

**Minutes of a Meeting of the Board of Governors  
held at 4pm on Thursday, 22 November 2012  
in 1B33, Technopark, London SE1**

**Present**

David Longbottom	Chairman
Prof Martin Earwicker	Vice Chancellor and Chief Executive
Barbara Ahland	
Steve Balmont	
Douglas Denham St Pinnock	
Ken Dytor	
Sir David Melville	
Anne Montgomery	
Diana Parker	
Prof Shushma Patel	
Prof Jon Warwick	

**External Auditor**

David Barnes, Grant Thornton (*for minutes 29-42*)

**In attendance**

Dr Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Executive Director of Finance
Beverley Jullien	Pro Vice Chancellor (External)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

**Welcome and apologies**

1. Apologies had been received from Dame Sarah Mullally, Anisa Ali, Janet Cattini, Andrew Owen and James Smith.
2. The Board welcomed Barbara Ahland, student governor elected by the Student Council and Professor Patel, staff governor nominated by the Academic Board to their first Board meeting.

**Declaration of Interests**

3. The staff governors and the Chairman, due to his marriage to an employee, declared an interest in the item in the Vice Chancellor's report on pay award (minute 18 below).

# Sample Board Meeting Minutes Uk

**Frank Shackleton,Madeleine  
Cordes,Geraldine Caulfield**



## **Sample Board Meeting Minutes Uk:**

**Writing Meeting Minutes and Agendas. Taking Notes of Meetings. Sample Minutes and Agendas, Ideas for Formats and Templates. Minute Taking Training** Wi Heather Baker, 2010 Writing Meeting Minutes and Agendas is easy to read and has lots of exercises to help you develop your skills It has advice on note taking summarising preparing agendas becoming more confident in your role working with the chair writing skills and listening skills There is a useful list of the order of tasks and a checklist with timings Successful Minute Taking - Meeting the Challenge Heather Baker, 2010 Successful minute taking meeting the challenge I d rather throw myself downstairs That was how I used to feel about minute taking this book is aimed at those among you who feel the same It is aimed at secretaries PAs and administrators and covers the issues that worry them these are based on the things that worried me and the things that have worried my hundreds of delegates on my training courses over the last 10 years This book will give you the knowledge and confidence to be able to prepare for a meeting work with your meeting chair take notes during the meeting and to write your minutes afterwards It has been written by an experienced PA who now trains other people in the skills she has developed The book is laid out in a very easy to read format and gives lots of advice based not only on Heather s experience but also the many people she has trained It has a checklist to help you make sure you remember everything you need to do before during and after the meeting The roles of the chair and yourself are defined There are examples and opportunities to practise your skills About the author Heather Baker Heather had over twenty years experience as a secretary and PA before setting up Baker Thompson Associates Limited in 2000 The company specialises in the training and development of secretarial and administrative staff [www.bakerthompsonassoc.co.uk](http://www.bakerthompsonassoc.co.uk) She now travels all over the UK working with large and small companies to enable their office staff and PAs to work more effectively and efficiently She also delivers courses in the Middle and Far East Heather is a Certified NLP Practitioner She worked for ICI Pharmaceuticals now AstraZeneca and Hewlett Packard she spent 5 years in France working for the Commercial Director of Cognac Hine and then 10 years with Granada Media working up to Personal Assistant to the Managing Director commuting regularly between their offices in Manchester and London Heather conceived the speedwriting system BakerWrite and wrote the text book based on this system see [www.uolearn.com](http://www.uolearn.com) She has trained hundreds of people all over the world in how to take minutes and she has converted her extensive knowledge into this book Heather has been married to Ian since 1979 and they have two daughters Ailsa and Erin This book is dedicated to them with profound thanks for all their support over the years What do people think I had a real phobia about minute taking and was dreading today but you ve really taken away my fear It s all fallen into place Beverley Leeds One of the best facilitators ever quite clearly Heather had an extensive knowledge of the skills needed and she wanted to share best practice Everyone had a part to play and felt confident enough to ask and contribute whatever their level of expertise Heather was very approachable This was excellent and clearly met all of its objectives The course was well planned and the subject matter presented in a

