

**Board of Governors
Chair's minutes of the meeting held on 25 March 2015**

Present:

Mr Andrew Scarborough (Chair)
Mr Victor Agboola
Mrs Jill Ainscough
Prof David Baker
Mr Richard Horsley
Ms Helen Flach
Mrs Margaret Gardner
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: No apologies were received

In attendance: Mr Nick Allen for items minuted as M61/15 and M 62/15; Dr Ian Brooks (Executive Dean Northampton Business School) for items minuted as M51/15 to M56/15; Mrs Jane Bunce (Director of Student and Academic Services); Mr Will Dent (HEFCE); Mr Robert Griggs (Waterside Project Director) for items minuted as M58/15 to M60/15; Mr Mark Hall (Director of Finance); Miss Alice Hynes (Clerk); Mr Terry Neville (Chief Operating Officer); Mr David Prynne (Assistant Clerk); Prof Ann Shelton-Mayes (Executive Dean School of Education) for items minuted as M51/15 to M56/15; Mr Matt Tarling (Stride Treglown – Student Residences Architects) for items minuted as M58/15.

M51/15 Welcome and Apologies

The Chair welcomed members and colleagues to the meeting, in particular Mr Will Dent from HEFCE.

M52/15 Declarations of Interest

Standard Declarations of interest were noted as follows for members: 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.

M53/15 Full minutes of the meeting held on 25 February 2015.

53.1 The Chair presented Paper A, comprising the minutes of the meeting held on 25 February 2015, including reserved minutes. It was noted that a signed version of the minutes without the reserved minutes would be placed on the website. The Director of Finance noted a correction to the name of the Northampton Health and Wellbeing CIC.

53.2 The Board resolved, with the correction on the name of the CIC, to approve the minutes and reserved minutes, as a true record of the meeting held on 25 February 2015.

Action: Clerk

M54/15 Matters Arising

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

Ashoka U Conference

54.2 **On M26/15**, the Deputy Chair and President of Student's Union presented a report of their attendance at the ASHOKA conference and the Board received as Paper B1 App1 a booklet detailed example of how Changemaker had been integrated in the curriculum. The Deputy Chair explained the scale of the event, the breadth of the international presence and the numbers of Vice Chancellors joining her on the President's stream of the conference. She spoke proudly of the very high esteem in which the University was held and reinforced to the Board the value of the global reputation that the University had already secured and the importance of retaining it. She highlighted how seriously a number of UK universities were taking the topic and how they viewed its importance to their current and prospective students with a member of staff from their Vice Chancellor's senior team driving their action forward. While the University was at the vanguard of this work at present, there were many other UK universities also seeking to make more of the branding it gave.

54.3 The Deputy Chair gave two examples of recent work and the pace of development in two Universities - Glasgow Caledonian University a Changemaker campus since 2014 and the Ryerson University Toronto in Canada a Changemaker campus since 2013. She spoke about the work that Glasgow Caledonian University was undertaking with the South African Railways and in relation to fair trading and fashion in a deprived area in new York. They had set up as a social enterprise a nursing college in Bangladesh with a way for the graduates to borrow money and set up their own health centres. . She reported on the 15 centres set up at Ryerson University with a focus on social innovation, such as the Diversity Institute and the Centre for Global Health and Health Equity; also explaining that Ryerson had recently joined the global SI-Drive initiative linking researchers around the world on a broad scope of social innovation projects. Work at Ryerson to grow research, innovation and commercialization was led by a Vice Principal Research & Innovation. Under her leadership research funding had grown by 40% in the last two years alone with a total income of \$74 million, IBM being one of the main funders.

54.4 The Deputy Chair highlighted the connection between advancement and fundraising work that was occurring in many other places. She quoted examples of funding secured through Nike and IBM as a consequence of linking to corporate responsibility and the ways many universities were making key partnerships with major businesses to access that source of funding to mutual benefit. She highlighted the significance of the Ashoka fellows who were global social entrepreneurs and as role models but also as potential funders of the ideas for of students wishing to set up their own enterprise. She suggested that the University Board might wish to identify and support financially a particular student venture each year.

