

Board of Governors

Chair's minutes of the meeting held on 21 May 2014

Present:

Mr Milan Shah (Chair)
Miss Haviour Chen
Mrs Clare Colacicchi
Ms Helen Flach
Mrs Sylvia Hughes
Dr Ron Mendel
Mr Mark Mulcahey
Mr Martin Pettifor
Prof Nick Petford
Mr Nick Pitts-Tucker
Mr Nick Robertson
Mr Andrew Scarborough
Mr David Watson

Apologies:

Mr Richard Davies
Ms Ann Gilbert
Mr Bob Griggs

In attendance:

Mrs Jane Bunce (Director of Student & Academic Services) for item M103 to M111, Mr Murdock Cameron (Moses Cameron Williams) for item minuted as M107, Ms Emelda Conroy (UCEA) for item minuted as M112, Ms Lien Green (Moses Cameron Williams) for item minuted as M107, Mr Richard Hannay (Land Use Consultants) for item minuted as M107, Mrs Deborah

Mattock (Director of Human Resources) for item minuted as M112 Mr Colin Moses (Moses Cameron Williams) for item minuted as M107, Ms Helen Newman (Atkins) for item minuted as M107, Mr Damian Pickard (Deputy Director of Finance) for item minutes as M112 and Mr Philip Watson (Atkins) for item minuted as M107.

M103/14 Declarations of Interest

Standard Declarations of interest were noted for:

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 Terry Neville, as Governor of Moulton College, member of the Enterprise Zone Executive, the Northampton Heritage Gateway Strategic Project Board and the Project Angel Steering Group; Mr Andrew Scarborough, as Borough Councillor Wellingborough and Chair of Rowan Gate Primary School (Special Education);

Mr Nick Pitts-Tucker and Mr Nick Robertson for item minuted as M114.

M104/14 Minutes of the meeting held on 30 April 2014

An amended Paper A2 was tabled to replace the circulated Chair's minutes. The Board was directed to two amendments: on M88.4 where further acknowledgment was included on the support given to staff on long term sickness and the value of further analysis; and on M95.5 where specific mention of the Academic staff governor's as well as the President of the Students' Union's proactive approach to targeted distribution of professional codes of behaviour was included. The Board approved the tabled minutes and the reserved minutes of the meeting held on 30 April 2014 (Paper A2 and AR) as a true record of the meeting.

M105/14 Matters Arising

105.1 Paper B was received, comprising updates on matters arising and noting the Chair's actions and items being considered elsewhere on the agenda.

105.2 On M86.2: The Chair reported that further discussions with the Chancellor had taken place with a formal offer in writing having been made. The Board would be updated on the response from the Chancellor in due course.

Action: Chair and Clerk

105.3 On M86.4: The Director of Finance gave an oral update on progress with the statutory consultation on redundancy with Coco careers staff. He explained that (redacted under section 40 (personal information) of the Freedom of Information Act 2000. Individuals could be identified if released) staff members were being taken through final stages of the redundancy process; remaining income was being collected and expenses paid, with winding up due to be completed by the end of June 2014.

105.4 On M86.6: The Director of Finance updated members on the submission to OFFA. He explained that further clarification on financial material was in train for further submission to OFFA. The Board was informed that the proposed bursaries were being (redacted under section 43 (commercial interests) of the Freedom of Information Act 2000.

Release would provide valuable financial planning information to competitors). The Chair mentioned that he had recently met the Director of OFFA at an event affording the opportunity to apprise him further of the University of Northampton's performance and aspirations on access.

Action: Director of Finance

105.5 On M95.6: The Clerk gave an oral update, explaining that the Executive Dean of the School of Social Sciences was continuing with the

work to update the website to ensure compliance on equality and diversity matters.

Action: Executive Dean and Clerk

105.6 On M97.2: The Clerk informed members that a questionnaire on IT activity was in train with a request for personal preferences in order that action could be taken forward with the incoming Director of Information Services on better electronic file management, Board paper repositories etc. The Chair highlighted the software package Virtual Boardroom which he had understood from CUC colleagues was being used in some other universities and was compatible with the University's Sharepoint software.

