

Board of Governors

Chair's minutes of the meeting held on 24 September 2014

Present:

Mr Andrew Scarborough (Chair)

Mr Victor Agboola

Ms Helen Flach

Mrs Margaret Gardner

Mr Richard Horsley

Mrs Sylvia Hughes

Dr Ron Mendel

Mr Mark Mulcahey

Mr Martin Pettifor

Mr Nick Pitts-Tucker

Mr Nick Robertson

Mr David Watson

Apologies:

Prof Nick Petford and for attendance Mrs Jill Ainscough, (Redacted under section 40 (Personal Information) of the Freedom of Information Act) (HEFCE).

In attendance:

Mrs Jane Bunce (Director of Student & Academic Services) for items minuted as M177 - M188, Mr Bob Griggs (Waterside Project Manager) for items minuted as M177 - M185, Mr Mark Hall (Director of Finance), Miss Alice Hynes (Clerk), Mrs Deborah Mattock (Director of Human Relations) for items minuted as M186 - M187, Mr Terry Neville (Chief Operating

Officer), Mr David Pryn (Assistant Clerk) and Prof Ann Shelton-Mayes Executive Dean Education) for items minuted as M186 - M188.

M177 /14 Election of Chair and Deputy Chair of Board of Governors

177.1 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 as the successor to Mr Milan Shah, with no other nominations being received.

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

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

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

M178/14 Welcome and Apologies

178.1 The Chair welcomed Margaret Gardner and Richard Horsley to their first Board meeting inviting members to introduce themselves. He explained that Jill Ainscough had also been recruited to the Board but would be in attendance until her formal appointment in January 2015 when she would retire from her position as COO for Ofcom.

178.2 The Chair noted the improvements to the University's position in the recent Times University league table and gave the Board's congratulations to the staff and students on their achievements.

M179/14 Declarations of Interest

Standard Declarations of interest were noted for members and those in attendance, including some new appointments:

Mrs Sylvia Hughes, as County and Borough Councillor for East Northamptonshire and (Irthlingborough respectively;
Dr Ron Mendel, as UCU Branch Secretary and part of National UCU negotiating team;
Mr Andrew Scarborough, as Borough Councillor Wellingborough and Chair of Rowan Gate Primary School (Special Education).

And for those in attendance:

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 Northampton Enterprise Partnership (NEP) Board, the Northampton Heritage Gateway Strategic Project Board and the NCCs Project Angel Steering Group.

M180/14 Minutes of the meeting held on 23 July 2014

180.1 The Chair presented Paper A, the minutes and Paper AR the reserved minutes of the meeting held on 23 July 2014. The Board was directed to Paper BI, which was received, where an amendment had been proposed to M162.5/14 of the minutes for discussion. (Redacted under section 42 (Legal Professional Privilege) of the freedom of Information Act).

180.2 The Board resolved to approve the minutes and reserved minutes as a true record of the meeting held on 23 July 2014 as shown in Paper A and AR.

M181/14 Matters Arising

181.1 Paper B was received, comprising updates on matters arising and noting items being considered elsewhere on the agenda.

181.2 On M121: The Chief Operating Officer informed members that the HEFCE letter had now been received, which was presented to the Board as Paper 82.

Clerk's note: The Board was requested to treat Paper 82 as strictly confidential/ commercial in confidence

181.3 On M155.5: The Chair updated members on international activity discussions with the Executive Dean NBS. It was noted that Dr Brooks would bring a more detailed paper to the Board later in the academic year. The overall performance for the University was currently close to target but performance continued to be at different levels by School. Governors had been invited to meet with the Executive Dean NBS, to assist with determining the scope and content of the paper, with dates being sought for this meeting later in the term.

181.4 On M157.4: The Director of Finance informed members that the financial forecast had been submitted to HEFCE. He reported that contact had been made with the HEFCE officer to explain the proposed balance sheet adjustments for the anticipated land sales. Discussion was continuing with the auditors on the relevant accounting treatment depending on the timing of decisions.

