

Board of Governors

Chair's minutes of the meeting held on 22 October 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

Prof Nick Petford

Mr Nick Pitts-Tucker

Mr Nick Robertson

Mr David Watson

Apologies:

Mr Bob Griggs (Waterside Project Director)

Mr Damian Pickard (Deputy Director of Finance)

In attendance:

Mrs Jill Ainscough (Governor designate) for items minuted as M207 to M219,

Mr Nick Allen (Executive Officer) for item minuted as M207 to M209,

Dr Ian Brooks (Executive Dean Northampton Business School) for item minuted as M217,

Mrs Jane Bunce (Director of Student and Academic Services) for items minuted as M207 to M216,

Mr Murdock Cameron (Moses Cameron Williams) for item minuted as M207 to M209, Mr Mark Hall (Director of Finance)

Mr Richard Hannay (Land Use Consultants) for item minuted as M207 to M209,

(Redacted under section 40 (Personal Information) of the Freedom of Information Act) (HEFCE) for items minuted as M210 to M221,

Miss Alice Hynes (Clerk)

Mr Gwyn Llewelyn (KPMG) for item minuted as M213 to M214,

Mr Colin Moses (Moses Cameron Williams) for item minuted as M207 to M209,

Mr Terry Neville (Chief Operating Officer)

Ms Helen Newman (Atkins) for item minuted as M207 to M209,

Mr David Pryn (Assistant Clerk)

Ms Sarah Seed (Mills & Reeve) for item minuted as M213 to M214,

Mr Phillip Watson (Atkins) for item minuted as M207 to M209,

M207 /14 Welcome and Apologies

The Chair welcomed members and colleagues to the meeting.

M208/14 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.

M209/14 Waterside - Architecture and Design

209.1 The Architects presented Paper D1, comprising materials on the most recent detailed designs which had also been displayed for governors to look at prior to the meeting. The Architects showed a video fly-through on the site and answered detailed questions from members. The new academic and other building proposals, changes to the landscaping and bridge access were presented to the governors for approval under RIBA Stage 3 with a view to submission for planning permission in the near future. Members responded positively to the solutions for balcony areas, use of glass and the respective character of the buildings. The expansion space, scope of landscaped areas and the interaction with the neighbouring domestic and leisure areas was also discussed further. New members were brought further up to speed in relation to concerns about flooding and space utilisation.

209.2 The Chair had given a Governor, the Senate nominated academic staff member, permission to table material comprising a note of questions that had been put to staff following recent presentation of design materials. This document was lodged as Paper D6. (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions). The action on the communications work stream was highlighted and it was suggested that more regular staff surveys and sampling would be valuable during these next important stages of the project.

209.3 (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions). In light of the quotes from some staff provided orally by the Senate nominee to the Board, members sought clarification of the amount of teaching space and it was explained that the design of the building was to maximise flexible learning space rather than have the extent of previously dedicated space. The Director of Student and Academic Services explained that she was working with the architects based on many discussions with senior staff and course leaders to ensure teaching space was maximised alongside her work on the academic work streams, however some colleagues had sought to secure more as well as improved facilities. She explained recent detailed work with staff and the continuing discussions on working practices. A meeting was scheduled for 3 November 2014 to begin wider consultation of designing space to address such issues with an initial meeting of Heads of Departments and Deans followed by an all staff conference.

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

209.5 Members were pleased with the further development of the designs, especially the adjustments to the academic building creating the entry visual for the site from the footbridge. They commented on the lightness of the building, in particular the use of glass, the revision to the balcony spaces and the colour of the cladding material. The Architects informed members of the revision to balcony space to increase the capacity inside the buildings and to have conveniently positioned break out space on the balconies. Members enquired about the sun levels and it was explained that some balconies were placed to maximise natural light morning and evening at the ends of the building and the views of the river on the shaded side. Members spoke positively of the way the designs had continued to take advantage of the relationship with the river and reflect its sinuous shape.

209.6 The Architects explained that the formal submission of the plans at RIBA Stage 3 would establish a commitment from the University to build as shown. There could be adjustments to the use of certain materials such as the amount of glass might be changed in line with the costing envelope. There was a query about the cost of maintenance on the glass to retain the high quality effect and it was confirmed that there was less glass in totality than the current campuses. The cleaning arrangements would be easier and thus cheaper, noting the comparative difficulty, currently, of dealing with many smaller windows. There continued to be an option to amend the plans if savings were required. A full maintenance regime would be developed once the University was on site.

