

Board of Governors

Chair's Open minutes of the meeting held on 23 September 2015

Present:

Mr Andrew Scarborough (Chair)

Mr Victor Agboola

Prof David Baker

Dr Sue Dutton

Mrs Margaret Gardner

Ms Sara Goodwin

Mr Richard Horsley

Mrs Sylvia Hughes

Dr Ron Mendel

Mr Mark Mulcahey

Prof Nick Petford

Mr Nick Pitts-Tucker

Mr Nick Robertson

Mr David Watson

Apologies:

Mr Martin Pettifor, Mr John Skelton

In attendance:

Mrs Jane Bunce (Director of Student and Academic Services); Ms Claire Cross (Human Resources Partner) for items minuted as M/15, Mr Robert Griggs (Waterside Project Director) for items minuted as M/15 to M/15; Mr Mark Hall (Director of Finance); Mr Steven Hamer (head of Student

Recruitment) for item minuted as M1/15; Miss Alice Hynes (Clerk); Mr Terry Neville (Chief Operating Officer).

M173/15 Election of Chair and Deputy Chair of Board of Governors

173.1 The Clerk explained that in line with the Instrument and Articles and the Byelaws the Board was required to confirm the appointment of the Chair at the first meeting of the year, and put forward Mr Andrew Scarborough for re-election, with no other nominations being received.

173.2 The Board resolved unanimously to appoint Mr Andrew Scarborough as Chair of the Board of Governors.

173.3 The Chair proposed Mrs Sylvia Hughes for nomination as Deputy Chair of the Board of Governors, with no other nominations being received.

173.4 The Board resolved unanimously to appoint Mrs Sylvia Hughes as the Deputy Chair of the Board of Governors.

M174/15 Welcome, Apologies and Quorum

174.1 The Chair welcomed Dr Sue Dutton and Ms Sara Goodwin to their first Board meeting as governors of the University, inviting them to introduce themselves. He explained that Mr John Skelton was also joining the Board, and formally welcomed him, but due to prior commitment Mr Skelton had had to give apologies for this meeting. The Chair confirmed the meeting was quorate and trusted with a full complement of 16 Governors there might less difficulty compared with the previous year. The Chair also alerted the Board to the continuing absence due a period of illness of the Assistant Clerk.

174.2 In opening the meeting the Chair also offered his apologies and those of the Clerk for the length of the agenda, the significant number of papers and the piecemeal fashion in which they had been circulated. This had been due to the double impact of the cancellation of the July meeting and pressure of work at the start of the academic year and on the Clerk's Office.

M175/15 Declarations of Interest

Standard Declarations of interest were noted as follows for members: Mrs Sylvia Hughes, as District Councillor, East Northamptonshire Council and County Councillor, Northamptonshire County Council; Prof Nick Petford, as a member of Northampton Enterprise Partnership (NEP) Board; Mr Andrew Scarborough, as Borough Councillor Wellingborough; Chair of Wellingborough Magistrates and Chair of Rowan Gate Primary School (Special Education); and Dr Sue Dutton alerted the Board to her membership of the Board of the Open University and her position as a staff member of the Open University. For those in attendance those below were noted: Mrs Jane Bunce, as member of NCC's Project Angel Group and the Cultural Quarter Programme Board, NEP Enterprise Zone Executive Group; Mr Mark Hall, as Governor at Northampton College; Mr Terry Neville, as Governor of Moulton College, member of South East Midlands Local Enterprise Partnership (SEMLEP) Board, the Northampton Heritage Gateway Strategic Project Board and the NCCs Project Angel Steering Group.

M176/15 Full minutes of the meeting held on 14 July 2015

176.1 The Chair presented Paper A, comprising the full minutes of the meeting held on 14 July 2015, including reserved minutes.

176.2 The Board resolved to approve the minutes and reserved minutes, as a true record of the meeting held on 14 July 2015.

Action: Clerk

M177 /15 Matters Arising

177.1 Paper B1, on matters arising was received. Noting the items being considered elsewhere on the agenda, updating was provided and there was additional comment as follows.

IT Update report

177.2 **On M92.2/15**, it was noted that the Head of IT Services would be reporting on progress on the Action Plan at the Audit Committee and the PAC in October. Expressing concern that the Board should monitor progress, given the matters raised previously, a governor proposed, and the Board agreed, that a Board level presentation be given at the January Board meeting.

Action: Chair and Clerk

Governor meeting with staff and students

177.3 **On M108.5/15**, it was again confirmed that governors meeting with students and with staff would be arranged as part of the Work Plan for 2015-16.

Action: Chair and Clerk

Governor Skills Audit

177.4 **On M115.3/15**, the Clerk requested governors complete the Skills Audit survey if they had not already done so.

Action: Chair of Nominations Committee and Clerk

Names from local Businesses

177.5 **On M115.4/15**, the Clerk confirmed work in progress to contact local businesses.

Action: Chair of Nominations Committee and Clerk

Recruitment of External members

177.6 **On M134.4/15**, it was reported that Sarah Porter-Lee had joined the PAC and **on M166.3/15** that John Eves had joined the Audit Committee. The Committee chairs would continue the induction and mentoring as required. Both had attended the Induction event on 17 September. It remained the case that further external members were required for PAC and Remuneration Committee.

Action: Chair of PAC, Chair of Audit Committee, Chair of Nominations

Committee and Clerk.

Recruitment to senior posts

177.7 **On M134.7/15 and M163.3/15**, the Board received Paper B2 and Appendices 1-4 showing the senior managerial structure as at September 2015. The Chief Operating Officer explained further the decision taken to divide the role of Director of Corporate Affairs, after the failure to recruit to the post. He alerted the Board to the job description for a Head of PR and Corporate Communications and that an *offer* was in train to a successful external candidate following interviews. He also explained that a final version of the job description for the role of Advancement and Development Director had now been approved and search consultants support would be used in recruitment as well as using networks and the University website. This document was tabled as **Paper 82 Appendix 2a** (and would be lodged in the Governance! drive). He confirmed the report lines for the two roles were through Mrs Deborah Mattock and Professor Simon Denny respectively.

Clerk's Note: Further discussion of the item is held in Reserved Minute 177.8 given the commercial confidentiality of the material

Fundraising and Waterside

177.9 **On M139.5**, it was noted that work was in progress with separate focus on capital and revenue and a report was being made to the Advancement Committee on 29 September.