181.5 On M167.3: The Clerk confirmed that the Audit Committee terms of reference had been revised as agreed with no change to number of governor members. It was proposed, (see M195), that Jill Ainscough would be in attendance.

181.6 (Redacted under section 40 (Personal Information) of the Freedom of Information Act).

181.7 On M171: The Chief Operating Officer updated members on his attendance at the UUK annual conference. He explained that there was uncertainty in the sector of how increased devolution would affect the UKs centrally funded research system.

181.8 On Chairs Action: The Chair had taken action to approve the dates of Court for 2014-15 (see also M197), minor changes to the Code of

Conduct, Byelaws, governance procedures and documentation. With the Deputy Chair he had also approved two Deeds under seal in relation to the planning consent and section 106 on the Park Campus.

181.9 The Board resolved to endorse the Chair's action noted in M181.8.

181.10 Use of the University Seal: The Clerk presented the request for use of the University seal on the surrender of the lease of the Thornby building. The Chair explained the need to buy out the lease from the County Council to enable the future land swap arrangement to be unencumbered.

181.11 The Board resolved to approve the sealing of the lease surrender on the Thornby building.

Action: Chair and SIM

Clerk's Note: The detailed discussion of certain matters arising is held in 181.12 given the commercial confidentiality of the material.

M182/14 Waterside Budget 2014/15

182.1 The Director of Finance presented Paper CI, comprising the Waterside Capital Budget for 2014/15. He explained that the report was a detailed follow up to the overall figure previously approved, M157.3, in the July forecast of (redacted under section 43 (Commercial Interests) of the Freedom of Information Act). The revised material had been prepared by Turner and Townsend and was now inclusive of the anticipated price of proposed purchase of land from Avon and VAT.

Clerk's Note: The detailed discussion of the Waterside Capital Budget for 2014-15 is held in Reserved Minutes 182.2 given the commercial confidentiality of the material.

182.3 The Board resolved to approve the Waterside capital budget of (redacted under section 43 (Commercial Interests) of the Freedom of Information Act) for 2014/ 15 in light of the anticipated payment profile.

Action: The Director of Finance/ Waterside Project Manager

M183/14 Waterside Update for September

183.1 The Waterside Project Manager presented Paper C2, comprising the Waterside Update for September and its three appendices. He confirmed that planning permission on the Park Campus had been granted by NBC, once late objections had been resolved and the formal 6 week judicial review period had commenced. Confirmation was requested on who was involved with the consultation process, and it was explained that all interested parties, including staff could submit comment. It was reported that discussions continued with the Environment Agency on riverside buildings. A range of procurement options had been explored in order to source the Combined Heat and Power (CHP) centre. Material was also presented through the appendices on proposals for the Infrastructure tender and the procurement strategy, including timescales, for the main contractors. The Update paper had alerted members that following an interview process it had been proposed that Stride Treglown be appointed as architects in respect of the Student Residences and a contract was therefore in the process of being finalised with them.

183.2 Members were updated on the progress on setting up arrangements to provide for the necessary loans and borrowing. The decision not to proceed with a credit rating application was supported. Members recognised the lack of benefit in this, in light of the Treasury guarantee, and the costs in time and fees in making a rating application. There was further discussion on site remediation and site visits for governors were requested.

183.3 The processes permitting the University to take full ownership of the land at the Waterside and the structures allowing it to secure the necessary financing for the building project, would be coming to fruition in November. It was proposed that preparation be made for a Waterside decision-making meeting either associated with an existing PAC meeting or the November Board. The Waterside Project Manager highlighted the interaction of the component decisions and reliance on the successful completion of negotiations and actions being undertaken by those

external to the University, if the programme schedule was to be maintained.

Clerk's Note: The detailed discussion on the Waterside Project Update is held in Reserved Minutes 183.4 to 183.11 given the commercial confidentiality of the material.