209.7 Members asked about access and egress and given the numbers of students and staff on site, and how the travel space functioned throughout the site. They were assured of the various calculations on traffic flow which had informed the design. Comment was also made on the extent of the green landscaping and the potential for further expansion space. Members discussed the footpaths across the site and interaction with the land side of the site compared to the river. It was explained that the public right of way footpaths crossed the site and led to the Delapre Park but were hard surfaces only as far as the University site boundary.

209.8 Members less familiar with earlier discussion, sought clarification on the flood defences. It was confirmed that the plans were geared to deal with different levels on the site; some to respond to 1 in 200 year, some areas 1 in 1000 year events, in terms of flood safety. Considerable studies had been undertaken in preparing the current plans and previous planning submission, raising parts of the site. The effectiveness of the flood defences along the river was also highlighted. It was also explained how the landscaped areas would function to diffuse flood impact and channel waters.

209.9 (Redacted under section 43 (Commercial Interests) – the University believes that to share it’s ideas on innovative working at this stage would provide competitors with an unfair advantage).

209.10 (Redacted under section 43 (Commercial Interests) – the University believes that to share it’s ideas on innovative working at this stage would provide competitors with an unfair advantage).

Clerk's Note: Some parts of the discussion of the designs are held in Reserved Minutes 209.11 given the commercial confidentiality of the material.

209.12 The Board voted and resolved with 1 abstention to approve the submission of materials for RIBA stage 3 Planning Permission.

Action: Chief Operating Officer and Waterside Project Manager Mr Nick Allen (Executive Officer OVS), Mr Murdock Cameron and Mr Colin Moses (Moses Cameron Williams); Mr Richard Hannay (Land Use Consultants); Ms Helen Newman and Mr Philip Watson (Atkins) left the meeting

Redacted under section 40 (Personal Information) of the Freedom of Information Act (HEFCE observer) joined the meeting

M210/14 Strategic Plan Development

210.1 The Chair welcomed the HEFCE representative (Redacted under section 40 (Personal Information) of the Freedom of Information Act) to his first meeting of the Board of Governors. The Chair informed members of his attendance at the HEFCE annual meeting. Having heard from HEFCE colleagues and other institutions, he confirmed that the University was positioned at the forefront of the new funding environment, in arranging finance for long term development. He noted the University was not alone but still one of very few to be considering such alternative funding sources as yet. The new competitive environment had been explored at the recent Court meeting. The Chair reaffirmed that it was in that challenging context that the University would be undertaking the

formation of the next strategic plan. The Vice Chancellor had shared with the Board through Court some of his thoughts about the various forces at work on the sector and the Chair invited him to present his initial ideas about the Strategic Plan and outline of the timetable for its development.

210.2 The Vice Chancellor presented a video to stimulate thinking about what a Strategic Plan should and should not consist of. A summary of the material describing Porter's thinking was lodged for the record as Paper C. He gave further oral presentation on his approach to the development of the next Strategic Plan to run from later in 2015 onwards. He reminded the Board that it had agreed the current plan four years ago. With approximately 9 months until its conclusion, it was the appropriate time to begin the formalisation of ideas and establish a timeline for the production of its successor.

210.3 Although Porter was critical of "vision and mission statements" as a proxy for strategic planning, the Vice Chancellor saw these as valuable for the University, given its educational and charitable character and the clear current mission and vision for the University would underpin the next Plan. He proposed that again the form of the Plan would be a single coherent strategic document that integrated all aspects of the University. He explained that the successes of Raising the Bar would be built upon, noting he was giving thought to the right name for next Plan. It would seek to be of similar length, clarity and focus, so all could understand it. The recent staff survey had showed 80% of staff being aware of RtB and understanding its content. In addition there would be an operational plan which supported multiple strands required to implement the ideas in the Strategic Plan.

210.4 Members discussed the respective value of sub strategies and their disadvantages and supported the idea for a more inter related operating plan underpinning the Strategic Plan, in addition to the format used in Raising the Bar. (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) Release would inhibit the free and frank exchange of views and opinions).

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

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

210.7 On the timetable, it was confirmed that a first draft Strategic Plan would be presented at the Board of Governors Away Day in January 2015. Members were in agreement that this would allow for appropriate input and discussion by Governors, but allowing time this term for the Executive team to write it. In addition the Board recommended external input be sought by the Executive team for additional perspectives when formulating the plan. The Board requested that the plan be bold and ambitious. There were also a number of governors with professional expertise in strategic planning and the Chair encouraged the Executive to involve members in contributing to the preparation of material, recognising that a final author was necessary. Members also encouraged the participation of staff in the planning processes, and to ensure they could be brought along with the Plan's thinking.