clear logical and interesting way Heather had very good subject knowledge and is a very good trainer She used a number of different teaching methods and was excellent at putting the group at ease everyone joined in Committee servicing and minute taking for Leeds Metropolitan University I m fairly comfortable with taking minutes but find I write a lot of notes in the meeting which probably aren t necessary I ve learnt how to condense effectively Heather was very practical and helpful understood the reality of taking minutes and not just the theory Minute taking for RiverStone Management Limited I enjoyed the course and found it relevant to my needs The trainer was helpful and able to answer questions She obviously enjoys her work and conveys her enthusiasm to delegates I found the course really useful and the style delivery very easy to follow understand Minute taking for Yorkshire Television

*Translation as Social Justice* Wine Tesseur,2022-09-30 This book analyses the translation policies and practices of international non governmental organisations INGOs engaging in critical questions around the ways in which translation can redress power dynamics between INGOs and the people they work with and the role of activist researchers in contributing to these debates The volume examines the duality of translation and interpreting in INGOs traditionally undervalued and under resourced while simultaneously acknowledged as a powerful tool in ensuring these organisations work according to their own values of equal access to information dialogue and political representation Drawing on over ten years of ethnographic fieldwork and interview data with a wide variety of INGOs Tesseur offers unique insights into if and how INGOs plan for translation and interpreting needs while also critically reflecting on her own experience and the ways in which activist researchers like her can ensure social justice efforts are fully reflected in their own working practices Encouraging a new interdisciplinary research agenda the volume seeks to raise the profile of language and translation in humanitarian and development contexts and cross disciplinary dialogue in scholarship on these issues The book will be of interest to scholars in translation and interpreting studies sociolinguistics development studies and international relations

*Local Government in the United Kingdom* David Wilson,Chris Game,2011-04-12 During its 13 years of office Labour s modernization agenda transformed the world of UK local government Amidst a starkly altered political and economic climate the coalition government formed in 2010 pledged to implement equally radical changes to the system Taking account of the coalition s programme for government and its first round of spending cuts the completely revised and updated fifth edition of this popular and established text is timed to take full advantage of this historic juncture David Wilson and Chris Game provide readers with systematic coverage of the UK s local government The book examines its defining features its history changing structure operations functions financing and its relations with central government The fifth edition gives additional emphasis to local government in the devolved regions of the UK and provides more extensive analysis of centre local government relations The authors deliver a thorough critique of Labour s third term in office Looking ahead the book anticipates the future of local government under the coalition government Two themes look likely to dominate policy making decentralization and cuts to public spending With its clear accessible non technical style and popular

illustrations Local Government in the United Kingdom will be essential reading for students practitioners and anyone with an interest in local politics

**Stress in Post-War Britain, 1945-85** Mark Jackson,2016-12-05 In the years following World War II the health and well being of the nation was of primary concern to the British government The essays in this collection examine the relationship between health and stress in post war Britain through a series of carefully connected case studies

**The Official History of the UK Strategic Nuclear Deterrent** Matthew Jones,2017-05-12 Volume I of The Official History of the UK Strategic Nuclear Deterrent provides an authoritative and in depth examination of the British Government's strategy towards nuclear deterrent from 1945 to 1964 This volume written with full access to the UK documentary record examines the strategic nuclear policy of British governments after 1945 as they tried to build and then maintain an independent nationally controlled strategic capability while also attempting to forge a close nuclear relationship with the United States This book will be of much interest to students of British politics nuclear proliferation and international relations