Action: Clerk and members

105.6 On M94.1 and 94.2: The Chair explained he had taken Chair's Action as authorised at the previous meeting to approve the Equality and Diversity Policy, Probationary Procedure and Intellectual Property Policy (IIP) to incorporate the revisions recommended by the JCNC. Members questioned if the amendments to IIP were sufficient to meet the earlier concerns of the Board such as distinguishing research students (see M94.2). The Chair explained that the documents had been approved as agreed under Chair's Actions and that a revised draft could come back to the Board with any further changes to the IIP.

105.7 The Board endorsed the action by the Chair on the Equality and Diversity Policy, Probationary Procedure and Intellectual Property Policy (IIP), noting a further update of the IIP may occur.

Action: Clerk and Director of Human Resources

M106/14 Waterside - Outcome HEFCE consideration

106.1 The Chair presented Paper CI, the HEFCE letter authorising the revised borrowing limit for the proposed Waterside development, inviting comment from Chief Operating Officer. The Chair explained that there had been discussion with HEFCE about its content, including between the

Chair of the HEFCE Board and himself and close follow up from the COO with HEFCE staff. The outcome was a level of support which was warmly welcomed and which authorised the University to progress with its borrowing plans. On behalf of the Board the Chair thanked Mr Terry Neville, and his teams especially Mr Bob Griggs and Mrs Stephanie Boak for their considerable work and dedication in achieving this important milestone on the Waterside project.

106.2 The Board recognised the Waterside project was the first to be considered by HEFCE at the scale of borrowing necessary under recent limitations on capital grants and in light of future changes to rules on balance sheet treatment of student residences. The level of monitoring proposed was both understandable and acceptable given University autonomy; however ensuring appropriate interaction was important from the onset. It was explained that Mr Steve Egan the Deputy CEO of HEFCE, had been appointed as case officer. Members supported the suggestion that HEFCE be invited to explain its approach and practice to the next Board meeting. The Board trusted that HEFCE would balance its involvement to ensure sufficient regular contact to understand the development process without unnecessary intervention in the Board's normal business.

106.3 The Chief Operating Officer highlighted that the decision from HEFCE gave permission for the larger scale of borrowing, endorsing the University's preference to hold Student Residences on balance sheet. He confirmed his and his team's responsibility for tracking and ensuring compliance with the expectations indicated in the letter of authorisation to borrow from HEFCE.

106.4 Members sought clarification on the letter's paragraph g in relation to the role of the Audit Committee and the Project Assurance Committee. The Vice Chancellor reported that the role of PAC and the interaction with the Audit Committee had been confirmed in the recent Annual meeting with the HEFCE, where they were satisfied that the monthly interaction of Board and PAC; Audit Committee's cross membership with PAC, and PAC's

termly reports to Audit Committee was an acceptable structure for monitoring Waterside risk. It was queried if this position had been confirmed in writing from HEFCE and noted that this would be sought by the Executive in the near future. The planned joint meeting of PAC and Audit Committee was highlighted and would provide an opportunity to ensure compliance with HEFCE's expectations.

106.5 Members sought further information on the work in progress on financial regulations and key policies; noting the scheme of delegation. It was confirmed that the financial obligations of the Board could not be delegated and that the financial regulations were annually reviewed, with some of the areas recently being updated, planned to be presented to the Board in July 2014. Historically they had been considered via the Finance and Estates Committee. Discussion on earlier Board approvals on the Financial Regulations took place and the Clerk was asked to circulate the most recent version of the Financial Regulations with the minutes, prior to the next update.

106.6 The Board received the HEFCE revised borrowing authorisation letter and resolved to accept the proposed arrangements, seeking HEFCE confirmation of the mutual understanding of the roles of University Audit Committee and the Project Assurance Committee, and to invite the representative from HEFCE to the next meeting of the Board to further clarify their monitoring processes.

Action: Chief Operating Officer and Clerk

106.7 The Board requested that the updated version of the Financial Regulations be circulated and updates be presented to the July meeting.

Action: Director of Finance and Clerk

Mr Murdock Cameron (Moses Cameron Williams), Ms Lien Green (Moses Cameron Williams), Mr Richard Hannay (Land Use Consultants), Mr Colin

Moses (Moses Cameron Williams), Ms Helen Newman (Atkins) and Mr Philip Watson (Atkins) joined the meeting.