183.12 The Board resolved to approve the Waterside project update report for September;
to approve the appointment of Stride Treglown as architects for the Student Residences work within the Waterside Project;
to support the proposed Procurement Strategy including the arrangements for tendering for the Infrastructure work;
to request a visit to the site be arranged for the governors;
to set 11 November as a provisional date for an additional Board meeting focussed on Waterside.

Action: The Chief Operating Officer and Clerk.

M184/14 Academic Programme Update

184.1 The Director of Student & Academic Services presented Paper C3, comprising the work stream update and plans for 2014/2015. The Board was further informed of the communication strategy that was in progress to improve information flow with staff. There were regular and more detailed communication and focus groups planned. It was also reported that the previous staff survey would be repeated annually for the next years to gauge the changes in staff satisfaction and morale as the project progressed, recognising that uncertainty could create anxiety. Members were interested in the progress of staff engagement and sought a "deep dive" discussion into the results of the staff survey and discussions about the on-going consultations. The Director of SAS explained the increased involvement at subject level of Prof Ale Armellini and his team to support academic staff, the development of learning frameworks for the future and new ways of working; many of which were being introduced and

piloted in the period before the move. The ideas being brought back to the University by the Vice Chancellor were also highlighted, including the connection of the communications drive to the content of the next Strategic Plan.

184.2 The consultation with current and prospective students was also a key feature in exploring how they were learning and their preferences in this area. There was a proposed forum for discussion about online delivery with student year groups, subject leaders and 14 and 15 year olds who will be university students in the future when the Waterside would be operational, to gather their views on how they envisage learning in the future. There was close examination of the applicant, to student, to alumni journey and the support it required.

184.3 Members queried the timescales of the work streams and requested that dates be added to give an understanding of anticipated progress and completion. It was explained that in the work the Vice Chancellor was undertaking on the new Strategic Plan beyond 2015 the articulation of Changemaker views and their alignment to strategy was being undertaken; some initial thinking on principles were being developed and material could be brought to the Board in the near future. It was reported that the Northampton Credit Union was advertising itself on campus with the Changemaker badge demonstrating the positive influence the University was having in the community.

184.4 Members requested the Paper C3 be made available to staff for information, provided any commercially sensitive information was removed. Such broader distribution was supported.

Clerk's Note: The detailed discussion of the Academic Programme is held in Reserved Minutes 184.5 given the commercial confidentiality of the material.

184.6 The Board approved the Academic Programme Update and confirmed that a document based on the material be provided for broader availability in the University.

Action: Director of Student and Academic Services

M185/14 PAC minutes September

185.1 The Chair of PAC presented Paper C4, comprising the PAC minutes of the meeting held on 16 September 2014. He highlighted that was the last meeting he would be chairing in light of his role as Chair of the Board. He had authorised the Deputy Chair of the Board to chair PAC for an interim period.

185.2 The Chair of Audit queried some aspects of minute recording in the PAC minutes including the clarity on the Committee membership and attendance, recording of recommendations and post meeting events. These points were accepted. The Waterside Project Manager confirmed that colleagues had reverted to previous plans on the CHP Centre and once progress had been made on an outsourced solution. A further update would be presented and a decision made on the organization the University would partner with for this work.

185.3 (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions).

Clerk's Note: The detailed discussion of the PAC Minutes is held in Reserved Minutes 185.4 given the commercial confidentiality of the material. An updated version of the PAC minutes was distributed.

185.5 The Board received PAC Minutes of 16 September and noted that the amendment to the minutes format would be undertaken.

Action: Chair of PAC and Chief Operating Officer

185.6 The Board also received for information Paper CS, the most recent visual materials on the project from the Architects.

Mr Bob Griggs left the meeting and Mrs Deborah Mattock and Prof Ann Shelton-Mayes joined the meeting.