Honorary Awards

177.10 **On M145/15**, it was reported that Senate had also approved the names recommended and the Board was required to present names for future wards to Nick Allen in the OVC as soon as possible for the next meeting of the Honorary Awards Committee in October.

Action: All Members

QAA Visit October 2015

177.11 **On M148/15 and M149/15**, the Director of SAS reported that final documentation had been submitted to the QAA together with 1300 items of evidence and a further 36 items had been provided subsequently on request. She explained that choices were now being made as to who would be part of the various meetings with QAA colleagues during their visit and those concerned would receive suitable support and briefing. The likely future for the QAA was queried and it was explained that outcomes of various consultation process would soon be known, which would indicate future plans. However, governors were alerted to the distinction between the quality assurance role undertaken in terms of self- regulation by the QAA which was owned by the HE institutions and quality assessment undertaken by HEFCE, presently through the QAA, to give VFM assurance of delivery, given scale of funding. There were clear possibilities that Government departments were seeking better statistical measures, more associated with retention and student outcomes. This would link further into new developments, soon for consultation, for a Teaching Excellence Framework; it was hoped this could allow the University to play to its strengths in teaching excellence.

Action: Director of Student and Academic Services

Audit Committee

177.12 **On M156/15**, it was noted that the Audit Committee minutes had been circulated as Paper R to the June meeting.

Action: All Members

Pav Awards and possible action

177.13 **On M159/15**, the Vice Chancellor reported that the employers had reconfirmed the pay offer of 1%. He confirmed that, of the recognised Trade Unions, UNISON had accepted the offer and UCU, as yet, had not. A governor reported that there was further consideration

being given by the UCU at national level to the offer at a meeting in Manchester in the near future.

Action: Vice Chancellor

HEFCE Financial Forecast

177.14 **On M164.8/15**, The Director of Finance confirmed that the material had been submitted to HEFCE by the due date in July but had had a minor correction. It was noted that a reconciliation document had been circulated to Board in August and was to be formally lodged as Paper B1 Appendix 1.

Action: Clerk

IT Policies

177.15 **On M 167/15 and 168/15**, the Director of Finance confirmed that a change had been made to remove the term "objectionable" and the material was now on the web.

Joint Trade Union Recognition Agreement

177.16 **On M169.2/15**, it was reported that the agreement was to be formally signed at a future JCNC meeting.

Recruitment of Clerk to the Board

177.17 **On M165/15**, the Chair of the Search Committee presented Paper B3 and the confidential Appendix 1.

Clerk's Note: Further discussion of the item is held in Reserved Minute 177.18 given the naming of the candidates concerned.

177.19 The Board resolved to approve the Search Committee arrangements, confirm the shortlist of candidates and confirm the recommendation that an interim Clerk be appointed to support the Board for the period until a permanent staff member could join the University.

Chair's Action

177.20 **On M 166/5**, the Chair informed members that he had taken Chair's Action to Appoint new Governors to Committees - namely; Audit - Sara Goodwin, Remuneration - Dr Sue Dutton and Project Assurance Committee – John Skelton. He had also taken action to approve a range of minor changes to Committee terms of Reference; and to approve minor changes to Byelaws – see also Item 13.13 Paper K. He had also approved the appointment of Sarah Porter-Lee and John Eves as External Committee Members.

177.21 The Board endorsed the Chairs' action to approve Committee memberships of Sara Goodwin, Dr Sue Dutton and John Skelton and for an initial 2 year period of appointment to September 2017 of Sarah Porter-Lee and John Eves as External Committee members.

Action: Clerk.

Use of University Seal

177.22 The Clerk informed members though Paper BI that the Use of the Seal was proposed for Lease of GP surgery to GPs, Lease of space at Newton to British Institute of Non-destructive testing, Easement at Innovation Centre.

177.23 The Board approved the use of the seal for the items in 177.15 nem con.

Action: Chair, Deputy Chair and Clerk.

Clerk's Note: Following the meeting Chair's action was also taken to approve the signature under seal also being applied in regard to a Deed of Novation with respect to Uni-temps. It was also necessary to cancel and seal again arrangements for a previously approved and signed legal charge related to the loan provided to a subsidiary – Goodwill Solutions. This had had to be resealed due to an error in the original legal wording provided.

M178/15 PAC minutes June

178.1 The Chair of the Board presented Papers C1 and C2, comprising the minutes of the PAC for the 14 July 2015 and 15 September meetings. The Chair of PAC was unable to attend the Board, but there were no specific queries raised on the minutes.

178.2 The Board received PAC Minutes of 14 July and 15 September 2015.

Action: Chair of PAC and Clerk.

M179/15 Update on Waterside Project- July and September

179.1 The Waterside Project Director presented Paper C4 and Appendices 1 to 5, comprising the September Update on the Waterside Project. The Paper C3 and Appendices from the July PAC meeting, which had been circulated in August, were lodged for the record but had now been superseded. The Waterside Project Director reported that work was progressing apace on the site with pile driving for the main road bridge well on track and the line for gas main now resolved in terms of use of the Nunn Mills road bridge. The erection of the Bill Board on the site were also on course, which would give opportunity for a greater visibility locally to the University's presence as well as the formal notifications re the various contractors. He noted the minor adjustments being made on the designs for the student residences where were being submitted for Stage 3 Planning permission. These linked to the positioning of the residences with the listed Engine Shed. He also reported on changes to the advice being received on catering arrangements on the Waterside campus.

Clerk's Note: Further discussion of the item is held in Reserved Minute 179.2 given the commercial confidentiality of the material

179.3 The Board voted and resolved to approve the submission of the Student Residences designs for Stage 3 planning approval

Action: Chief Operating Officer

179.4 The Board resolved unanimously to endorse the appointment of Stern Consulting as the catering consultants for the University on the project team for the Waterside project.