54.5 The President of the Students' Union highlighted value of networking and interaction he also corroborated the esteem in which the University was held. He spoke of further opportunities within the student community and the value of the networking which had been able to occur as a result of the Ashoka-U Conference. Given the discussion of the importance of Changemaker within the Strategic Plan and the issue of financial support, the Chair of Advancement endorsed the significant connections between the Changemaker ideas, research and ways in which funds from different sources could be secured. He emphasised the importance of engagement with LEPs and ways support was needed for the ambitions articulated by Professor Denny- noting the positive response from the Court to the presentations of researcher staff. There was a need to think more widely on who and what kinds of organisation to target and how. He proposed that as part of the revision to the operation of a link governors system, each governor should become more closely involved in one of the four Changemaker challenges and with the staff and students concerned.

54.6 The Board received the summary report from the Ashoka U conference and thanked them for their attendance.

Action: Deputy Chair and President of Student's Union

54.7 The Board recognised the connectivity of work on Ashoka U, on Changemaker , on research focuses and on Advancement, supporting follow up to the suggestions for governor action as part of the implementation of the new Strategic Plan.

Action: Chair, Deputy Chair, Chair of Advancement and Clerk

Clerk's Note: The presentation from the Deputy Chair was subsequently circulated as Paper B1.

Senior staff and structures

54.8 **On M4.7/15 & M29.8/15,** The Chief Operating Officer tabled Paper B2 comprising information on the timetable for recruitment to the post of Director of Corporate Affairs, confirming that a headhunting firm had been appointed to support the process. Members were updated on the progress with the job evaluation activity being undertaken with respect to the Head of Student Recruitment role. Both job descriptions would be circulated when finalised. The Vice Chancellor also confirmed that the work on structures would follow on from the approval of the strategic plan. He confirmed his intention that there should be no disruption to current structures until after the QAA visit in October to facilitate the smooth running of the visit.

54.9 The Vice Chancellor explained that significant discussion with subject leaders had taken place to facilitate the changes to working practices in the lead up to the move to Waterside. He reported that the Office of the Vice Chancellor would be experimenting with the open plan format providing a demonstrator of the proposed changes before being introduced into other areas of the University

54.10 The Board received the summary report on the recruitment to senior staff posts.

Action: Vice Chancellor.

Clerk's Note: Following the meeting the current draft job descriptions for the post of Director of Corporate Affairs and the Head of Student Recruitment were circulated and formally received as Paper B2b and Paper B2c.

Governor meetings with staff

54.11 **On M4.20/15**, The Chair updated members on the first Governor meetings with staff as part of the Waterside engagement activity. He explained that attendance had been slightly disappointing with a dozen members of staff taking the opportunity for discussion. He noted however that the quality of the discussion was high and issues raised were able to be explored. He suggested that it would be useful to increase the time available for the future meetings on the 21st and 28th April giving the option to run on beyond the hour if staff wished. The issues raised were not unexpected and included car parking logistics, challenges around marketing to incoming students, work on change to teaching / working practices and curriculum and concerns to maintain the high level of student experience and support for which the University was known. He noted that a comment from a member of staff who had worked in other Universities raised the point that a large proportion of teaching staff had had no experience of higher education institutions other than being at Northampton, making the promotion of the change agenda more challenging.

54.12 The Vice Chancellor explained that more engagement activities would occur as constant communication was needed and that increased publicity would encourage participation. He highlighted that a new permanent exhibition about Waterside was being set up in the library at Park Campus. A member asked if there would be similar further occasions set up for governor staff interaction and it was confirmed that this would occur, alongside the more informal social opportunities for contact.

54.13 **On M4.34.9/15**, The Director of Finance noted a correction to the name of the Northampton Health and Wellbeing CIC.

Treasury Committee

54.14 **On M41.4/15**, The Clerk tabled Paper B3, comprising the updated terms of reference, (see also M68/15).