**Family Firms in Postwar Britain and Germany** David Paulson,2023 Examines the culture and conduct of six small and medium sized enterprises SMEs in England and West Germany from 1945 to the late 1970s drawing on numerous archives in Germany and Britain This is the first book length study that examines the detailed histories of SMEs in a comparative transnational manner Emerging from this study is an evaluation of German and British varieties of capitalism in action showing that they were not fixed or static but rather have changed considerably as they evolved over time The German companies studied formed part of the Mittelstand the family owned sector which is unique to German speaking countries This book explores whether the principles of a close identification with the surrounding region and a patriarchal culture within a family atmosphere were adopted in practice then and whether they are still applicable today Paulson compares the Mittelstand to British SMEs in order to understand how their approach differed from that of their German counterparts For both countries the ecosystem which surrounded businesses is examined paying particular attention to funding and vocational education The book concludes that the potential for a British Mittelstand existed but that British companies were often less well managed and had to operate within a less supportive external environment than that which favoured the Mittelstand Historical lessons learned from the management of these companies still resonate today and can help us to understand contemporary differences in business performance This book will therefore be of interest to scholars and students of twentieth century business and economic history as well as management studies

**Holocaust Memory and National Museums in Britain** Emily-Jayne Stiles,2021-11-16 This book explores the Holocaust exhibition opened within the Imperial War Museum IWM in 2000 setting out the long and often contentious debates surrounding the conception design and finally the opening of an important exhibition within a national museum in Britain It considers a process of memory making through an assessment of Holocaust photographs material culture and survivor testimonies exploring theories of cultural memory as they apply to the national museum context Anchored in time and place the Holocaust

exhibition within Britain's national museum of war is influenced by and reflects an international rise in Holocaust consciousness in the 1990s This book considers the construction of Holocaust memory in 1990s Britain providing a foundation for understanding current and future national memory projects Through all aspects of the display the Holocaust is presented as meaningful in terms of what it says about Nazism and what this in turn says about Britishness From the original debates surrounding the inclusion of a Holocaust gallery at the IWM to the acquisition of Holocaust artefacts that could act as concrete evidence of Nazi barbarity and criminality the Holocaust reaffirms an image of Britain that avoids critical self reflection despite raising uncomfortably close questions The various display elements are brought together to consider multiple strands of the Holocaust story as it is told by national museums in Britain *Coal in Modern Britain*

Charles-François Mathis, 2025-08-21 This is the first book to examine the social and cultural significance of coal in British society in the 19th and 20th centuries An English language translation of Charles François Mathis's award winning study *Coal in Modern Britain* gets to the heart of Britain's evolving relationship with this controversial energy source How did the general public use and manage coal on a daily basis Did they readily accept it did they reject it and how What were the material and cultural features of a society so reliant on coal Historians have long considered the political technical and economic structures of energy systems but here the vital social and cultural contexts are crucially laid bare The book demonstrates how coal shaped the living environment and the ways of thinking of British people from the early 19th century through to the coal minded society of the 1940s that had become entirely focussed on this fuel as an energy source Mathis emphasises the perspectives of ordinary consumers and looks at the energy cultures that emerged in everyday life in Britain during the period He looks at how coal impacted the land cities and homes of modern Britain along with the developing habits and routines surrounding coal use within the domestic setting *Coal in Modern Britain* also reveals how coal was taught to children both at school and at home and how it was vehemently defended against its rivals of oil electricity and gas during this peak time of fuel pre eminence *Humanitarianism, empire and transnationalism, 1760-1995* Joy Damousi, Trevor

Burnard, Alan Lester, 2022-03-08 This is the first book to examine the shifting relationship between humanitarianism and the expansion consolidation and postcolonial transformation of the Anglophone world across three centuries from the antislavery campaign of the late eighteenth century to the role of NGOs balancing humanitarianism and human rights in the late twentieth century Contributors explore the trade offs between humane concern and the altered context of colonial and postcolonial realpolitik They also showcase an array of methodologies and sources with which to explore the relationship between humanitarianism and colonialism These range from the biography of material objects to interviews as well as more conventional archival enquiry They also include work with and for Indigenous people whose family histories have been defined in large part by humanitarian interventions **A Director's Guide to Governance in the Boardroom** Arturo