M186/14 Student Union Report on Activities and Constitution

186.1 The President of the Students' Union presented Paper D1, comprising a presentation on his plans for the year, including messages

from a recent Union student survey. The material included the Students' Union Constitution, which would be undergoing review and amendment during the 2014-15 academic year; under Article 11 the Board had responsibility for its approval. The President explained a range of issues facing students including money problems and financing their studies, balancing academic study, domestic life and paid work; and the importance to them of employability. He highlighted the Students' Union focus on demographics of engagement, employability and relationships with partner colleges over the academic year; including increased activity of student representatives.

186.2 The focus on employability was welcomed by members and the role of the Students' Union in supporting the transition from secondary education into University was discussed. Recognising the financial challenges highlighted by the student experiences of travel and work experience opportunities, the Executive Dean (Education) explained that while there were no easy blanket solutions, the issue had been explored both within her School and in University committees. It was considered that support should be given where a placement was a requirement of the study for the academic award, where short or longer term work experience was optional it was not considered that University resources should necessarily be provided. However there was continuing debate in the context of the desire to provide students with opportunities to enhance their employability. The President explained that there was a need to provide for greater alignment between the form of experience of volunteering and the skills being developed for future employment.

186.3 Members discussed the issues of student retention and progression. It was explained that there was a high percentage of retention in year amongst students, however there was loss at year end transition, where students did not acquire the credits needed to progress with their programme. Members commented upon the strength of the University in bringing students to the University with lower entry scores but capacity to succeed, and helping them progress beyond their expectations.

186.4 Members commented on the feedback loop for issues that were identified during the survey. It was explained that each School conducted its own review and received input from the Students' Union which reported its findings. The President was a member of the Student Experience Group where matters were discussed more widely. It was also explained that Field Boards which are part of the annual review process, all include student representation ensuring the student experience is at the heart of discussion. The Executive Dean also explained that the University Committees, that were shaping these decisions on student experience and use of resources, had membership from the Students' Union.

186.5 The Chair commented on the growing requirement for Universities to adapt within the market and, noting that data provided about Freshers' events, the creation of variety in the packages tailored to students; reflecting the increasing competition underpinning changes in the sector. The President had highlighted the benefit of the free sports and free societies. (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions. In addition under section 43 (Commercial Interests) of the Freedom of Information Act is also relevant).

186.6 The Chair of Advancement emphasised that the purpose of fundraising was to support students and requested a feed of information from the Students' Union to clarify the students views on the areas needing support and resources, such as those indicated from the survey.

186.7 The Board resolved to thank the President of the Students' Union and his colleagues for the broad range and high quality of work being undertaken and for helpful clarity on issues that were of concern to students and

The Board resolved to confirm their approval of the 2011 Students' Union Constitution.

Action: President of the Students' Union President and Clerk.

M187 /14 Clearing and Student Recruitment

187.1 The Director of Student and Academic Services, with the Director of Human Relations, presented Paper D2, comprising a report of the current position on recruitment and enrolment and the experience of Clearing in the summer, together with appendices detailing plans to address future marketing challenges for the 2014-15 period. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

187.2 (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

Clerk's Note: Some of the detailed discussion on Clearing and Marketing is held in Reserved Minutes 187.3 -187.5 given the commercial confidentiality of the material. An updated version of the Clearing cover paper was distributed following the meeting and Paper 02 and appendices confirmed as commercially confidential to the University.

187.6 The Board approved the Clearing and Student Recruitment update and endorsed the approach to marketing and recruitment proposed.

Action: The Director of Student and Academic Services and the Director of Human Relations

M188/14 NSS and Student Satisfaction

188.1 The Executive Dean with responsibility for Quality Assurance and Standards and Student Experience presented Paper D3, comprising an update on the University's performance in the National Student Survey and comparative analysis. The Chair recognised the positive outcome and significant achievement of colleagues in making further improvements for the benefit of students. Members also appreciated the information showing trends and the trajectory towards the target on that KPI. There was particular recognition for the work of Chris Powis and his team in Learning Resources which demonstrated clear action plans and admirable responsiveness to student needs and learning requirements. The impact

made by improvements to the University's Virtual Learning Environment - NILE - was also highlighted.