M 107 / 14 Presentation from Architects

107.1 The architects from Moses Cameron Williams, Atkins and Land Use Consultants presented their initial vision based upon the strategic brief Paper C2. The presentation centred around the key areas of student focus, efficiency and sustainability, flexibility and adaptability, the facilitation of collaboration, supporting pedagogical aims and learning commons preventing silo academic structures. It explored key elements of the building on site and the landscape giving the site coherence and entry ways and vistas presenting the University.

107.2 On conclusion of the presentation members sought clarification on a range of topics including design philosophy, coherence and contrast in the design, opportunities for wider involvement with the process, connections to other owned University locations and the expression of the identity of the University/ Northampton and their unique selling points. Members discussed the future commissioning of residential buildings in relation to the plan and welcomed the opportunity to be involved with the selection of a third specialist architectural team for that purpose.

107.3 The classification of the strategic brief as confidential was questioned by a member in relation to making such information available more widely. It was explained that some of the material was available in the exhibition event (see also Clerk's Note below) due to begin following the Board meeting with the architect's event open to staff and students. The detail of material in the Paper C2 Architect's Brief was to an extent work in progress and subject to discussion. Following the detailed questioning it was proposed that a further discussion and input to the design process take place following the outcomes of the day's consultation at the exhibition; once members had had time to digest material further and feedback.

Clerk's Note:

The detailed presentation, questioning and discussion regarding Architectural Strategic Brief for Waterside is held in Reserved Minutes 107.4 to 107.9 given the commercial confidentiality of the material.

107.10 The Board thanked the architectural teams for their work and presentation, noting the further opportunity for contact at the day's exhibition;

The Board endorsed the current version of the Waterside Strategic Brief recognising the work in progress and team development;

The Board sought to give further input to the design phase in light of the material from the consultation and reflection on the day's discussion and

The Board asked members to forward comment and aspects for further discussion to the Clerk with a view to a further detailed discussion in the Board as soon as possible.

Action: Chair, Chief Operating Officer, Clerk and members

107.11 The Board resolved to tender for the appointment of a third group of architects to take forward work on the Student Residences within the Waterside project, with governors on the Selection Panel.

Action: Chief Operating Officer and Clerk

Mr Murdock Cameron (Moses Cameron Williams), Ms Lien Green (Moses Cameron Williams), Mr Richard Hannay (Land Use Consultants), Mr Colin Moses (Moses Cameron Williams), Ms Helen Newman (Atkins) and Mr Philip Watson (Atkins) left the meeting.

Clerk's Note:

There was an opportunity subsequent to the Board meeting to see an exhibition set up by the architects for consultation with staff and a copy of the material was circulated to members as Paper C2 Appendix 1

Given the importance and time critical aspects of the input from the Board on the architectural design development, it is proposed that the session in

the afternoon of 25 June that had been set aside for all members to undertake work on Board Effectiveness Review be postponed and replaced by a further detailed discussion Waterside to progress the Board input to the design phase from 14.00 to 15.30.

M108/14 Waterside - Update for May

108.1 The Chief Operating Officer presented Paper C3, the Waterside update paper for May 2014 alongside documents tabled as Appendix 1 the Waterside financial forecast monitoring report and Appendix 2, a report from the Higher Education Design Quality Forum on student views of University estates 2013. He explained that the Appendix 1 would be regular format to be used to update the Board and the PAC as the project progressed allowing close monitoring of thresholds, cash flow, income and expenditure and the impact on the forward forecasts. Members found the information on student reactions to changed spaces most informative.

Clerk's Note: The detailed questioning and discussion regarding the Waterside Update report for May is held in Reserved Minutes 108.2 to 108.5 given the commercial confidentiality of the material.

108.6 The Board resolved to approve the Waterside project update report for May.

Action: Chief Operating Officer

M109/14 Waterside - PAC Minutes

109.1 The Chair of PAC presented Paper C4, comprising the PAC minutes of the meeting held on 13 May 2014.

Clerk's Note: The further detail regarding the PAC Minutes is held in Reserved Minutes 109.2 to 109.4 given the commercial confidentiality of the material.

109.5 The Board received PAC Minutes and noted the risks highlighted to the Board.

Action: Chair of PAC and Chief Operating Officer

M110/14 Waterside - Borrowing arrangements

110.1 The Chief Operating Officer gave an oral update on borrowing arrangements directing members to the financial material Paper C3 Appendix 1. He explained that discussions continued with both the Borough and the County Council to finalise wording and arrangements for the PWLB funding. Timing issues were recognised.