Action: Chief Operating Officer and Director of Finance

Energy Centre

179.5 The Waterside Project Director presented Paper C4a and the detailed appendix showing the options appraisal from CouchPerryWilks on solutions for the Energy Centre with the changing situation on the CHP over the summer. The Board understood that due to the unexpected capacity factors at the access to the national grid through the Grendon Western Power sub-station, options to return electricity generated beyond the University's needs were not feasible, making a CHP no longer an energy solution in the short term. The outcome also meant there would be no interest as a consequence from any third party provider where an energy centre could have been established as an off balance sheet solution. The University had BREEAM, planning and cost constraints also to accommodate with respect to achieving a preferred solution. The Board also reviewed again the timing of drawing down its PWLB loans, and considered a detailed report from KPMG which also explored the financing solutions for the Energy Centre as a part of the Waterside Project.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 179.6 to 179.8 given the commercial confidentiality of the material

179.9 The Board voted and resolved to approve

- a) the procurement on balance sheet of an Energy Centre based on a Biomass solution;
- b) the approaches to the HM Treasury and the HEFCE to secure permissions under the covenant for further borrowing of up to £8m to permit procurement of the Energy Centre;

- c) the addition of further borrowing if feasible through an additional PWLB loan arrangement through the Northamptonshire County Council;
- d) the design approach for the Energy Centre such that alternative CHP solutions could be considered in the future once financially viable in terms of returning energy to the National Grid.

Action: Chief Operating Officer and Waterside Project Director

179.10 The Board resolved to remain with its previously agreed arrangement for action on the PWLB loan should there be sudden changes in rates; seeking to avoid unnecessary cost of carry expenditure and to request further report on comparative costs of possible shorter and longer loan periods.

Action: Chief Operating Officer and Waterside Project Director

179.11 The Board noted that the PAC meeting had deferred the detailed consideration of the update on the academic programme in September but it received Paper C4 being the report on the work completed in 2014 15 and also considered the two new work streams being put forward to support the project. At the June PAC meeting an update on project communications had been considered and the document was received for the record by the Board as Paper C5. Governors commented on the balancing act required to both press forward with the project while ensuring the business as usual service was maintained for current students; thus they strongly supported the idea of early planning on the work streams suggested. A query was also raised about work of changing module and course content and it was explained that even where a module due for closure there were circumstances where students need to complete and the process was phased. A number of governors remained keen to ensure the continued effective communication about the Waterside project was achieved internally as well as externally.

179.12 The Board resolved to approve two new academic work streams- on the operational arrangements for the Learning Commons Building and on Planning the move to meet the requirements of the academic year.

Action: Waterside Project Director and the Director of Student and Academic Services.

179.13 The Board resolved to approve the Waterside update for September

Action: Chief Operating Officer, Waterside Project Director.

Mr Robert Griggs (Waterside Project Director) left the meeting and Professor Ann Shelton-Mayes (Executive Dean Education) and Mr Steven Hamer (Head of Student Recruitment) joined the meeting.

M180/15 Clearing and Recruitment to September 2015 intake

180.1 The Director of Student and Academic Services (SAS) gave an oral update on Clearing and Recruitment. She explained that confirmed figures would not be known until October 2015, once the students arrived on campus including completion of the International and European recruitment process. Given earlier concerns, however, she reported how successfully the activity had been conducted in the summer and the positive position on student recruitment for the 2015-16 period. The Board reaffirmed its support for the position on entry qualifications and the University's access mission to make opportunity available to those who could benefit.

180.2 It was reported that the University had recruited 3540 Home and EU, 363 International and there were presently 23 not known, which were awaiting status confirmation. The Director of SAS envisaged further international students arriving but expected less change in the final Home and EU figures once all were confirmed. She explained that there had been more students looking for places in Clearing than was first feared, including those with good grades although the University had reviewed

the entry tariffs and point scores being used and accepted those with less successful records, but whom the University considered could cope with the courses. A governor queried how many students had been secured through the new foundation degree structure and figures of approximately 100 undertaking those four year programmes were reported. This was a route for those who needed more academic support.

180.3 Considerable effort had been taken over the Clearing period to secure the results shown and it was accepted that there could be a knock on impact on student retention if action was not taken. Governors were assured that staff were fully aware of the need for suitable academic support for students. The Executive Dean confirmed the additional arrangements being put in place and the Director of Finance also added that some of the contingency funds set aside in case of shortfall in recruitment, were being released and diverted towards such remedial additional support. Governors generally queried how far the position of competitors was yet known and how their experiences of Clearing had been as well as how the removal of the cap on student numbers was affecting the future planning on entry qualification levels to be set. It was explained that it was probably too early to say although some anecdotal information suggested some universities had recruited much more strongly and some were considerably down on numbers.

180.4 The Board received the oral update on Clearing and the September 2015 enrolments

Action: Director of Student and Academic Services

180.5 The Board asked the Executive to congratulate the staff concerned with the Clearing activity on their success in achieving the level of student recruitment

Action: Director of Student and Academic Services

M181/15 Marketing plans for Recruitment to September 2016 intake

181.1 The Head of Student Recruitment presented Paper D1 and a number of appendices, comprising information on the data on marketing, the approach being taken to secure potential students and the detailed recruitment plans for the 2016 intake. The paper was confirmed as confidential in the context of the increasing competition in the HE sector. The Head of Student Recruitment took the Board through the various work to understand what students and their parents wanted to know when making their choice with the course itself, the quality of the teaching and student experience, employability and local living costs being significant factors. For a University such as Northampton the Open day experience was of key importance in conveying its supportive academic culture and its friendliness and welcoming campuses. Governors expressed support for the approaches being taken and were delighted to receive such a comprehensive and thoughtful report on a topic critical to the future success of the University.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 181.2 and 181.3 given the commercial confidentiality of the material

181.4 He also spoke of the way the international market was increasingly challenging and the unhelpful position developing on student visas. The team continued to have country focussed visits and promotion, with support sought from the British Council. The Indian market was turning away from the UK and the issue of post study work remained a difficulty. He spoke of the role of the intake from those at international partner colleges and the importance of consolidating and developing those relationships. The University had a good position being in Northamptonshire, compared to others, in having lower accommodation and living costs as a location. In discussing the balance between the larger proportion being recruited via clearing and the in-year application

processing, there was discussion of the gradual move to a form of post qualification recruitment system with students waiting to make choices because the threat of capped number and closed courses was less; and with most of the "elite" universities taking part.

181.5 The Board endorsed the proposed Marketing plans for Recruitment to the intake from September 2016.

Action: Head of Student Recruitment

M182/15 Student Experience- Complaints, Appeals and Misconduct

182.1 The Director of Student and Academic Services presented Paper D2, comprising the report of Complaints, Appeals and Misconduct; the data covered the period 2013-14. She confirmed that overall the numbers were low and together with the fact that few cases referred to the OIA were successful, suggesting that this evidenced both the overall quality of the student experience in the University as well as the effectiveness of its processes for identifying and acting upon concerns. It was however almost inevitable with the rise in fees that student would be more concerned about outcomes which also impacted on the academic misconduct cases.