188.2 Members explored with the Executive Dean questions about feedback and assessment and the underlying messages. Members recognised that there were issues of student perception as well as the actual quality of experience. She explained how it was the practice to drill down to understand the issues behind a particular score using course and school level focus groups as there were frequently several factors involved within a poor score. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

188.3 The Board approved the report on the National Student Survey (NSS) report, and expressed their thanks and congratulations to the staff on further significant improvements in the experience provided for students; and

The Board gave a special vote of thanks for the work of Chris Powis and his team in Learning Resources congratulating them on their success in the NSS ranking; and

The Board endorsed the approach to addressing areas with lower performance and where further enhancement could be secured. Action: Executive Dean (Education) and Director of Student and Academic Services

M189/14 Key Performance Indicators

189.1 The Chief Operating Officer presented Paper E comprising a report on recent performance, an appendix showing detailed movement on 7 main KPIs with proposal for change and the 16 Raising the Bar KPIs. The Chief Operating Officer highlighted that a new set of KPIs in relation to social enterprise and social impact were being developed and that for the 2014-15 period it was proposed to set aside the staff:student ratio KPI as it was not an adequate measure in a changing structure for academic delivery and was proving counter-productive to successful achievement

on other KPIs. It was recognised that the NSS gave another perspective on the relationship of students with staff.

189.2 Members recognised the difficulties with the use of a staff:student ratio as a KPI but most did not support its removal at this time. Some members argued for the continuation of its use in monitoring change but not as a driver and formal KPI. (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions).

189.3 The Board resolved to approve the report on Key Performance Indicators and for the present to retain staff:student ratios as a KPI, requesting further work on the identification of a suitable alternative, in recognition of its inadequacy as a driver of change while remaining a useful comparative measure.

Action: The Vice Chancellor and the Chief Operating Officer

M190/14 Risk Management

190.1 The Chief Operating Officer presented Paper F, comprising the current University Risk Register and the approach to the management of risk for 2014/15. As previously the risk register and risk management would be considered in detail in the Audit Committee prior to presentation to the Board. He explained that in the future additional summary material relating to the Waterside risk register would be included for the Audit Committee and through to the Board.

190.2 The Board resolved to approve the approach to risk management for 2014-15, noting the current Risk Register.

Action: The Chief Operating Officer

M191/14 Period 12 2013-14 Management Accounts

191.1 The Director of Finance presented Paper G, comprising the Period 12 Management accounts. He explained that the External Auditors were currently conducting the annual audit of the financial statements based on the figures shown, with ongoing discussion about appropriate treatment

and inclusion of expenditure on the Waterside project. Presently there was an expected outturn of (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act), which would be above the (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act) performance predicted earlier in the year, and would meet the requirements for a level of surplus to support the plan under the Waterside project.

191.2 He reported the data on fee income had been adjusted down to recognise lower fees paid by HND students. There had been close management control of expenditure, in particular on pay, and he noted that traditional spending spikes at year end had not occurred. There had been adjustments required with respect to pension changes. Discussion was continuing with PWC on the capitalisation in relation to the Waterside and how and when assets would be removed, be depreciated or be recognised in the balance sheet. The decisions were also affected by the introduction of measures to comply with FRS102. The Director of Finance confirmed a fuller explanation of the expected movements would be provided to the Board's next meeting. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

191.3 (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

191.4 Members also requested to see performance benchmarked against other institutions; the Director of Finance explained that benchmarking against other institutions was difficult due to lack of ways of obtaining management accounting data with which to compare. Members were interested in gaining a broader sense of the performance of a School and it was confirmed that school level material could be brought together for analysis. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

191.5 The Board resolved to approve the Period 12 Management Accounts.

Action: The Director of Finance

M192/14 Advancement and Fundraising Strategy

192.1 The Chair of Advancement presented Paper I, on advancement and fundraising developments. He confirmed to members that the Committee considered that progress would not be made on advancement without suitable staffing preferably an appointment to the role of Director of Advancement to secure the continuing support of external stakeholders. He recognised the routes of input from staff to the philanthropic activity and the need for the views of students and their active involvement via the Students' Union to inform the work on advancement. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