110.2 A meeting with the Treasury had been arranged for 2 June, to finalise the Treasury Guarantee arrangements. Discussion took place about repayment flexibility and balance of fixed and variable rates. The Chief Operating Officer explained that the calculations, forecast impacts and strategy on the total package of borrowing would be presented at the June Board for consideration.

Clerk's Note: The detailed questioning and discussion regarding the borrowing options for Waterside is held in Reserved Minutes 110.3 to 110.6 given the commercial confidentiality of the material.

110.7 The Board noted the meeting with the Treasury on 2 June; and that it would receive detailed proposals for the total borrowing strategy at its June meeting, together with final PWLB loan proposals as available.

Action: The Chief Operating Officer

M111/14 Waterside - Review and Confirmation of Stage Gate decisions

111.1 The Chair presented tabled Paper CS version 3, comprising the review and confirmation of Stage Gate decisions on the Waterside project with Appendix 1 detailed changes since the previous Stage Gate in May 2013, Appendix 2 an extract summarizing the financial position, Appendix 4 tabled legal advice from Mills and Reeve and Appendix 5 tabled material from KPMG giving comfort in relation to the financial calculations. He explained that a year on from the discussion in May 2013 to move forward from feasibility, and gaining HEFCE support for the proposed level of borrowing, it was appropriate to review progress and, understanding

the different adjustments, to reaffirm commitment given the clearer view of the scale of costs, structure of funding and educational outcome.

111.2 Members understood that the next legally binding decision would be the agreement on the borrowing. Members sought further clarification of the wording of the proposed resolution in light of the HEFCE letter, and suggested inclusion of a reference also to the Audit Committee and to maintain the Board's options to state explicitly that it would keep matters under on-going review. Ensuring the Board did not constrain future decisions or restrict flexibility, it wished to confirm increasing confidence in the work and commitment to the trajectory to 2018 and beyond.

Clerk's Note: Further and discussion regarding the stage gate review for Waterside is held in Reserved Minute 111.3 given the commercial confidentiality of the material.

111.4 The Board resolved that the Waterside Campus Development is in the best interests of the University and should proceed, subject to on-going regular oversight and review by the Board (with the Audit Committee and the Project Assurance Committee) and subject to Board approval of all major decisions and commitments.

111.5 The Board requested the Project Assurance Committee to bring a report to the next meeting of the Board of Governors setting out what major decisions and commitments going forward require full Board approval.

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

Ms Emelda Conroy (UCEA), Mrs Deborah Mattock (Director of Human Resources) and Mr Damian Pickard (Deputy Director of Finance) joined the meeting.

M112/14 Financial Briefing

FRS changes and Balance sheet impact

112.1 The Deputy Director of Finance presented Paper D, comprising information on the upcoming FRS changes and Appendices; Appendix 1, the presentation slides detailing areas affected, Appendix 2 confidential (tabled) the predicted impact on the Balance Sheet and Appendix 3, the plan of work required. The presentation informed members of the significant changes of accounting treatment required for periods from January 2015. A wide range of activity was affected including government and research grants, leases, pensions, employee benefits including holidays, financial instruments, embedded derivatives, loan covenants, and property plant and equipment. There would be different formats and treatments required in the presentation of financial statements particularly affecting the balance sheet and the ways in which income was matched and recognised. This would establish a different timing for the recognition of income and expenditure than had been traditional, giving a likely outcome of greater fluctuation in profit and loss statements.

112.2 In order to have evidence to back the accuracy of the financial statements considerable accounting documentation would be required to apportion income and expenditure in accordance with the new accounting rules. In preparation for the requirement and to limit future workload at year end, it was reported that there had been an alteration to the University's holiday year to 31 July limiting the need to accrue for holiday time. A detailed plan to prepare for the changes was in place with work in train with KPMG. Comment was also made on the possible need to improve the publication quality of the financial statements and the consequence for the range of additional evidence and notes that would have to be included. It was also highlighted that the FRS 102 impact would need to be understood in relation to loans covenants that the University would take up in the future in borrowing for the work on the Waterside project. There was discussion on the overlap of the future

writing down of the current estate through to 2018, the description of new assets being built and the way the FRS102 would come into play. The confidential Appendix 2 demonstrated likely effect but had not been revised to take account of the student residences and their development being on balance sheet.