54.15 The Board approved the final terms of reference for the Treasury Committee.

Action: Chair of Treasury Committee, Director of Finance and Clerk.

54.16 **On M49.3/15**, The Chair informed members the Vice Chancellor had signed a new five year contract with the University to August 2020.

Navitas Partnership

Clerk's Note: Further discussion of the item is held in Reserved Minutes 54.17 given the commercial confidentiality of the material.

54.18 The Board confirmed its support for the Executive decision to partner with Navitas to support international recruitment.

Action: Vice Chancellor and Executive Dean NBS.

M55/15 Academic Quality and Standards – QAA visit

55.1 The Executive Dean of the School of Education presented Paper C1, comprising the Academic Quality Standards Context and its appendices. She explained that the Northampton Quality Assurance Framework detailed how the University operated within the Quality Assurance Agency (QAA) Quality Code. Members

were informed that the University was fully compliant with the current Code. She also explained that the University was also fully engaged with HEFCE who are conducting a review of the quality assurance. She confirmed that as well as some verbal feedback at the time, the report from the visit was anticipated before Christmas 2015.

55.2 The QAA visit to the University in October was expected to last the full week due to the breadth of the University's course offering; undergraduate, post graduate and research awards, together with work with educational partner organisation through its Education With Others work (EOW). It was explained that an early mock visit had been carried out to test the performance of the quality assurance processes. The University had performed well and the exercise had provided an opportunity to identify and improve its performance in some areas. The intention was to highlight employability as a key area of action taken by the University since the previous QAA visit. Members queried the Higher Education Review Summary presented as Paper C1 appendix 3 and the assessments used to measure progress and it was explained that the University was performing on track with ongoing review processes underway.

55.3 The Board received the Northampton Quality Assurance Framework and the update on preparation for the QAA visit, thanking the team on their preparatory work.

Action: Executive Dean School of Education, Director of Student and Academic Services.

M56/15 Academic Quality and Standards – Annual report through Senate

56.1 The Executive Dean for School of Education presented Paper C2, comprising the Report to Senate on Academic Performance. She explained that the report had been discussed and approved at the March meeting of Senate. Members asked questions about the performance of the University in relation to its competitors and its historical trends. It was explained that the University had been improving its performance in many areas and action plans were indicated where issues were arising. The report gave assurance of the University's compliance with the quality code. Following a query, further explanation was given that the quality of achievement in the University sector was typically high, a reason for the attractiveness of UK higher education to international students. Most important to highlight were the views of external examiners about the academic standards of the University where the response was very positive and standards of the University were deemed comparable to the sector.

56.2 Members reviewed the equality and diversity data in the report and noted the action taken to develop the scrutiny arrangements. It was explained that over the last 18 months work had been ongoing to ensure a systematic review of equality data and further data analysis undertaken. An area for attention was the position of white males from lower socio economic groups. The Board noted the use of sector benchmarks and that additional scrutiny of the data, as well as monitoring of the effectiveness of action, was being undertaken through a sub group of the student Experience Committee. Members queried if there had been comparison made between students giving cause for concern and the equality and diversity data.

56.3 The Board received the Senate Report on Academic Performance and thanked the Executive Dean School of Education, Director of Student

and Academic Services and their team for the significant work undertaken in the reports.

Action: Executive Dean School of Education, Director of Student and Academic Services.

