparation for registration with the OfS.

65.2 Members noted the details of the Student Protection Plan which was a condition of registration, and asked whether this would have any planning implications for reportable incidents. The Director of Student and Academic Services advised the Board that the reporting of such risks and events was likely to take place annually.

65.3 Members asked whether the risks which the Student Protection Plan addressed were included in the University's risk register.

65.4 In respect of the requirements on financial viability and sustainability, it was explained that there was a long-term financial forecast which was approved by HM Treasury. This was currently used to populate a three-year financial forecast which was returned annually to HEFCE, and which was approved by the Board prior to this.

65.5 Members noted the requirements for registration with the OfS, and agreed the process for seeking registration as set out in the paper.

66/18 Prevent Duty Annual Report Response

66.1 The Board received and noted Paper E, the response received from HEFCE in respect of the Prevent Duty Annual Report.

66.2 Members noted that the qualified judgment given by HEFCE was transitional, and it was expected that the University would move to an unqualified judgment. The Director of Student and Academic Services gave assurance that the additional work requested by HEFCE was in hand.

66.3 Noting that HEFCE had asked about the level of training of key staff, the Board resolved that all Board members should undertake Prevent training by the end of July. The Clerk agreed to ensure that all Board members were set up to complete the training.

Action: Clerk

67/18 Report from VC and COO

67.1 The Board received and noted Paper F, a report from the Vice Chancellor and Chief Operating Officer.

67.2 The Vice Chancellor advised the Board that the national USS pension dispute had been settled and that negotiations had started for next year's pay offer.

67.3 The Vice Chancellor advised the Board that the University had won an Innovation Award for embedding Changemaker in the curriculum, at the Ashoka Exchange Event in Boston.

67.4 Jeff Halliwell had attended the Ashoka Exchange on behalf of the Board of Governors. He reported the following:

- The University was highly respected by its peers in this field. Whilst membership of Ashoka was unlikely in itself to be a factor which attracted applicants, there was value in being part of the movement and in the link to and support of the University's mission. Some of the presentations had

been particularly inspiring in the way that they had addressed the transformation of lives

- The event was an excellent opportunity to develop networks with other universities and to exchange views
- The Vice Chancellor had taken a leading role in the senior leadership strand of the event
- The University was a world leader in this field, and it was important to ensure that this was reflected.

67.5 The Vice Chancellor updated the Board regarding the campaign to encourage the Office for Students to consider the social value of education, and not focus exclusively on value for money as a financial transaction. He advised the Board of a recent article he had had published in the Guardian newspaper and confirmed that the OfS had been in contact with the Executive Dean of Student Experience regarding the campaign. The Vice Chancellor highlighted the fact that the University created many graduates, such as nurses and teachers, who would go on to work in the public sector, where pay was capped, and therefore tracking the future earnings of graduates did not reflect the social value generated by their studies. Additionally, a focus on higher education as a financial transaction between student and institution did not reflect the value of graduates to society. For example graduates had higher earning potential and better health. The Vice Chancellor advised the Board that the University would be appointing a Political Advocacy company to promote the campaign and would welcome the involvement of governors in the selection process.

67.7 The Vice Chancellor advised the Board that Universities UK had commissioned an ITN documentary regarding the different types of Universities across the UK and the University had been selected to feature in the documentary. He advised the Board that ITN were interested in the University's

social impact agenda and the documentary was likely to focus on Goodwill Solutions.

67.8 The Board gave their full support to the Vice Chancellor in this campaign and asked to be made aware of where they could support it.

67.9 The Chair advised the Board that he would attend the forthcoming Committee of University Chairs' Spring Plenary. A review of the draft Remuneration Code for the sector was on the agenda. The Chair advised the Board that he would use the opportunity to put forward the Board's view about the Vice Chancellor's membership of Remuneration Committee, and would provide feedback in due course about views and practice from across the sector.

67.10 The Chair provided the Board with an update regarding Northamptonshire County Council. He advised the Board that commissioners were due in the Council in next couple of days and proposals regarding the model for local government were due to be submitted to the Secretary of State by the end of July.

68/18 Draft Events Timetable for Waterside Opening

68.1 The Board received and noted Paper G, a draft events timetable for Waterside opening. Members requested invitations to the events.

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

69/18 General Data Protection Regulation Policy and Procedure

69.1 The Board received Paper H, the General Data Protection Regulation (GDPR) Policy and Procedure.

69.2 Members asked about the restrictions that GDPR would place on communications with schools and teachers, as part of the schools outreach and student recruitment process. The Deputy Director of Student and Academic

Services advised the Board that all universities were in the same position regarding consent to communicate. She advised the Board that the new Customer Relationship Management (CRM) system would make opting in and out of the University's communications simpler.

69.3 The Vice Chancellor suggested that Governors complete the GDPR online training and recommended that GDPR be added to the Risk Register.

69.4 The Clerk advised the Board that she would need all Governors to consent to the processing of their personal data.

69.5 The Board approved the General Data Protection Regulation policy and procedure and asked the Deputy Director of Student and Academic Services for an additional brief written report to provide further assurance regarding the impact of GDPR on schools outreach.