112.3 The Board endorsed the work being undertaken to prepare for the FRS 102 changes and acknowledged the impact on the accounting treatments including potential for unexpected fluctuations in the financial statements year on year which would need to be read differently in the future.

Action: Deputy Director of Finance

Pensions

112.3 The Director of Finance presented Paper E, comprising the update on pension changes and longer term impacts and including Appendices relating to the two main pension schemes with which the University worked, namely the Local Government Pension Scheme (LGPS) and the Teachers Pension Scheme (TPS). He explained that the University was also engaged with the University Superannuation Scheme (USS) for a few senior staff and 2 smaller schemes associated with the employees of its subsidiaries.

112.4 Ms Emelda Conroy, Head of Pensions Policy at UCEA explained to the Board the most recent issues being worked on at sector level, highlighting a report on the issues from the British Universities Finance Directors Group (BUFDG). In particular she described the negotiations with respect to the USS, its upcoming evaluation and action expected to respond to the current and future deficit and ways to "de-risk" the Scheme. It was understood that despite small numbers of University staff, there would be a high financial impact once a share of the overall amount was divided between the Universities in the scheme; the University would be consulted on the upcoming changes. There would need to be a balance established between changes to the future benefits of employees

currently paying into the scheme and the need to reduce the deficit over the near term by increased annual contribution from the employers. It was recognised that market valuations of the portfolio played a significant part in these calculations.

112.5 The different approaches to the position from the LGPS participating Councils was highlighted and the difficulty for any university in a local scheme carrying a smaller proportion with limited voice. In LGPS there had been a mechanism established to identify the percentage of the deficit associated with each employer and it was therefore on the books. A UCEA working party of those with LGPS had been set up to establish a stronger university voice; noting the effect of a combination of universities in London. In the case of the TPS, given the national numbers of employees from further, primary and secondary education, the Universities were an even smaller voice and one from outside the formal public sector yet participation of academics in post '92 universities was not optional. The TPS deficit was not able to be apportioned, but there remained longer term concerns about the mechanisms to ensure.

112.6 Members were also reminded that in terms of teachers there was a requirement to take part in the respective schemes and individuals could not set up alternative arrangements personally. The effect of national insurance changes was also highlighted and on LGPS the higher contributions due from higher grades and career average position on benefit calculation. In response to a query it was also recognised that of those who opted out of pension scheme a large percentage were lower paid and staff on part time or shorter contracts. The impact on other parts of public sector budgets of national insurance and pensions was also highlighted.

112.7 The Board received the update on pension changes noting the likely financial impact of USS changes and the cost increases likely on LGPS and TPS in the future.

Action: Director of Finance and Director of Human Resources

Ms Emelda Conroy of UCEA, Mrs Deborah Mattock (Director of Human Resources) and Mr Damian Pickard (Deputy Director of Finance) left the meeting.

M113/14 Period 9 Management Accounts

113.1 The Director of Finance presented Paper F, the Period 9 Management Accounts. He explained that the financial position was stable, remaining on track for the planned surplus, with no areas to highlight at present.

113.2 The Board resolved to approve the Period 9 Management Accounts
Action: Director of Finance

Mr Nick Pitts-Tucker and Mr Nick Robertson left the meeting

M114/14 Governor Appointments

114.1 The Clerk presented Paper G, comprising the recommendations for Governor Appointments. She informed members of the recommendation from the Advancement Group for Mr Nick Pitts-Tucker to be the second governor for the ex officio places on the Foundation.

114.2 The Board resolved unanimously to approve the appointment of Mr Nick Pitts-Tucker for the ex officio governor member of the Foundation
Action: Clerk

114.3 The Clerk explained to members of IMAC present (namely Mrs Clare Colacicchi; Ms Helen Flach, Mr Mark Mulcahey, Mr Martin Pettifor and Mr Milan Shah), of the recommendation from the Nominations Committee to reappoint Mr Nick Robertson for a second 3 year term of office from 1 August 2014. It was noted that the meeting of IMAC planned for July would deal with new appointments and it was helpful to confirm continuing appointments as soon as possible.

114.4 The members of IMAC resolved unanimously to approve the appointment of Mr Nick Robertson for a second term from 1 August 2014 to 31 July 2017.