Langa, Monica Langa, 2022-04-24 This book is a practical guide for executive and non executive directors and aspiring

directors to lead govern and steer UK based organisations to long term sustainable success In today s turbulent environment corporate governance is increasingly scrutinised and this book will consider how directors can bring the future forward with respect to responsible and ethical governance and leadership against the challenging political environmental and economic backdrop While other books discuss UK corporate governance this one uniquely demonstrates how the work of directors can build an organisation s antifragility and offers a view of stewardship approaches to every sector and type of UK organisation from large premium listed companies to start ups the public sector not for profits partnerships and family owned and private equity backed organisations Aspiring and experienced directors will each benefit from this book as well as those who provide board evaluation services professional advisers auditors and those who provide training and other support for board members

**The proposals for national policy statements on energy** Great Britain: Parliament: House of Commons: Energy and Climate Change Committee,2010-03-23 proposals for national policy statements on Energy Third report of session 2009 10 Vol 2 Oral and written Evidence Shackleton on the Law and Practice of Meetings Frank

Shackleton,Madeleine Cordes,Geraldine Caulfield,2011 This volume provides definitive guidance on the formulation and conduct of company local authority and public meetings It covers all sizes of meetings from AGMs and public meetings to specialised committees *The Secret History of UK Security Vetting from 1909 to the Present* Daniel Lomas,2025-05-15

Using newly available government records private papers and documents obtained through Freedom of Information this book tells the secret story of UK security vetting from 1909 to the present Although Britain avoided American style red baiting and McCarthy like witch hunts successive UK governments have like their Five Eyes allies implemented security procedures to protect government defence and industry from so called subversives and fellow travellers Officially from 1948 the British government applied political tests to civil servants a process extended to character defects in the early 1950s with the introduction of positive vetting However an unofficial purge had taken place for much longer facing political backlashes as an infringement of civil liberties and suppression of free speech Although it s been argued that Britain s secret purge had little impact this study looks at the experiences of those removed from the secret state those LGBT and BAME individuals discriminated against by government and the impact of government policy generally while studying the responses of Ministers and civil servants to spy scandals and international events Drawing from newly released archival material Freedom of Information releases and interviews this book offers new insights into the scope of government security checks on civil servants defence contractors and armed forces personnel from Edwardian spy scares and the inter war period to the Cold War and present day Cyber and the City Ashley Sweetman,2022-07-25 Cyber security is the greatest risk faced by financial institutions today a risk they have understood and managed for decades longer than is commonly understood Ever since the major London banks purchased their first computers in the early 1960s they have had to balance their dependence on those machines with the need to secure their operations and retain the trust of their customers Technological change in

the second half of the 20th century prompted British banks to reevaluate their function as trusted protectors of wealth In the City of London the capital s oldest area and historically its business and commerce hub the colossal clearing banks employed newly commercialised electronic computers the processing power of which could transform the highly clerical clearing and settlement process What unfolded over the following three decades was a relentless modernisation drive Revolutionising the way that banks and other financial institutions conducted business and interacted with each other and permanently altering the speed and scale at which the United Kingdom s financial sector functioned this rapid modernisation thrust computer security into the consciousness of bank executives and their clients alike Dependence on computers quickly grew and the banks immediately realised the need to secure their new software and hardware Focusing on the period 1960 to 1990 this book uses newly released and previously unexplored archival material to trace the origins of cyber security in the UK financial sector Topics and features Describes how institutions managed the evolving challenge of computer security in the second half of the 20th century Demonstrates continuity in banks views of security through the prism of confidentiality integrity and availability and the concept of resilience Presents case studies of bank collaboration on computer security through creation of payment systems like SWIFT and CHAPS Outlines the shift from focusing on physical security measures to technical network protection measures Explores the relationship between banks and the UK Government as bank operations became dependent on computer and network technology This work will be of value to students and academic researchers in the history of computing financial history and the history of intelligence and security as well as the general reader interested in contemporary intelligence cyber security and finance     *Britain and European Integration Since 1945* David Gowland, Arthur Turner, Alex Wright, 2009-10-30 This book provides both a comprehensive introduction and a perceptive examination of Britain s relations with the European Community and the European Union since 1945 combining an historical account with political analysis to illustrate the changing and multifaceted nature of British and European politics Few issues in British politics since 1945 have generated such heated controversy as Britain s approach to the process of European integration associated with the European Union The long running debate on the subject has not only played a major part in the downfall of prime ministers and other leading political figures but has also exposed major fault lines within governments and caused deep and rancorous divisions within and between the major political parties This highly contested issue has given rise to bitter campaigning in the press and between pressure groups and it has bemused confused and divided the public at large Key questions addressed include Why has Europe had such an explosive impact on British politics What impelled British policymakers to join the European Community and to undertake one of the radical if not the most radical changes in modern British history What have been the perceived advantages and disadvantages of British membership of the European Union Why has British membership of the European Union rarely attracted a national consensus Engaging with both academic and public debates about Britain and the European Union this volume is essential