182.2 She highlighted the area of most difficulty and complexity concerned fitness to practice cases where the University acted as a gatekeeper to a profession. More work was being to give training and guidance to avoid cases of plagiarism, and she informed to the Board that consequences were affected by expectations of academic experience, such that a case with a master's student would be different to a first year undergraduate. She explained, in response to a query from a governor, that the University paid only small amounts of compensation to students and that comparative data was available from the OIA with respect to cases where they found in favour of students. The University recognised it might not always deliver to the levels aimed for and would not defend every case, but it sought to be quick to rectify problems when they arose.

182.3 The Board of Governors resolved to receive the report on student complaints, appeals and misconduct and endorse the actions being undertaken to improve the student experience.

Action: Director of Student and Academic Services

M183/15 Student Experience- Students' Union Reports

183.1 The President of the Student's Union presented Paper D3 and appendices, comprising the report on the achievements during the 2014 15 year Appendix 1 - the Impact report and the Charity Commission report; and the Union's plans for activity during the coming 2015-16 year including as Appendix 2, the budget plans. The President highlighted the extended hours of the areas which could be accessed for student support, the work of the student societies including how much had been raised for charity, the work of course representatives and an associated conference. He commented on the Union's own governance, the balance of the Trustees and the positive interaction with the University and the University nominated Trustee.

183.2 Governors commented with pleasure on the positive messages in the Charity Commission report and with only four points indicated for attention; they congratulated the Students' Union warmly on the outcome. The President confirmed that action was already in train to respond to those recommendations. For the coming year he drew especial attention to the plans for the support of Mature Students through a new Association and the use of the Pavilion as a regular base as a meeting place for older students. He also spoke about improving the Alumni Association and translating guidance about plagiarism into information documents geared to help international students by communicating those messages more clearly through their home languages and explain the issues and consequences better so that culturally-based misunderstanding could be reduced.

183.3 The Board of Governors resolved to receive the report from the President of the Student's Union on the performance of the Students' Union during 2014-15 and its plans for 2015-16; giving the Union congratulations on the successes achieved in 2014-15.

Action: President of Students' Union

M184/15 Student Experience- National Student Survey (NSS) 2015

184.1 The Executive Dean (Education) presented Paper D4 and appendix, comprising an analysis of the NSS survey undertaken by departing students during Spring 2015 and published in August 2015. She reminded the Board that the NSS was an independently collected survey run nationally; the outcomes of which were used in various ways as a powerful source of information on courses for prospective students. This was both through the Unistats website run by UCAS as well as in a variety of nationally published league tables. She explained that league table compilers used them in different ways with different weightings. She acknowledged that this year the University had slipped in its percentage points and had not sustained its previous upward trend, however it still remained above the sector average, save in learning resources. In terms of its basket of comparative Universities it also held second or third place. She also explained that the use of weighted averages linked to form of university affected the result without which the University in cold numbers would be 27th. The approach was to undertake detailed analysis because it was through specific adjustments at the course levels that many of the matters brought into question by the survey could be addressed. There was a dashboard being developed which would help show data more clearly and those subjects achieving greater success were sharing good practice and ideas.

184.2 Governors commented that they recognised that earlier reporting of the acceptance of students with lower examination results on entry would affected league table position and also mean a larger number needing

support. They queried if that support was in place and appreciated that effective assistance would gain a positive student reaction in a future NSS as well as securing retention. The Executive Dean explained the range of support structures and she highlighted the high score in the NSS for personal development. She also spoke of the risk of students having survey fatigue and how colleagues were seeking to maximise the numbers of students undertaking the survey as they also seemed to have an impact on the number of more positive responses. She also spoke of the commentaries given by many students on their experience in addition to the numeric scores; and how important the consideration of this material was in helping target areas for attention.

184.3 The Board of Governors resolved to receive the report on the NSS 2015 and to endorse the actions being proposed to address the identified issues.

Action: Executive Dean and relevant executive colleagues

M185/15 Student Satisfaction- Destinations of leavers of HE (DLHE) 2015

185.1 The Executive Dean (Education) presented Paper OS and appendix, comprising an analysis of the DLHE survey undertaken by students - both undergraduate and taught post graduate who had completed study in summer 2014 - undertaking the survey after about 6 months of leaving the University. The outcomes were also published in summer 2015. She explained that the survey was again conducted independently and identified students as being in work or further study and those who were unemployed. It also sought to distinguish between jobs and class some as graduate level jobs and some not. This used a government listing of occupations which was highly disputed and was seen to be outdated - with an example of nursery teaching being given and the relatively recent inclusion of paramedic science as a graduate level position.

185.2 The analysis continued to show a positive position for the University in terms of its graduates being able to secure work or undertake further study, with a position of second against its basket of comparative Universities. However in the area of securing "graduate" level work the picture remained more challenging and the Vice Chancellor and the Executive Dean acknowledged there was further action needed. Work was being directed to specific subject areas using the JACs codes to target professions and gaining further professional body recognition and work placements on courses where possible was also a tactic being used. More lobbying by the University and its peers in relation to the content of the occupational listing was also seen as important.

185.3 The Board of Governors resolved to receive the report on the DLHE on the 2014 leavers and to endorse the actions being proposed to address the identified issues.

Action: Executive Dean and relevant executive colleagues

M186/15 Equality and Diversity

General Equality and Diversity Duties

186.1 The Chair and the Clerk presented Paper E and appendices, comprising a background to the University's responsibilities under the 2010 Equalities Act, including guidance material on the Act and documents previously adopted as a statement of compliance. The Board was updated on a range of work taking place both for staff and students and in different areas of University activity. The data on equality and diversity presented previously in March on students and in April on staff, was recognised as context to the discussion.

186.2 The Board of Governors resolved to receive the background material, noted its duties under the Act and approved the range of activities being undertaken to support compliance.

Action: All Governors

Student Equality and Diversity issues: Student E&D action plan

186.3 The Executive Dean (Education) presented Paper E3 and appendix, comprising a report giving an overview of equality and diversity work relating to students. Much detailed analysis had been undertaken to consider student participation and performance by various protected groups and set against equality and diversity perspectives; this material was also comparable with many nationally provided data sets via HESA and HEFCE. The approach was again to seek to achieve many small practical steps which in total would have strong impact, with close attention being given to equality and diversity data by the Student Experience Committee and the equivalent at School level. The monitoring and attention for student matters was undertaken primarily through the Inclusive Student Experience Group. The main focusses of work were in relation to both BME and disabled students in terms of improving success in their gaining good degrees and graduate level employment and also with respect successful progression for BME students, where the percentages were lower. There was an improvement in the overall employment rates of disabled students which was positive news.