M57/15 Academic Portfolio

- 57.1 The Executive Dean Northampton Business School and the Director of Student and Academic Services presented Papers D1 and D2, comprising the Course Approval Process and its appendix and the Course and Partnership Academic Portfolio Review. The Director of SAS noted that Paper D1 described current processes and a recent internal audit report provided as an appendix gave insights and assurance on the effectiveness of the mechanisms.
- 57.2 The Executive Dean of NBS explained the work undertaken to review and refine the University portfolio, removing overlapping and unused modules, alongside the normal processes of course development and the response to new business opportunities. In the work on the review, close attention was paid to a valuable feature of the University's course offering through its Joint Honours programme, looking with care at existing combinations of modules and their enrolment figures. He highlighted some modules on the books which had had no enrolled students. The Board were informed that from an original set of 2000 plus combinations with 28 subjects in the combinations, that choices had now been reduced to around 40 Joint Honours programmes, increasing efficiency but retaining freedom of choice to students on how and what they learned with the University.
- 57.3 Members enquired as to the speed of ongoing portfolio change. It was explained that the removal of a programme could take as long as five years, given a three year course, for the last students to apply to then complete their programme including resit opportunities. He informed members that material was regularly brought to committee and in the last two weeks four programmes had been removed and eight new modules approved. An example was given of a programme with potentially 26 module choices where typically students complete six to achieve a degree. It was explained that similar work had been undertaken on postgraduate programmes roughly mirroring the reduction levels at undergraduate programmes. This work had a context that there were a small number of highly popular courses and a set of modules recruiting significant numbers consistently for the last 10 years.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 57.4 given the commercial confidentiality of the material.

- 57.5 Members noted that much discussion had understandably paid attention to undergraduate work, and, in light of the parallel interest in research activity, requested a paper on future postgraduate portfolio development for discussion at another Board meeting looking at plans for the next 5 years, in the context of the new Strategic Plan. It was noted that the growth of the MBA programme and the development of supported distance learning with blended learning offering weekend study, were ways in which the postgraduate portfolio was developing.

57.6 The Board received the academic portfolio review and update of course and partnership approval, and requested a paper on the development of the postgraduate portfolio for a future Board meeting.

Action: Executive Dean Northampton Business School and Director of Student and Academic Services.

The Executive Deans, Dr Ian Brooks and Professor Ann Shelton-Mayes, left the meeting.

58/15 Strategic Plan to 2020 - metrics

58.1 The Vice Chancellor presented Paper E, comprising a further draft version of the metrics for the new Strategic Plan. He informed members on the progress to review the material in the University management team and discussion in the Senate. Due to time constraints the small working group had not met but there had been individual discussions with some governors and material had been reworked into the proposals that were presented. Members were asked to pass any further commentary on the metrics to the Clerk's Office for consideration by the colleagues on the working group.

58.2 The Board received the update to the draft Strategic Plan and requested members further input and comment to the suggested metrics via the small group.

Clerk's Note: Due the time constraints and the Easter vacation period it was not feasible for the small group to meet but material was drawn together for comment and provided to the Vice Chancellor as input to the final version of the Plan due to be considered at the April Board meeting.

Mr Robert Griggs (Waterside Project Director) and Mr Matt Tarling of Stride Treglown joined the meeting.

M59/15 Waterside – Presentation on Student Residences

59.1 Mr Matt Tarling tabled Paper F1 from the Architects, comprising materials on the detailed designs for the Student Residences and associated building on the Waterside campus. He explained that there were plans for 1200 beds with some further expansion space for a possible Phase 2 in the master plan. The designs defined a mix of en-suite rooms, of shared town houses and some studio flats. It remained the intention to ensure University management accommodation was available to all first year students. Mr Tarling spoke about the sizes and formats of the rooms and the integration of the street frontages and courtyard areas of the residences with the travel routes on the site and the connections to the landscaping. Within the configuration of the residences space there would be other student services such as Welfare, Multi-faith Chaplaincy.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 59.2 given the commercial confidentiality of the material.

59.3 The Board received the design material on Stage 1 from the project team, and endorsed the overall approach to the mix of housing, hotel and conferencing and welfare services for student; and to the positioning, travel routes/streets and integration with site landscaping

Action: Chief Operating Officer

59.4 The Board also noted the identified cost information, and supported the ongoing work to revise the designs for Stage 2 to meet budget constraints.

Action: Chief Operating Officer

Mr Matt Tarling of Stride Treglown left the meeting.

60/15 Update on Waterside Project - March

60.1 The Waterside Project Director presented Paper F2, comprising the March Update on the Waterside Project. As indicated in Appendix 1 to Paper F2, he and the Chair confirmed the academic works contract had been awarded to Bowmer & Kirkland. The Project Director explained that the sub- contractors would be secured through the second stage process of fixing prices for the 90 or so work packages, which was planned to be completed by the summer. This being the single biggest financial contract in the Waterside project, it would allow a more confident final cost prediction when finalised.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 60.2 given the commercial confidentiality of the material.