192.2 (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

192.3 Members had asked to see a short stronger overarching narrative statement for the University to support both, the work on advancement, as well as the more general brand and marketing work. The Chief Operating Officer reminded the Board of the Why Now brochure issued in relation to the Waterside development in spring 2014 which detailed the rationale and articulated the narrative for the way forward; and he tabled a further copy.

192.4 The Board resolved to approve the recommendations

- I) that on human resources,
 - a) Interim management resources needed to be put in place immediately until such a time as a permanent advancement executive is in post;
 - b) A response from the Vice Chancellor be given to the offer of pro bono support from (Redacted under section 41 (Information Provided in Confidence) of the Freedom of Information Act);
- and II) that on cases for support,
 - a) Production of an overarching University case for support statement be undertaken with urgent priority drawing on the range of existing materials and resources;

- b) Work on separately focussed cases for support be undertaken with those identified for (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act) for presentation to the next meeting;
- c) Work to clarify other areas for cases for support be undertaken for presentation to the next meeting.

And that on those with potential to contribute, conversation and consultation occur with select external stakeholders to ensure previous assumptions from February 2014 still hold.

Action: Chair, Vice Chancellor and Chair of Advancement Committee.

M193/14 Financial Regulations

193.1 The Director of Finance presented Paper J, comprising the Financial Regulations version 21. He explained that the regulations were comparable to other Universities noting the additional wording with respect to controls and regulations concerning philanthropy and M162.5 on the Foundation. He confirmed to members that controls had been added to procurement alongside an update to terminology. Further to M180, it was proposed that a review of the regulations be added to the internal audit programme for 2015/16.

193.2 Clarification on the regulation about accompanying arrangements for individual travel was requested, with assurance sought that disabled staff would not be prevented from traveling without support. The Director of Finance confirmed that this would not disadvantage disabled staff in need of support. The phrase ("economically advantageous" as against "value for money" was queried by members. The Director of Finance agreed to explore the appropriate terminology with the Head of Procurement and ensure consistency in the Regulations.

193.3 The Board voted and resolved unanimously to approve the Financial Regulations version 21, subject to the resolution via Chair's action of wording on "economic advantageous".

Action: The Chair and Director of Finance.

Clerk's Note: The term economically advantageous was replaced by value for money in the finally approved version of the Financial Regulations 2014.

M194/14 Board Committees

194.1 The Chair presented Paper K, on the Board committee arrangements for 2014-15, which had been taken forward under authorised Chair's action. It was noted that for an interim period the Deputy Chair would also chair PAC and in her absence the Chair would be the Senior Independent Member.

194.2 The Board endorsed the report and confirmed the chairing and committee membership arrangements.

Action: The Chair and Clerk

M195/14 Senate Changes and Senior Management

195.1 The Chair presented Paper L, on the Senate and senior management changes. He explained the paper described changes to the Senate membership for the 2014-15 academic year. It was explained that in certain cases the Deputy Deans would be taking the role of Dean on the Senate, acting as the main academic leader for their school. No change was required to the Byelaws but the Board was confirming the names of those concerned under the University Articles 3.4.2 and enabling the effective operation of Senate. (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions).

195.2 The Board voted and resolved to confirm the Senate and noted the recent changes in the senior management team. Action: Vice Chancellor and Chief Operating Officer

M196/14 Arrangements for Court

196.1 The Chair presented Paper M, on the arrangements for Court 2014/15. He explained that the Autumn Court theme was the Market in

Higher Education and any suggestions for future Court themes be communicated to the Clerks Office.