186.4 The Board resolved to receive the Student Equality and Diversity Action Plan and endorsed the proposed actions.

Action: Executive Dean and relevant executive colleagues

Professor Ann Shelton-Mayes (Executive Dean Education) and Mr Steven Hamer (Head of Student Recruitment) left the meeting and Mrs Claire Cross (Human Resources Partner) and Mrs Jo Brewin (Human Resources Manager) joined the meeting.

Staffing Equality and Diversity issues: Staff E&D action plan 2015-20

186.5 The Human Resources Partner presented Paper EI, comprising the Staff Equality and Diversity Action Plan 2015 to 2020. She explained that the plan supported the overarching Strategic Plan and broader human resources action plan, with targets covering the same 5

year timeframe. The plan was welcomed by governors and it was recognised that the University was catching up with actions that were needed on the equality and diversity area in light of its legal duties since 2010. Making the measures sufficiently "smart" to judge achievement of the plan was highlighted and governors queried what would be the relevant KPIs. There was interest in the more detailed levels of proposed action. The issue of raising awareness was raised and governors queried the extent to which the *staff* themselves, were "buying into" the plan. The positive indications in the recent *staff* survey on the questions around equality and diversity were highlighted as showing an improving picture over time.

186.6 The Board resolved to receive the Staff Equality and Diversity Action Plan and endorse the proposed actions.

Action: Director of Human Resources

Staffing Equality and Diversity issues -Equal Pay Audit

186.7 The Human Resources Manager presented Paper E2, comprising the Equal Pay Audit. She explained further the more subtle messages in the report confirming that there was strong comparability when looking with pay bands on work of similar character and role. It was recognised that there was a larger number of females working in part time and in lower graded positions. A small number of positions, at the most senior level, gave large impact on percentages, noting that both the Vice Chancellor and the COO were male. There was discussion about the distance between highest and lowest paid staff. A governor queried if there was further analysis with respect to promotion success by gender and the level of starting salary achieved by women compared to men in academic roles in the grade 7 grade 8 areas. Governors also expressed particular interest in the area of research positions especially the professoriate. It was considered a University such as Northampton was one which could grow its own research community and thus fairness of access to development was also significant. The current success of female students

was highlighted as a potential good sign for the longer term. It was noted that of the 16 professors, 25 % were women, but there was a more even position across the level of deans and directors.

186.8 A board member warned against being complacent about the findings of the Equal Pay Audit which concluded that the gender pay gap could be explained simply by the fact that female employees were concentrated in the lower paying grades. For instance, the data showing gender pay gap by area indicated some wide gaps in certain academic Schools. This suggested the need for additional analysis to determine how many women and men were employed at each step within grades 7 to 9 as well as how many women and men were employed as Part Time Hourly Paid (Associate) Lecturers PTHPLs) in each School. Further analysis might give evidence for the possible explanation that some of the gender pay gap among academic staff was due to women being more likely to be appointed at the bottom end of Grade 7 (Lecturer) and men appointed at the bottom end of Grade 8 (Senior Lecturer) as well as women constituting a disproportionate majority of the PTHPLs.

186.9 The Board resolved to receive the Equal Pay Audit 2015 and to endorse the areas identified for further analysis and attention including,
Action: Director of Human Resources

Equality and Diversity issues and Governance

186.10 The Chair and the Clerk presented Paper E4 and appendices, comprising information about the governing body's own compliance with equality and diversity practices. The Clerk also confirmed there was now no paper ES as material had been incorporated into a single paper. The Board was further alerted to the work of the national body supporting higher education – the Equality Challenge Unit. The composition of the Board was considered and the lack of ethnic diversity across the lay governors was noted. The report on Scottish governing bodies offered useful insights and in many cases the University already had in place the recommended practices. In the new CUC HE Code there was a specific

section on equality and diversity and the extent of application had been analysed as appendix 3, which showed a good degree of convergence with CUC advice although the University was using actions plans to support its work rather than separate strategies. The provision of regular reports to the Board on the equality and diversity topic and the visibility of EIAs was also highlighted.

186.11 It was noted, however, that presently the Clerk's Office only collected data on three of nine areas within the Act, namely gender, ethnicity and disability. A governor queried whether, given the Board's responsibilities, this remained acceptable; in particular recognising the data collection process on the equality and diversity of staff. The fact that the law had been in place since 2010 but the University might not yet be taking forward best practice and ensuring full compliance gave some members concern. It was recognised that there was an option to decline to provide a response to any survey questions.

186.12 The Board resolved to receive the update on equality and diversity and governance and noted the ethnic diversity issues with its lay membership, endorsing consideration of means to address the discrepancy.

Action: Chair, Chair of Nominations Committee and Clerk

186.13 The Board resolved to receive the analysis against the CUC HE Code and confirm continuing development of its current practices to deliver equality and diversity compliance; with consideration regularly part of the Board work plan.

Action: Chair and Clerk

186.14 The Board resolved to review its data collection on its own equality and diversity data collection and request information on all areas designed by the Equality Act.

Action: Chair and Clerk

Mrs Claire Cross (Human Resources Partner) and Mrs Jo Brewin (Human Resources Manager) left the meeting

M 187/15 Risk Management

187.1 The Chief Operating Officer presented Paper F, comprising the updated Risk Management report. The Risk Management Group had met on 15 September and reviewed the current position. It would receive regular updates following presentation to the Audit Committee noting the Risk management Group planned to meet in December, March and June in the current academic year. There had been no significant changes to the risk profile received at the September meeting. It was recognised that the risks should also be connected to the Strategic Plan and aspects which might prevent its achievability. A member queried the extent to which the University might be exposed to a risk of dispute with a major contractor, and reassurance was given about contingencies in place to respond to contractor business failure.

187.2 The material on risk appetite had been updated at the end of the academic year and circulated in the summer. It was included as part of Paper F. A member queried the seeming discrepancy between the categorization within the Risk Register and the messages in the material on Risk Appetite with respect to IT. If there was a low risk appetite how was it the University was being more adventurous in its developments. Other colleagues confirmed that while having an appetite for new IT development, the University would seek to mitigate IT risk as much as it could, with a low appetite for IT failure, given how fundamental important it would be to the success of both the Waterside and the University's future operation. Hence the particular focus currently on the action plan following the PWC report presented at an earlier meeting.