60.3 The Board resolved to confirm the appointment of the recommended contractor for the academic works (subject to necessary appeal process) and proceed with the second stage of the process for securing sub contractors.

Action: Chief Operating Officer

Clerk's Note: Further discussion of the item is held in Reserved Minutes 60.4 given the commercial confidentiality of the material.

60.5 The Board resolved to authorise that a two stage tender process be adopted for the procurement of the contractors for the building of the Student Residences.

Action: Chief Operating Officer

Clerk's Note: Further discussion of the item is held in Reserved Minutes 60.6 and 60.7 given the commercial confidentiality of the material.

60.8 In light of possible sudden movement in interest rates, the Board resolved to delegate action to the Chair giving authority to draw down the PWLB Loan on advice from the members of the Treasury Committee, based on guidance from KPMG as project financial advisors and the Executive

Action: Chair of Board, Chief Operating Officer, Waterside Project Director, Director of Finance and Members of the Treasury Committee.

M61/15 PAC minutes March

61.1 The Chair of PAC presented Paper F3, comprising the minutes of the PAC for the 17 March 2015 meeting. The Chair highlighted the judgements required to decide when it was the right time, on the balance of risks, to draw down the PWLB loan, recognising the current cash flow. He also pointed out the capital balanced against revenue cost position on the solutions being adopted for the CHP.

61.2 The Board received PAC Minutes of 17 March 2015.

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

Mr Robert Griggs (Waterside Project Director) and Prof Nick Petford (Vice Chancellor) left the meeting and Mr Nick Allen (Executive Officer OVC) joined the meeting.

M62/15 Risk Management

62.1 The Executive Officer presented Paper G1, comprising the Risk Management report. He explained that the format had been revised following the discussions at the Audit Committee and previous comment from Board members. Members were informed of the mitigating work on the three identified red risks. It was explained that the risk of achieving the advancement target of £5m was an elevated risk and required attention.

62.2 The Board of Governors received the Risk Management report and resolved to adopt the proposed format and approach to risk material presented to the Board.

Action: Chief Operating Officer and Executive Officer.

M63/15 Audit Workshop 2015

63.1 The Chair of Audit Committee presented Paper G2, which was tabled, comprising a summary of the discussions and consideration of risk appetite from the Audit Workshop on 4 March 2015. The event had provided an opportunity for the exploration of a key area of risk, in relation to student recruitment, retention and progression. The extent of risk appetite and risk tolerance in these areas was explored and conclusions held in a confidential appendix.

63.2 The Board of Governors received the summary of the discussions at Audit Workshop on 4 March 2015 and referred it for further consideration to the Audit Committee in June 2015.

Action: Chair of Audit and Clerk.

Mr Nick Allen (Executive Officer OVC) left the meeting.

M64/15 Period 7 Management Accounts 2014/15

64.1 The Director of Finance presented Paper H, comprising the Period 7 management accounts 2014/15. He highlighted that the University remained on track to achieve the planned surplus for the year.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 64.2 given the commercial confidentiality of the material.

64.3 The Board of Governors resolved to approve Period 7 Management Accounts, and to consider material on staff recruitment data at a future meeting.

Action: Director of Finance and Director of Human Resources

M65/15 Students' Union Mid-Year Accounts 2014/15

65.1 The Director of Finance presented Paper I, comprising the Students' Union Mid-Year Accounts 2014/15. The Board noted the range of activities being undertaken. In response to a question, the Director of Finance explained that taking responsibility for running the Park Campus shop was expected to improve the Union's financial position and reduce the gap on income and expenditure.