reading for all students of British history British politics and European politics      Aiming for Global Accounting Standards

Kees Camfferman, Stephen A. Zeff, 2015 This book provides a historical study of the body that sets International Financial Reporting Standards IFRSs the basis for financial reporting It provides extensive background information to help practitioners policy makers researchers and educators form a deeper understanding of the people the forces and events that have shaped IFRSs      **The House of Tata Meets the Second Industrial Revolution** Chikayoshi Nomura, 2018-04-12 This monograph aims to analyze the economic and business history of colonial India from a corporate perspective by clarifying the historical role of institutional developments based on archival evidence of a representative enterprise The perspective is distinctively unique in that it highlights the salience of corporate level institutional responses to explain the causes of colonial India's industrial growth in addition to two renowned perspectives focusing on government economic policy or factor endowment One of the driving forces of India's high growth rate since the 1980s is the expansion of modern business corporations whose origins date back to the colonial era in the mid nineteenth century This monograph explores the historical foundation of the growth of such corporations in colonial India guided by a substantial collection of documents of Tata Iron and Steel Company whose rich records have not received the due attention they have long deserved As clarified by numerous economic and business historians of leading industrialized countries since the works of Douglass North and Alfred Chandler this study as well proposes that the development of modern business corporations in colonial India was broadly supported by the reciprocal evolution of economic institutions and corporate organizations Adding a new perspective to the business and economic history of colonial India the analysis also provides an important case study of the development of corporate business in the non Western world to the study of global business history      *Recording History* Peter Martland, 2012-11-08 In *Recording History* Peter Martland uses a range of archival sources to trace the genesis and early development of the British record industry from 1888 to 1931 A work of economic and cultural history that draws on a vast range of quantitative data it surveys the commercial and business activities of the British record industry like no other work of recording history has before Martland's study charts the successes and failures of this industry and its impact on domestic entertainment Showcasing its many colorful pioneers from both sides of the Atlantic *Recording History* is first and foremost an account of The Gramophone Company Ltd a precursor to today's recording giant EMI and then the most important British record company active from the late 19th century until the end of the second decade of the twentieth century Martland's history spans the years from the original inventors through industrial and market formation and final take off including the riveting battle in recording formats Special attention is given to the impact of the First World War and the that followed in its wake Scholars of recording history will find in Martland's study the story of the development of the recording studio of the artists who made the first records from which some like Italian opera tenor Enrico Caruso earned a fortune and the change records wrought in the relationship between performer and audience transforming the reception and appreciation of musical

culture Filling a much needed gap in scholarship Recording History documents the beginnings of the end of the contemporary international record industry      **Company Law** Lee Roach, 2022 Company Law is a thoroughly modern textbook effortlessly engaging and leading the reader through the complexities of the law with exceptional clarity Focused on students the core principles and doctrines are fully explained and explored supported with learning features and consistently linked with fascinating lively examples of the law in action While focusing on the law the book also responds to modern critiques of corporate regulation by linking the legal issues to debates around corporate governance Book jacket

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