187.3 Recognising the timing risk of the move from one campus to another, members queried the consequences if there was major damage was to occur to the new campus prior to occupation. There was comment that further consideration should be given in any case to the area of

Business Continuity Planning, noting previous questions from PWC about IT.

187.4 The Board of Governors resolved to approve the Risk Management Report, including the revised Risk Register, noting the value of a future deeper consideration of monitoring Business Continuity Plans and practices and the updated annual position on Risk Appetite.

Action: Chief Operating Officer and Executive Officer (OVC)

M188/15 Key Performance Indicators

188.1 The Chief Operating Officer presented Paper G, comprising the 2014-15 Key Performance Indicators. He explained that that this was the concluding set of KPIs under the RTB Strategic Plan. In the end research and enterprise targets had been met although performance across the he Schools varied considerably. The achievement in 2014-15 was that 5 of the 7 corporate targets had been met.

188.2 The Board of Governors resolved to approve final summary for 2014-15 Key Performance Indicators under the RTB Strategic Plan.

Action: Chief Operating Officer and Executive Officer (OVC)

M189/15 Year end and Budgets 2015-16

Period 12 Management Accounts 2014/15

189.1 The Director of Finance presented Paper H2, comprising the Period 12 Management Accounts 2014/15. While subject to normal external audit he indicated that there was expectation of a surplus for the year even after the application of the year end capital adjustments due to the writing down of the estate. There was some off-set from deferred capital grants being brought forward. The underlying surplus was expected to be £14.3m, before the Waterside and FRS17 adjustments; he highlighted the variances on pay. He acknowledged that the difficulties for the School of Arts lay in the initial failure to secure the anticipated levels of student recruitment and thus income was down for the year. The area of concern around research income, however, had in fact been a success with figures

above budget by the end of the year, with particular credit to the School of Science and Technology. In terms of the coming year he indicated that some loss making activities were either being significantly redesigned to attract students or the University was planning to phase them out.

Governors congratulated the University and the finance team on the likely outturn position and the contribution that would make to relevant cash reserves in line with the planned expenditure on the Waterside.

189.2 The Board of Governors resolved to approve Period 12 Management Accounts and anticipated out turn for the 2014-15 year.

Action: Director of Finance

Capital Budget 2015-16

189.3 The revenue budget for 2015-6 had been approved at M141/15 and further to the work on the year end on Waterside capitalization and estates write-down, a specific capital budget for the planned expenditure in the 2015-16 year was presented in Paper H2 Appendix 2 for approval. The figure of £51,948k proposed, was in line with the previous forecast expenditure in KPMG's material as regularly presented to the Board.

Appendix 2 also showed the reconciliation to the normal project financial data predictions. Governors also recognised the importance of cash flow and were satisfied that with the funds in investment and the progress at year end to increase reserves, the proposed capital expenses could be supported.

189.4 The Board of Governors voted and resolved to approve the Capital Budget of £51,948k for the 2015-16 period.

Action: Director of Finance and Waterside Project Director

M190/15 Financial Regulations

190.1 The Chair explained that the Financial Regulations were subject to annual review, however no changes were presently proposed by the Executive or the finance team to the version 21 as previously approved. There were no changes proposed from the Board either.

190.2 The Board resolved to re-approve the Financial Regulations version 21 with no changes.

Action: Deputy Director of Finance.

M191/15 Human Resources and Student Policies

The Clerk reported that there were no Human Resources or Student based policies for review at present, however some further changes to the Student's Union constitution would be put forward during the coming year.

M192/15 Compliance with Prevent Duties

192.1 The Director of Student and Academic Services presented Paper I and the appendix showing the detail of the Prevent duty now operational on the University and the consequences of the 2015 Counter Terrorism Act. She reported on a recent briefing at an AHUA conference following the operational date of 18 September 2015. The HEFCE had been confirmed as the formal regulator for the Prevent work and had issued a consultation document prior to the meeting which was received as appendix 2 to Paper I. She also highlighted the extent to which attempts would be made under the legislation to define both violent and non-violent extremism and the complexity of the boundary between right protest and incitement to civil unrest. There were key tasks to be undertaken with respect to a risk assessment, the creation of an action plan and training activities. She highlighted the intention to build on good practice already in place in the Students' Union with respect to meetings and events.

192.2 It was explained that HEFCE had commenced a consultation on its approach which was to gather information in a first phase on levels of Prevent activity and the extent of compliance, followed by a more detailed second stage scrutiny. The Director of SAS explained that in the second phase there was likely to be an expectation that the Board would annually

have to give assurance of compliance based on internal scrutiny of processes. This might be supported through the Internal Audit service. Governors expressed concern at the possible scale of work involved and the importance of ensuring a balanced response bearing in mind the need to maintain academic freedom of thought and research activity. It was reported that HEFCE had already allocated 8 staff to the team to take forward the monitoring and compliance work involved. It was recognised that the University of Northampton's location, student and staff community gave rise to a lower level of risk compared to some of its peers, but this was no cause for complacency. The President of the Students' Union reported on the campaign against the requirements that was being initiated by the NUS. He explained the good relationship between the Union and local Prevent staff and the local police and confirmed that Northampton Students' Union would not be taking part in the campaign.

192.3 The Board resolved to receive the report and endorse the approach being taken by the Executive to achieve compliance with the Prevent duties, noting the intention to respond to the HEFCE consultation due for return in October.

Action: Director of Student and Academic Services.

M193/15 Board Annual Evaluation and Board Effectiveness Review Update

193.1 The Senior Independent Member, presented Paper J, comprising the analysis of the Annual process of self-evaluation and the progress made against targets in the Effectiveness Review 2014 -2015. The SIM explained the process undertaken of annual review and highlighted the issues he had identified for further attention during the coming year as a consequence. There had been progress on the majority of the recommendations from the audit report on governance and on the conclusions the Board itself had reached. However some areas, such as a) the interaction with the Executive over senior posts and staffing capacity

at strategic levels, b) the possibility of further student presence on the Board and its committees c) participation governors ability to connect to University academic activities and events and d) successful marketing, all remained live issues.