65.2 The Board received and noted the Students' Union Mid-Year Accounts 2014/15

Action: Director of Finance

M66/15 University Policies - Freedom of Speech Policy

66.1 The Director of Student and Academic Services presented Paper J, comprising the freedom of information policy and cover explanation. She explained that the document had been through the normal JCNC channels with the Trade Unions and had been approved by the Senate. The Policy would be supported by Guidance notes, which would include material on processes to clear guest speakers where an adaptation of the processes used by Students' Union was planned. The use of the term "attitude" in 2.4 was queried and noted for further review and adjustment in due course.

M66.2 There also was some concern expressed about wording in sections 2.8 and 2.9 of the Freedom of Expression policy since there was evidence that universities, on the premise of protecting health and safety of students and staff, were cancelling speaking engagements and conferences after receiving protests from interested groups, and thereby practicing a form of self-censorship.

66.3 The Board resolved to approve the Freedom of Speech Policy

Action: Director of Student and Academic Services and President of the Students' Union.

M67/15 University Policies – recording of conversations

67.1 On behalf of the Director of Human, the Clerk presented in Paper J2, comprising wording to prohibit the recording of meetings with adjustment accordingly to 13 policies namely Absence, Conducting Investigations, Conflict Resolution and Grievance, Disciplinary, Equality and Diversity, Exit Interviews, Flexible Working Performance and Development Review, Performance Improvement, Probation, Recruitment and Selection, Redeployment and Redundancy. Members noted that that the practice of recording meetings was becoming prevalent in other areas of public life. Members sought clarification that the change to the various policies referenced was to address unauthorised recording and not prevent recordings altogether. It was confirmed that a recording could be legitimate where it supported disability compliance or where it was agreed in advance by those concerned. It was explained that the policy was intended to prevent unauthorised recording and that it had been through consultation with the JCNC.

67.2 The Board resolved to approve the changes to 13 policies by the addition of a prohibition on the unauthorised recording of conversations.

Action: Director of Human Resources

M68/15 OFFA and Access Agreements

68.1 The Director of Finance Chair presented Paper K, comprising the arrangement for material to be submitted to the Office of Fair Access (OFFA) to secure the Access Agreement for 2016-17 permitting the University to charge the higher rate of fees.

Clerk's Note: Further discussion of the item is held in Reserved Minutes 68.2 and 68.3 given the commercial confidentiality of the material.

68.4 The Board approved the arrangements for the submission of the OFFA agreement for 2016-17 fees and an increase to the fees for sub-degree programmes.

Action: Director of Finance.

M69/15 Board Membership and Committees

- 69.1 The Clerk presented Paper M, comprising the update on Board Membership and Committees. She explained that the Board was asked to agree early confirmation of the Chair of Audit Committee to support transition given the retirement of the current Chair and to recognise the need for particular financial expertise needed in the first chair of the new Treasury Committee. On the basis proposed the Chair designate of Audit Committee would attend the Treasury Committee from its first meeting in the summer term. Names had also come forward for the three positions on the Treasury Committee. In addition it was proposed that Prof David Baker join the Remuneration Committee.
- 69.2 The Chair of Nominations reported that interviews had been scheduled for the two court member vacancies on the Nominations Committee. She informed the Board confidentially of the names of the candidates and invited and comment from members as appropriate to feed into the interview process.

69.3 The Board voted and resolved to approve

- a) the appointment of Mr Richard Horsley as Chair of Audit Committee from 1 August 2015;**
- b) the appointment of Mr Nick Pitts-Tucker as Chair of Treasury Committee from 25 March 2015;**
- c) the appointment of Mr Mark Mulcahey, Mr Nick Pitts-Tucker and Mr Nick Robertson as members of the Treasury Committee, and Mr Richard Horsley as Chair designate of the Audit Committee to attend from 25 March 2015;**
- d) the appointment of Prof David Baker as a member of the Remuneration Committee from 25 March 2015.**

Action: Deputy Director of Finance and Clerk.

Mr Damian Pickard (Deputy Director of Finance) left the meeting.