210.8 It was recognised that the Waterside Project would be facilitating the outcomes the new Plan would seek to achieve, and much of the existing RtB Plan had already been completed. On the basis of general agreement on the material presented in January, and connection made to the March Audit Workshop, a final version of the next Strategic Plan could be ready in the spring and be presented to a Board meeting for final approval as soon as it was ready, without waiting for the end of the year. Clerk's Note: Some parts of the discussion of the Strategic Plan from 2015 are held in Reserved Minutes 210.9 given the commercial confidentiality of the material.

210.10 The Board resolved to endorse the approach and timetable proposed by Vice Chancellor for the formulation of a draft strategic plan for discussion at the Board of Governors Away Day in January 2015.

Action: Vice Chancellor

M211/14 Minutes of the meeting held on 24 September 2014

211.1 The Chair presented Paper A, the minutes and Paper AR the reserved minutes of the meeting held on 24 September 2014. The omission of Mr Terry Neville and Mr Mark Hall from the attendance list was recognised and corrected.

211.2 The Board resolved to approve the minutes and reserved minutes as a true record of the meeting held on 24 September 2014 with the correction to the record of attendance at the meeting.

Action: Clerk

M212/ 14 Matters Arising

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

212.2 On M184.6: The Director of Student and Academic Services explained the material concerned was being taken through the Student Experience Committee and afterwards to Senate and thereafter would be more widely circulated as suggested.

Action: Director of Student and Academic Services

212.3 On M192.5: The Chair of Advancement Committee explained that the recruitment to the post of Director of Advancement was a high priority and noted the current good progress being made by Deborah Mattock, with support from (Redacted under section 41 (Information Provided in Confidence) of the Freedom of Information Act) on the issues previously raised. He confirmed that the Committee was next scheduled to meet on 2 December 2014.

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

Action: Chief Operating Officer

Mr Gwyn Llewelyn (KPMG) and Ms Sarah Seed (Mills & Reeve) and joined the meeting.

M213/14 Waterside Summary of Financing Documentation

213.1 The Chief Operating Officer presented Paper D2, comprising the summary of financial documentation and an appendix and Paper D3, comprising a proposal to set up Issuerco to facilitate delivery of the Bond funding process. (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 on the Waterside Project Financing and Borrowing arrangements is held in Reserved Minutes 213.2 to 213.9 given the commercial confidentiality of the material.

213.10 The Board approved the progress being made on the financing arrangements by the Waterside Project team and, in light of discussion, requested documentation as proposed be presented to the additional meeting on 11 November for decision.

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

213.12 The Board voted and resolved unanimously establish Issuerco and its necessary arrangements, including to designate the Chief Operating Officer and Director of Finance as first directors, (with the request to identify for appointment subsequently additional non-executive directors) and to approve the appointment of Mills & Reeve as company secretary.

Action: Chief Operating Officer

M214/ 14 Governor Liability and Procedures

214.1 The Board discussed the appendix to Paper D2 and the Paper 0, comprising the material on governor liability and associated insurance arrangements. The Clerk explained that the documents showed the current position and that following questions on liability and levels of insurance, the material and guidance from Mills & Reeve in Paper D2 gave opportunity for further discussion and clarification. (Redacted under section 42 (Legal Professional Privilege) of the Freedom of Information Act).

Clerk's Note: The detailed discussion and questions on Governors Insurance is held in Reserved Minutes 214.2 and 214.3 given the commercial confidentiality of the material.

214.4 The Board resolved to receive a paper on the option of increasing liability insurance cover at the next meeting.

Action: Director of Finance

Mr Gwyn Uewelyn (KPMG) and Ms Sarah Seed (Mills & Reeve) left the meeting.

M215/14 Update on Project

215.1 The Chief Operating Officer presented paper D4, comprising the update on project and its appendices. He confirmed that the contract documents for the new architects for student residences, Stride Treglown, were now agreed and ready for signing. He also updated the Board on the progress on land deals Further to earlier financing discussion, members were asked to approve the appointment of Lloyds and HSBC as joint bond arrangers.

Clerk's Note: The detailed discussion on the Waterside Project Update is held in Reserved Minutes 215.2 and 215.3 given the commercial confidentiality of the material.