Action: Clerk

Mr Nick Pitts-Tucker and Mr Nick Robertson returned to the meeting

M115/14 Away day follow up - Mergers and acquisitions

115.1 The Chair presented Paper H, comprising material following up discussions at the Away Day on mergers, acquisitions, alliances and other collaborative work; Appendix 1 being the HEFCE report Collaborations, alliances and mergers in higher education and Appendix 2 the Charity Commission report on Collaborative Working and Mergers. He explained that the Vice Chancellor's work on the strategic plan would be influenced by the appetite of Governors on this issue. The Appendices offered perspectives across the spectrum of activity and helpful lessons learned; with recognition of the significance of collaborative work locally, nationally and globally for Universities.

Clerk's Note: The further discussion regarding the material is held in Reserved Minutes 115.2 and 115.3 given the commercial confidentiality of the material.

115.4 The Board noted the material and that the Vice Chancellor would review the matter in light of the discussion as he developed the material for the next Strategic Plan.

Action: Vice Chancellor

M116/14 Senate Minutes

The Vice Chancellor reported that there were no urgent issues for the Board but he alerted members to the work in preparation for the QAA visit in 2015 with a mock QAA style inspection taking place later in this July, feedback on which would be provided to the Board in due course.

M117 /14 Nominations Committee

117.1 The Chair of Nominations Committee presented Paper I, comprising the Nominations Committee minutes of the meeting held on 30 April 2014. Members were informed that an advert for new governors had been placed in the Sunday Times with over 20 enquiries being received so far.

117.2 The Board received Nominations Committee Minutes.

Action: Clerk

M118/14 Advancement Group

118.1 The Chair of the Advancement Group presented Paper J, comprising the Advancement Group minutes of the meeting held on 9 May 2014. He informed members that the target was to complete the winding up of the Foundation and transfer of its work by July 2014. He explained that this was the first meeting and much further discussion of the Morgan Thomas report, previously seen by the Board, took place confirming the clear focus of philanthropic work on the "content" and University delivery rather than just on "buildings". As a consequence the Group had recommended that the Waterside Campaign Board be renamed the University Campaign Board.

118.2 The Board received Advancement Group Minutes and resolved to approve the name change to "University" Campaign Board.

Action: Clerk and Director of Advancement

M119/14 Court Meeting Report

119.1 The Chair informed members the report on Court, Paper K would be issued following the meeting. He reported positive feedback from the event and the engaging conversations resulting from the visit to Goodwill solutions.

119.2 The Board confirmed the constructive debate at the Summer Court Report and noted the draft notes would be circulated subsequently as Paper K for information.

Action: Clerk

M120/14 Update on Board Calendar

120.1 The Clerk presented Paper L, comprising the update on the calendar of Board activity. It was noted that there was a correction needed to the timing of the Honorary Awards Committee and Audit Committee which had been moved to earlier start times at 10.30 and 12.30 respectively.

120.2 The Board received the update on Board activity.

Action: Assistant Clerk

M121/14 HEFCE Risk letter

The Vice Chancellor reported that the HEFCE were considering the appropriate wording of their annual letter to the University reflecting their view of its risk profile; further to the recent HEFCE Annual visit where the recent context of University proposed activities was discussed it was understood that the letter for 2014 was in preparation and would be discussed prior to being finalised. It was important that wording was accurate about the current position and would not be misunderstood by potential lenders.

M122/14 Any Other Business

Vice Chancellor

122.1 The Vice Chancellor reported that a University of Northampton Student had been awarded the Annual Cordwainers Footwear Student of the Year for 2014 beating competition from De Montfort University and the University of the Arts.

122.2 Members were also informed of the University Summer Fest on 12-14 June celebrating the achievements and talents of final year students within the School of The Arts. Governors were warmly welcomed to attend and further promotional information was being circulated to members.

Action: Clerk

M123 /14 Confirmation of Availability of Papers

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

- Paper AR - Reserved minutes,
- Papers CI, C2, C3, C4 and CS on Waterside and associated Appendices
- Paper F Appendix 2 (tabled)
- Paper J

M124/14 Date and time of next meeting

It was confirmed that the next meeting of the Board would take place on Wednesday 25 June 2014 at 10.15 to 13:00 in the Sunley Conference Centre followed by lunch and an afternoon session to 15.30 for all Board members - previously designated for use as part of the Board Effectiveness Review, but being redesignated to accommodate the work required to support the Architectural design process.