M70/15 Electronic Board and Web Development

- 70.1 The Clerk presented Paper M, comprising and update on progress towards a more paperless Board and member views on electronic board arrangements; which showed a range of views and needs. She requested Board approval for ARMS accounts on the University system to be set up for all Board members not on the University staff to give Governors access to university systems, the staff intranet and a University email address. She reported on work being undertaken to update the relevant web pages as a priority and to plans for use of internal repositories.
- 70.2 Members confirmed their concern at the quantity of business passing through the Board and the amount of paper presented. There continued an urgent preference from a number of members to see more material on line. In response to a query about duplication between PAC and the Board it was noted that PAC was fulfilling a monitoring audit- style function so a range of key decisions and final responsibility continued with the Board.

70.3 The Board received the paper on Electronic Board and Web Developments and supported the arrangements for access to the staff intranet for Board members.

Action: Clerk and relevant members

M71/15 Board of Governors Work Plan

71.1 The Clerk presented Paper N, comprising the draft Board of Governors Work Plan to end 2015. Members requested that the strategic development of the academic portfolio be added to the plan.

71.2 The Board resolved to approve the Board of Governors Work Plan noting the addition of academic portfolio work.

Action: Chair and Clerk.

M72/15 Minutes of Senate

72.1 The Director of Student and Academic Affairs gave an oral update on the Senate meeting on 18 March 2015. She highlighted the Senate discussion of the Annual Review and the Strategic Plan.

72.2 The Board received the oral update of the Senate meeting of 18 March 2015.

Action: Vice Chancellor.

M73/15 Minutes of the Audit Committee 4 March 2015

73.1 The Chair of Audit presented Paper O, comprising the Committee minutes from the March meeting and as and Papers OCa and OCb comprising confidential meeting minutes of the Audit Committee 5 November 2024 and 4 March 2015. Further to a review of their performance, the Audit Committee proposed that the current external auditors PWC, be appointed for a further 3 years.

73.2 The Board received the Minutes of the Audit Committee 4 March 2015 and the Minutes of the Confidential meetings of Audit Committee with Executive on 5 November 204 and 4 March 2015.

73.3 The Board resolved to appoint external auditors PWC for a further three years to financial year end 2017.

Action: Chair of Audit and Clerk.

M74/15 Report on the Spring Court Meeting 2015

74.1 The Clerk informed members the summary report of the Spring Court 2015 was to be circulated following the meeting. Members had commented earlier in the meeting when discussing research, how stimulating and fascinating the Court event had been in giving an insight into the research output of such a group of enthusiastic staff.

74.2 The Board resolved to circulate the summary report on the Spring Court Meeting 2015 at a later date.

Action: Chair and Clerk.

M75/15 HEFCE Funding Letter for UoN 2015-2016

75.1 The Director of Finance explained that Paper Q, the HEFCE Funding Letter for the 2015-2016 period had not yet arrived, but was expected that day.

75.2 The Board noted that the HEFCE Funding Letter for the University for 2015-2016 period would be circulated upon its receipt.

Action: Director of Finance.

Clerk's Note: Following the meeting an explanatory Paper Q from the Director of Finance was circulated with appendixes in the form of HEFCE letters, comparative financial data, and further information on changes to HEIF funding for the University.

M76/15 Update on Calendar and Board of Governors Activity

76.1 The Chair of the Board presented Paper R, comprising a calendar and listing of events.

76.2 The Board received the updated Calendar.

Action: Clerk

M77/15 Any Other Business – President of the Students' Union

On behalf of the Board, the Chair congratulated Mr Victor Agboola, who had been elected as the President of the Students' Union for a second term of office and thus would continue on the Board during 2015-16.

M78/15 Confirmation of Availability of Papers

The following papers were declared confidential to the Board and other key senior staff involved: Reserved Minutes and Papers AR, AR2; B1, C2, D1, D2, D3, H, I1, I2, I4 and M. The Minutes and other Papers A,B,E,F,G,I3,J,K,L,N,O,P and Q were available on request

M79/15 Date and time of next meeting

The next meeting of the Board would be on **29 April 2015** at 10.15 in the Sunley Management Centre.

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Approved by Chair

.....*29th April 2015*.....

Date