215.4 The Board resolved to receive the update and appoint Lloyds and HSBC as Joint Bond Arrangers.

Action: Chief Operating Officer and Director of Finance

M216/14 PAC minutes October

216.1 The SIM had been acting Chair of PAC for the 14 October 2014 meeting and he tabled Paper DS, comprising the final draft PAC minutes of the meeting. He explained that a member of Her Majesty's Treasury had been present, which had been helpful. Members were informed of the importance of PAC taking scrutiny in turn of Waterside work streams. It was planned that, in addition to normal assurance monitoring on progress and risks, at future PAC meetings a particular work stream will be focused upon. He also reported that the two external committee members had resigned for work and personal reasons; they were particularly thanked for their contribution. The Clerk explained that recruitment of their successors would be addressed at meeting of the Nominations Committee following the Board.

216.2 The Board received PAC Minutes of 14 October, noted the resignation of both external committee members and referred the matter of new appointments to PAC to the Nominations Committee.

Action: Chair of PAC, Chair of Nominations Committee and Clerk

Mrs Jane Bunce (Director of Student and Academic Services) left the meeting

Dr Ian Brooks (Executive Dean, Northampton Business School) joined the meeting

M217 /14 Strategic Partnership with (redacted under section 43 Commercial Interests)

217.1 The Executive Dean, Northampton Business School presented Paper G, comprising proposals for a long term the Strategic Partnership with

(Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage).

217.2 Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage.

217.3 Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage.

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217.6 Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage.

Clerk's Note: Aspects of the discussion of the arrangements with (Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage) are held in Reserved Minutes 217.7 and M217.8 given the commercial confidentiality of the material.

217.9 The Board resolved to approve the strategic partnership with (Redacted under section 43 (Commercial Interests) the University believes that to share it's development in Strategic Partnerships at this stage would provide competitors with an unfair advantage).

Action: Executive Dean Northampton Business School and Director of Finance

Dr Ian Brooks (Executive Dean, Northampton Business School) left the meeting

Mrs Jill Ainscough left the meeting

M218/14 Period 2 Management Accounts 2014-15

218.1 The Director of Finance presented Paper E, comprising the Period 2 Management Accounts 2014-15 and its appendices. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act).

218.2 The Board resolved to approve the Period 2 Management Accounts.

Action: Director of Finance

M219/14 Risk Management

219.1 The Chief Operating Officer presented Paper F, comprising the Risk Register and Risk Management update. He explained that there had been no changes to the risks identified however the list now also included high scoring risk relating to the Waterside, drawn from the project risk register. He reported that there was work being undertaken to refresh the format of the risk register presentation which would include adjustment following internal audit feedback. The revised material would come to the March 2015 Board following Audit Committee consideration and would incorporate more detail on responsible individuals and time schedules.

219.2 The Board resolved to approve the Risk Register and Risk Management

update noting the proposed change of format. Action: Chief Operating Officer and Executive Officer

Mrs Margaret Gardner and Mr Martin Pettifor left the meeting

M220/14 Anti-Fraud Policy and Procedure

220.1 The Director of Finance presented Paper H, comprising the Anti-Fraud Policy and Procedure. He noted the comment from the internal auditors in the Corporate Governance audit for updates with respect to recent legislation. The core of the policy and procedure remained the same with changes to nomenclature. Members queried the connection to the Whistleblowing Policy recognising that some individuals were playing a considerable part in the process and there could be a risk of blocking. There was concern that staff should use that mechanism first in preference to the media if they had concerns and additional cross reference were suggested to the Whistleblowing procedures. Members queried if the document had been subject to staff consultation. It was explained that the policy had been deemed a Finance, rather than a Human Resources, document, thus had not been subject to consultation. While it was important to secure the legal corrections to the material and the process was largely unchanged, a staff consultation could be undertaken as follow up and a check on possible adjustments including the connections to the Whistleblowing material and any other consequences.

220.2 The Board resolved to approve the Anti-Fraud Policy and Procedure, including minor amendments proposed and to refer the document through the normal process of staff consultation to consider any further amendments and ensure suitable alignment in the context of possible whistleblowing.

Action: Director of Finance

M221/14 Treasury Management Policy

221.1 The Director of Finance presented Paper I, comprising the Treasury Management Policy. Members expressed concern that with work on the Waterside Treasury Management was being separately identified implying two different policies and procedure. It was proposed that all work should

be able to lie under the frame of one policy even through in certain cases the Board would discuss and agree different solutions as was the case with the scale of activity on the Waterside. (Redacted under section 42 (Legal Professional Privilege) of the Freedom of Information Act).

Members requested that the revised material be brought back as a full agenda item following amendments.