193.2 The Clerk explained some recommendations she wished to highlight in relation to auditor reports and the Chair confirmed that a number were dealt with elsewhere on the agenda or on the SIM's advice could be considered through the Audit Committee.

193.3 The Board resolved to approve the report from the SIM and confirm the completion of the Effectiveness Review 2014-15, noting the approval of Board decision-making via electronic means, the status quo on the clerking of the PAC, the position on Remuneration Committee minutes, referring the question of student membership of the Board to a future meeting.

Action: Senior Independent Member, Chair and Clerk.

M194/15 Revision to University Byelaws

194.1 The Clerk presented Paper K, comprising the immediate revision to the Byelaws for September 2015. The redline version of the Byelaws, showing items processed by Chair's action and those proposed for the September changes was available for consultation as Paper K Appendix 1. It would be lodged for the record in Governance1.

194.2 The Board resolved to endorse the changes to the Byelaws through Chair's action in August and approve the further revisions including to section 27 with respect to University premises.

Action: Clerk

M195/15 Governance Handbook and Procedures

195.1 The Chair and the Clerk presented Paper L, comprising a proposal for new procedure for operation by the Board to permit decisions to be made by electronic means. The Chair explained that there had been concern expressed when the matter had been presented previously and

the choice has been made to retain decision-making to the Board or with approval/ in extremis through Chair's Action. The weight of material being covered by the agendas gave further reason to establish ways to process items more straightforwardly outside meeting time. Where a matter was sufficiently time constrained and of key importance, the process would allow urgent decisions to be made. It was however emphasised that such decisions would need a unanimous position from governors and any member might decline and request the item be on the agenda for discussion as normal. The holding of a Governance Handbook in a shared drive for use by Governors and key senior staff was also reported.

195.2 The Board voted and resolved to approve the proposed procedure for considering and deciding on items of Board business through electronic means.

Action: Chair and Clerk.

M196/15 Board Work Plan

196.1 The Chair presented Paper M, comprising a proposal for a work plan for the 2015 -16. The Vice Chancellor had expressed concern about the load on the Executive in producing papers for the Board and the Chair confirmed the need for improvement in the quality and timeliness of papers. A governor expressed his serious concern regarding the material presented for the September Board, including the quality provided and the piecemeal fashion of its dispatch. He highlighted that hard copy papers had not reached him - and argued for material to be received at least 5 working days before a meeting; the lack of access to the indicated shared drive and the sheer volume of paper being produced on this occasion. The Chair and the Clerk again acknowledged the difficulties encountered with merging two Board meetings and pressure on paper production due to staff absences and start of academic year. The Clerk also confirmed that the attempted to move towards further digital methods by the use of a shared drive called Governance1 for Board members was incomplete and had proved inaccessible in the event. It was

suggested that the coverage for the autumn term be confirmed but the distribution of work for the spring and summer be further reviewed.

196.2 The Board resolved to approve the work plan for its Autumn term meetings, to include an item on Digital Transformation in the January meeting, and to review the detail of the work plan for 2016 in light of the KPIs and the Implementation Plan due for discussion at the October Board, alongside the items previously identified for regular Board scrutiny.

Action: Chair and Clerk.

M197/15 Arrangements for Court

197.1 The Clerk presented Paper N, comprising the proposed arrangements for the Court for 2015-16 and as Appendix 1 the programme for the October meeting of the University Court.

197 .2 The Board resolved to approve the arrangements for the Court for 2015-16 and the programme for the Autumn meeting which focused on the four Changemaker Challenges.

Action: Clerk

M198/15 Minutes of Senate

198.1 The Vice Chancellor as Chair of Senate presented Paper O, comprising the minutes of Senate held on 1 July 2015. The visit of the QAA during the week of the next Board meeting was noted.

198.2 The Board received the minutes of the Senate meeting of 1 July 2015.

Action: Chair of Senate.

M199/15 Minutes of Search Committee

199.1 The Chair of Search Committee presented Paper P1, comprising the minutes of the Search Committee held on 24 June and 7 July 2015.

Further updates had been provided in M177.17- M177.19. Papers P2 and P3 were not yet available, but would be lodged with the September

meeting when completed. The content of the meetings had been covered in Paper B3 and its appendix. The Clerk confirmed that she would clarify with Board members their availability for the 30 minute meeting of the Board on Tuesday 29 September prior to the Advancement Committee in order to ensure quoracy, and permitting decisions to be made promptly.

199.2 The Board received the minutes of the Search Committee meetings of 24 June and 7 July 2015.

Action: Chair of Search Committee.

Clerk's Note:

The Chair Minutes of the Search Committee were circulated subsequently and received for the record as Papers P2 and P3 to the 23 September 2015 Board meeting.

M200/15 Minutes of Nominations Committee

200.1 The Chair of Nominations Committee presented Papers Q and QR. The Chair confirmed ongoing work with respect to recruitment of external committee members and the Court.

200.2 The Board received the open and reserved meeting of the Nominations Committee on 6 July 2015.

Action: Chair of Nominations Committee.

M201/15 Minutes of the IMAC

201.1 The Chair presented Paper R, the minutes of the Independent Members Appointment Committee held on 14 July 2015.

201.2 The Board received the minutes of the IMAC meeting.

Action: Chair of IMAC.

M202/15 Minutes of the Joint Audit and PAC Committee meeting

202.1 The Chair presented Paper S, the minutes of the Joint meeting held on 14 July 2015 of the Audit Committee and the Project Assurance Committee.

202.2 The Board received the minutes of the Joint Audit and PAC Committee meeting.

Action: Chair of PAC

M203/15 Vice Chancellor and COO Update September 2015

203.1 The Vice Chancellor presented Paper T, comprising the Vice Chancellor and Chief Operating Officer Report September 2015. He alerted members to the change in league table position and also the news of a further £150m of cuts from the higher education teaching budget. Members congratulated the Vice Chancellor and colleague on his completing a half marathon.

203.2 The Board received the Vice Chancellor and COO Update September 2015.

Action: Chair of PAC.

M204/ 15 Update on Calendar of Board Activity

204.1 The Clerk presented Paper U, comprising the Update on Calendar of Board Activity. She highlighted the further meeting of the Remuneration Committee scheduled to follow the Board meeting on 18 November 2015. The Chair of Advancement Committee and Treasury Committee proposed moving the meetings on 9 May to the previous week.