Action: Deputy Director of Student and Academic Services

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

70/18 Minutes of the Audit Committee Meeting held on 14 March

70.1 The Board received and noted Paper I, the minutes of the Audit Committee meeting held on 14 March 2018.

71/18 Minutes of the Nominations Committee held on 21 March

71.1 The Board received and noted Paper J, the minutes of the Nominations Committee meeting held on 21 March 2018.

72/18 Minutes of the Academic Assurance Working Group held on 21 March

72.1 The Board received and noted Paper K, the minutes of the Academic Assurance Working Group held on 21 March 2018.

72.2 The Chair referred to the recommendations of the Board Effectiveness Review regarding the development of the current Academic Assurance Working Group. He stated that there was scope to develop the current group into a Committee, or to commit more Board time to this area. There would be further consideration of this.

73/18 Minutes of the Development Committee held on 13 February

73.1 The Board received and noted Paper L, the minutes of the Development Committee meeting held on 13 February 2018.

73.2 The Chair of the Development Committee provided an overview of the meeting as follows;

- The results of the current review of research were due to be presented at the June meeting of the Development Committee. There was much support for increasing the University's research offering and work, and the Board should engage with the executive on how to do this
- Apprenticeships were expanding at a satisfactory pace, the apprenticeship team may require additional support with the growth. Engagement with employers may lead to opportunities to provide corporate professional development
- Enterprise was encouraging and ripe for development, for example the CTC and Northamptonshire Growth Hub
- The Advancement team have recruited a new Major and Corporate Gifts Manager. She was focusing on the following areas for development;
 - Alumni development programme
 - Waterside Event
 - Northamptonshire Growth Hub and engagement with small and medium sized enterprises

- Setting and meeting fundraising targets for particular projects such as the dementia centre, student bursaries and naming rights for Waterside
- Funds for the recruitment of professors.

73.3 The Chair of the Development Committee encouraged the Board to support the Major and Corporate Gifts Manager and the work she was engaged in.

74/18 Minutes of the Senate meeting held on 21 March

74.1 The Board received and noted Paper M, the minutes of the Senate meeting held on 21 March 2018.

74.2 The Vice Chancellor advised the Board of a proposal to extend the academic year by two weeks. The Director of Student and Academic Services advised the Board that the additional weeks would be direct student contact time, but would not increase the number of hours to be delivered by academic staff. The additional weeks would focus on enhancing support for students, developing their skills and supporting their learning using the new Learner Support Model. The new model was designed to ensure that the entitlement to support for the development of skills which was formerly self-selecting was more embedded in academic programmes. The model would include such activities as digital literacy, academic skills and Changemaker. The emphasis of the additional weeks would shift as students progressed so that in the final year there would be a greater emphasis on employability.

75/18 Management Accounts

75.1 The Board received and noted Paper N, Management Accounts for the period ending 31 March 2018.

76/18 Update on Subsidiary Companies

76.1 The Board received an update on the governance of the University of Northampton Enterprises Limited (UNEL).

Minute 76.2 is in the confidential section of these minutes.

77/18 Appointment of Chair and Deputy Chair Designate

77.1 The Board received and noted Paper O, a proposal for the appointment of the Chair and Deputy Chair designate.

77.2 The Board agreed that both proposed candidates could remain in the room for the discussion, but would not be entitled to vote on their own appointment.

77.3 The Board approved the appointment of Sylvia Hughes as Chair from 1st August 2018 and Mark Mulcahey as Deputy Chair from 1st August 2018.

77.4 Members congratulated both candidates. The Chair confirmed that he would be working closely with the Chair and Deputy Chair designate during the transition period.

78/18 Any Other Business

78.1 Times Higher Education Student Experience Survey

The Chair advised the Board that the results of the Times Higher Education Student Experience Survey had been released and the ranking for the University was 101, an improvement of 11 places.

78.2 Board and Committee Dates for 2018-19

The Clerk advised the Board that there were two date changes for next year's Board and Committee meetings, a paper was distributed with the revised dates. Electronic invitations had been updated accordingly.

79/18 Confirmation of Availability of Papers

The following papers were confirmed as confidential to the meeting:

- Paper B – Faculty of Health and Society
- Paper C – Campus Security and Student Safety
- Paper E – Prevent Duty Annual Report Response
- Paper I – Audit Committee Minutes 14 March 2018
- Paper J – Nominations Committee Minutes 21 March 2018
- Paper K – Academic Assurance Working Group Notes 21 March 2018
- Paper L – Development Committee Minutes 13 February 2018
- Paper M – Senate Minutes 21 March 2018

80/18 Dates of Forthcoming Meetings

- Additional Board of Governors, 15th May 2018
- Project Assurance Committee, 15th May 2018
- Board of Governors, 23rd May 2018
- Court Event, 6th June 2018
- Development Committee, 12th June 2018
- Audit Committee, 13th June 2018