221.2 The Board agreed to request a further version of the Treasury Management Policy, updated in the light of discussion, for consideration at the November meeting.

Action: Director of Finance and Deputy Director of Finance

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

M222/ 14 Corporate Governance - Internal Audit Reports

222.1 Due to the time available for discussion, the Chair proposed to defer the consideration of material on Corporate Governance, Paper J, and on Board Effectiveness, Paper K, to the next meeting in November.

222.2 The Board approved the deferral of consideration of Papers K and J to November.

Action: Chair, SIM and Clerk

Clerk's Note:

As the SIM has given apologies for 19 November meeting it is proposed to discuss this material on 11 November, following Waterside items if time is available.

M223/14 Minutes of Audit Committee

223.1 In light of M223, it was also proposed to defer the receipt and consideration of the Audit Committee minutes of 15 October - tabled as Paper L and Paper LR -to the next meeting in November. The Chair of Audit however gave an oral update on certain key issues. She explained the recommendation for action to restrict procurement card use for staff

not completing declarations of interests further to reminders. (Redacted under section 43 (Commercial Interests) of the Freedom of Information Act). She reported on the proposal that the March Governors Audit Workshop should focus on certain key areas of Waterside project work streams, including IT and staffing aspects.

223.2 The Board approved the deferral of consideration of the Audit Committee minutes Paper Land LR to November.

Action: Chair of Audit and Clerk

M224/14 Report on Court

224.1 The Clerk presented Paper M, the Draft Report on Autumn Court. The Chair commented on the success of the event.

224.2 The Board received the Draft Report on Autumn Court and supported its further circulation.

Action: Chair of the Board and Clerk

M225/14 Vice Chancellor and Chief Operating Officer Report - October 2014

225.1 The Vice Chancellor presented Paper N, the Vice Chancellor and Chief Operating Officer Report - October 2014.

225.2 The Board received the Vice Chancellor and Chief Operating Officer Report - October 2014.

M226/14 Update on the Board Calendar

226.1 The Clerk presented Paper P, comprising the update on the calendar of Board activity.

226.2 The Board received the update on the Board calendar.

M227 / 14 Any Other Business

President of the Students' Union

227.1 The President of the Students' Union updated members on a new initiative to work with students at Moulton and was to discuss a similar activity at Northampton College. The Director of Finance who had recently joined the College's Board of Governors offered his support to Mr Agboola. Clerk to the Board

227.2 In line with the action on the quorum for the Audit Committee, the Clerk proposed the simplification of the quorum for the Nominations Committee and the removal of the requirement for the presence of Court External Committee members within the quorum. This would return it to the number present rather than specifically constrained by the category of committee membership.

227.3 The Board resolved to agree to amend the quorum for the Nominations Committee and remove the requirement for Court members to be present.

Action: Clerk

M228/14 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
- Papers D1 to D6 on Waterside and associated Appendices.
- Papers G, K, LR

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

M229 Report on Remuneration Committee

229.1 The Chair of Remuneration Committee reported that there had been discussion of the objectives for the Vice Chancellor and the Chief Operating Officer (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) release would inhibit the free and frank exchange of views and opinions). The bonus for the Clerk for 2013-14

had been confirmed. For 2014- 15, the same percentage pay rise as other staff had been agreed for the three senior post holders. The bonus structure based on the 7 Raising the Bar targets for both corporate and personal bonuses had been agreed, save that for the Clerk the personal bonus would again be based on a form of 360 degree appraisal instead. Work continued on the form of contract for the senior post holders, (Redacted under section 40 (Personal Information) of the Freedom of Information Act). Given timing factors, useful aspects of the service agreement format were being threaded into the updated employment contract to provided final material for mutual consideration. On the bonus scheme, a more detailed investigation of the experience of the current arrangement and possible future structure was also set in motion.

229.2 (Redacted under section 36 (Prejudice to the Effective Conduct of Public Affairs) release would inhibit the free and frank exchange of views and opinions). A benefit of the limited committee structure was the prevention of a "two tier" Board; the Chair was keen that the Board as a whole explored the topic.

229.3 The Board noted the report from the Chair of Remuneration Committee and endorsed the decisions and work in progress.

M230/14 Date and time of next meeting

It was confirmed that the next additional meeting of the Board focussed on key decisions on the Waterside Project would take place on Tuesday 11 November at 13.15 in the Sunley Management Centre; and that the next normal meeting of the Board would take place on Wednesday 19 November 2014 at 10.15 to 13:00 in the Sunley Management Centre.