204.2 The Board received the Update on Calendar of Board Activity and approved the changes to dates for 2015-16, including a proposed change of meetings on 9 May 2016.

Action: All members and Clerk.

Clerk's Note: Following the Board it was confirmed that the Advancement Committee and the Treasury Committee would move to Tuesday 3 May.

The Chair also confirmed the need for a short Waterside-based Board meeting to take place prior to the Board Lunch on 18 December.

M205/15 Any Other Business

Chair- re The Chancellor

205.1 The Chair reported that further to M114/15 he had met with the Chancellor and she had indicated she was happy with the changes proposed for the Chancellor's Fund.

205.2 Confidentially the Chancellor had indicated, however, that due to pressure of work at Westminster where she had been asked to take Lords Committee level responsibilities she was wishing to tender her resignation as Chancellor of the University. This was with a view to stepping down by the July 2016 ceremonies. This news was strictly confidential as the Baroness would be speaking on this publicly at the Court on 8 October, Chancellor being the Chair of Court. However in the meantime, the Chair explained that it would be helpful if the Board could authorise the establishment of a Search Committee which could initially clarify the criteria for the person needed and the scope of the role for the next period of office, before considering possible names. The matter would need to be handled with care and discretion and would involve the Secretary of the Senate as well as there being Senate, student and staff presence on the Search Committee. Governors were encouraged to give the topic some thought in the meantime, noting that practice varied in the sector with some Chancellors drawn from Royalty, some from Westminster, some with celebrity status, and others from within the academic sphere. Initial comment was made that it would be vital to ensure a new Chancellor aligned with University staff and student body, shared the vision and values of the University, and carried powerful influence to speak up on its behalf.

205.3 The Board resolved to approve the establishment of a Search Committee to identify and recommend a new University Chancellor.

Action: Chair and Clerk with Secretary to the Senate

Clerk's Note:

Following the Board meeting, at the University Court meeting on 8 October the Chancellor announced her intention to step down during 2016. Through Chair's Action the Chair of the Board approved the composition for a Search Committee 2015- Chancellor, and the first meeting was set for 21 October.

205.4 The Board resolved to refer the issue of the Chancellors Fund to the Advancement Committee.

Action: Chair of Advancement Committee and Clerk

Chair - Re Partner College concern

205.5 The Chair reported that there had been an approach to the Board on a matter of concern being by a member of staff. An investigation by some designated Board members had occurred and on which the Chair reported to the Board.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 205.6 and 205. 7 given the commercial confidentiality of the material

205.8 The Board resolved to confirm the action of the Chair in investigating the concern raised and the decision to close the matter, the Board having taken assurance that adequate due process had been followed.

Action: Chair and Clerk with Secretary to the Senate

President of Students' Union

205.9 The President of the Students' Union reported that he had been given to understand there would be a successful outcome on the next stage of a recent bid to the Heritage Lottery Fund made on behalf of the Students' Union.

205.10 The Board received the President of the Students' Union's update and congratulated him on the impending positive news.

Action: President of the Students' Union

M206/15 Confirmation of Availability of Papers

The following papers were declared confidential to the Board and other key senior staff involved: Full Minutes A and Papers B3, C1, C2, C3, C4, C4a, 01, 02, F, H1 and H2, P1/2/3, QR R and S. In particular Paper D1 was declared confidential at this time having been received in open format. The Open Minutes AO and Papers B1,B2, D3, D4, D5, E, E1, E2, E3, E4, G, I, J,K,L,M,N, O, Q, T and U were available on request

Jane Bunce, Mark Hall, Dr Ron Mendel, Prof Nick Petford, Terry Neville and David Watson left the meeting.

M207/15 Report on Remuneration Committee 7 September 2015

207.1 The Chair of Remuneration reported on the meeting of the Remuneration Committee on 7 September 2015. She explained that there had been discussion of year bonus for the Vice Chancellor and the COO confirmed as per senior staff as 5/7th basis on targets achieved. She noted that the Vice Chancellor was charged under the PSR system for developing the detail of his objectives for 2015-16, for confirmation by the Chair and they would come to the next meeting of the Board together with those of the Chief Operating Officer. The measures to be used would also be considered by the Remuneration Committee in light of the metrics adopted at the October Board. As a consequence of this timing the Chair of Remuneration Committee had called a further meeting on 18 November following the Board that day. That meeting would be able to look further at the measurement structure for future bonuses.

207.2 On the Clerk, successful achievement of personal objectives and bonus was confirmed, including 5/7th on corporate measures. There had also been confirmation of the Clerk's objectives for the remainder of

2015, and measures established in relation to potential bonus payment. The contract for the Clerk as a senior post holder had been discussed further and Chair's action was being taken to complete a document for use with the appointment of the incoming Clerk to the Board. For all three senior post holders, on the base salaries for 2015-16, the Committee had agreed to follow the same outcome as nationally negotiated for the other University staff and to allow Chair's action for implementation. The Committee confirmed its terms of reference and sought to extend further those who would have confidential sight of the minutes, while remaining with the practice of the public report from the Chair rather than formal receipt of the Committees minutes. In the context of CUC guidance and practice elsewhere, it had also been agreed to develop a University Remuneration Policy for those outside the JNCHES framework; with additional information on Remuneration Committee processes being lodged on the University website.

207.3 The Chair of Remuneration Committee also alerted the Board to significant changes on pensions and tax relief and tax thresholds which had been discussed briefly at the meeting and which would be considered further in November. There was a clear view that in line with the University's ethos and values treatment of pension changes should be common across staff groups. The government and the UCEA are consulting general views on Pension and Tax relief. The Chair of the Committee explained that the Government intended to make these changes in April 2016 and it would immediately impact on staff earning more than £110,000 and in subsequent years £60,000 annually. The Committee recognised that the University must take action to inform staff whilst not being seen to give 'advice'. Finally the Committee considered briefly issues raised in the Equal Pay Audit - see M186. 7/15 and M186.8/15.

207.4 The Board resolved to receive the report from the Chair of Remuneration Committee and endorse the actions of the Committee,

noting the ongoing work following the CUC guidance and the urgent production of the senior post holder objectives.

Action: Chair of Remuneration Committee, Chair of Board and Clerk.

M208/15 Date and time of next meeting

The next one item meeting of the Board would be on Tuesday 29 September at 14.00 in the Sunley Conference Centre. The next normal meeting of the Board would be in the Sunley Management Centre on Wednesday 21 October 2015 at 10.15.