196.2 The Board approved the arrangement for Court 2014/15.

Action: Clerk and ALL MEMBERS

M197/14 Work Plan 2014/15

197.1 The Clerk presented Paper N, comprising the Work Plan for 2014-15. The Chair noted that the plan would continue to develop and asked that any comments for future focus should be passed on via the Clerks Office.

197.2 It was explained that that the dates for the proposed January away day would need to be changed as a result of key members being absent. Possible alternative dates would be explored; a week later on January 15th and 16th being a preferred alternative.

197.3 In response to a query about a different day of the week for Board meetings, the Chair confirmed that he generally expected to have dates of meeting fixed 12 months ahead. The plans for 2014-15 would be considered in the Spring but he would not be able to alter the pattern in the current year. Inevitably at this time there would be a need for additional meetings at relatively short notice, to maintain momentum on the Waterside project.

197.4 The Board approved the initial Work Plan for 2014/15 and members asked to forward comment or proposals to the Clerk.

Action: ALL MEMBERS

M198/14 Senate Minutes

198.1 The Chief Operating Officer presented Paper O, comprising the Senate minutes of the meeting held on 2 July 2014.

198.2 The Board received the Senate minutes of the meeting held on 2 July 2014.

M199/14 Vice Chancellor / Chief Operating Officers Report

199.1 The Chief Operating Officer presented Paper P, comprising the Vice Chancellor and Chief Operating Officer's Report for September 2014.

Further to comment in the KMPG Corporate Governance report the decision had been taken to provide the Board with a written update from the senior Executive team. The Chief Operating Officer also updated the Board on an approach from the Department for Education regarding its work with University Technical Colleges.

Clerk's Note: Further information on the approach from the Department for Education is held in Reserved Minute 199.2 given the commercial confidentiality of the material.

199.3 The Board received the Vice Chancellor and Chief Operating Officer's

Report for September 2014 with an update on the new UTC proposal requested for a future meeting.

Action: Chief Operating Officer

M200/14 Independent Members Appointment Committee

200.1 The Chair of IMAC presented Paper Q, comprising the minutes of the IMAC meeting held on 23 July 2014, noting the update from the Chair M181.6.

200.2 The Board received the minutes of the IMAC meeting held on 23 July 2014.

M201/14 Update on Estates

201.1 The Director of Finance presented Paper S, comprising an update on Estates to September 2014. He alerted members to the changes in First Degree and confirmed progress on the Innovation Centre and other projects. The Chair reported that the topping off ceremony of the Innovation Centre had been well (attended and provided good publicity for the University).

201.2 The Board received the update on Estates.

M202/14 Governor Procedures

202.1 The Clerk presented Paper T comprising governor procedures for expenses, and gifts & hospitality, which had been approved by the Chair.

202.2 The Board received the governors procedures for expenses and gifts & hospitality.

M203/14 Update on the Board Calendar

203.1 The Clerk presented Paper U, comprising the update on the calendar of Board activity. The Chair highlighted the appendix to Paper T from the University Marketing team showing a calendar of events, which he encouraged colleagues to attend.

203.2 The Board received the update on the Board calendar.

M204/ 14 Any Other Business

204.1 The President of the Students' Union updated members on a new initiative to encourage student activities on campus at weekends with student representatives taking a lead on activities.

204.2 The Clerk highlighted the Papers XI, X2 and X3 provided for Board information on sector governance and HEFCE updating, UUK campaign showing HE key messages and statistics, and the Times league tables.

M205/14 Confirmation of Availability of Papers

The following papers were declared confidential to the Board and other key senior staff involved:

- Paper AR, being Reserved minutes
- Paper B2 being the letter from HEFCE on assurance
- Papers CI, C2, C3 and C4 on Waterside and associated Appendices, noting a public version on C3 would be made available by the Director of Student and Academic Services
- Paper D2 following amendment from the Director of Student and Academic Services.

M206/14 Date and time of next meeting

It was confirmed that the next meeting of the Board would take place on Wednesday 22 October 2014 at 10.15 to 13:00 in the Sunley Conference Centre followed by the Nominations Committee.