

**MINUTES**

**Board of Governors**

**Minutes of the Meeting of the Board of Governors held at  
8.30am on Wednesday 5<sup>th</sup> March 2014 in TH102/103 Penrhyn Road**

**Present:**

David Edmonds (Chair), Heather Allan, Jan Broadbent, Chris Brooks, David Carter, James Denholm-Price, Gary Ernest, Bruce Fraser, Denza Gonsalves, Frank Kennedy, Peter Kopelman, Neil MacIntosh, Peter Mayhew-Smith, Sunitha Narendran, John Ripley, Jane Scott, Julius Weinberg, Jo Woods

**In attendance:**

Deputy Vice-Chancellor, Pro Vice-Chancellor (Corporate Affairs) and University Secretary, Pro Vice-Chancellor (Education), Pro Vice-Chancellor (Research and Enterprise), Finance Director, Head of Secretariat, Head of Planning, Head of Governance Support (minutes)

**Formal Matters**

**72. Apologies for Absence**

Apologies for absence were received from Caroline Gipps, Lesley Granger, Liz Rylatt and the Pro Vice-Chancellor (Process Review).

**73. Conflicts of interest**

73.1 No conflicts of interest were declared.

**74. Announcements**

74.1 The University's Executive and Senior Staff Conference will be held on 14<sup>th</sup> March at Sunningdale Park, Ascot.

74.2 The next meeting of the Academic Board will take place on Wednesday 9<sup>th</sup> April at 2pm in TH102/103, Penrhyn Road Campus. Governors who wish to attend should contact the Head of Governance Support.

74.3 There will be an away day for the Board and SMT on 14<sup>th</sup> May at Dorich House.

**75. Minutes of the Meeting held on 16<sup>th</sup> January 2014**

75.1 The minutes of the meeting held on 16<sup>th</sup> January 2014 were approved.

**76. Matters Arising/Action Grid**

(Paper BG 38/13)

76.1 The Board noted the action grid.

76.2 The Board agreed to reinstate action 14/13 from the previous meeting which requests a report on the current change programmes and how these fit together. This will be brought to the Board in due course.

Action: Amend action grid [Secretariat]

## **Finance**

### **77. Report from the Chair of the Finance Committee**

- 77.1 The Chair of the Finance Committee reported that SMT has proposed a planning assumption of 5% fewer students in 2014/15 compared to the current year. Over three years, this would result in a £22m shortfall between costs and income. The Finance Committee have discussed ways to address this shortfall. They have agreed that the current Process Review is a positive action, but that further work is needed to identify the balance of the necessary savings.
- 77.2 It was reported that a further Voluntary Severance/Voluntary Early Pension scheme is about to open, and that there are further sources of mitigation, including the strategy during clearing.

### **78. Minutes of the Finance Committee meeting held on 6<sup>th</sup> February 2014**

- 78.1 The Board received and noted the minutes.

### **79. Scenario Planning 2014/15 to 2016/17 (Paper BG 39/13)**

- 79.1 The Board discussed a paper on scenario planning.
- 79.2 The Board noted the latest position on student applications for 2014/15, and discussed a short-term tactical adjustment to tariff point entry requirements. Further information on this will be presented to the Board in due course.
- 79.3 It was noted that improving the University's reputation as measured by the league tables can mitigate the current situation. It was suggested that investment in capital projects is one means of achieving this, although this will mean borrowing and therefore interest charges.
- 79.4 It was noted that there is a spectrum of risk associated with the different courses of action open to the University, such as adjusting tariff entry point requirements, or reducing student numbers. It was agreed that these risks will be itemised at a future meeting.
- 79.5 It was reported that the resource allocation model which is in use in the current year adjusts faculty budgets to take account of student numbers. Members of the Board asked if faculty management teams have the necessary skills and support to ensure that appropriate adjustments are made to bring the faculties within budget. It was reported that the capacity in faculties is strong and growing, and that providing consultant help is a possibility.
- 79.6 The Finance Director reported that he has begun a piece of work to bring together all the current change programmes and opportunities, for example the Process Review, and bids from faculties and departments for changed funding. These will be assessed in terms of their impact on the University and the associated cost, and SMT will then be asked to decide priorities. Final decisions on prioritisation will be made in the next 12 weeks.

- 79.7 Following this discussion, the Board agreed the current approach and resolved to consider progress and outcomes of this work in the next two meetings.

Action: Include in the above analysis risks and mitigating actions around the main set of assumptions [Finance Director]

**80. Forecast Outturn and Projection for 2014/15**  
(Paper BG 40/13)

- 80.1 The Finance Director reported that the forecast outturn for 2013/14 is largely unchanged since December and that surplus exceeding required parameters is expected.
- 80.2 The Board agreed the approach to the adjustment of the cost base to meet the S1 planning scenario for 2014/15.

**81. Summary Finance and Treasury Management Report**  
(Paper BG 41/13)

- 81.1 The Board received and noted the report.

**Strategy**

**82. Process Review – Report on Phase 1 and Next Steps**  
(Paper BG 42/13)

- 82.1 The Board received a report on the 21 Outline Business Cases (OBCs) which have been discussed and approved by SMT. From these, seven overarching projects have been identified.
- 82.2 A recruitment exercise will begin shortly aimed at recruiting talented staff to work on the projects. It is envisaged that the majority of these staff will be drawn from within the University.
- 82.3 An opportunity to engage with and develop a future generation of academic leaders and managers was noted.

**83. KPIs**  
(Paper BG 43/13)

*External Research Funding and Enterprise Income*

- 83.1 The Board agreed a red rating for the KPI on external research funding and enterprise income.
- 83.2 It was reported that this KPI measures a number of different sources of funding including KPIs, contract research, consultancy and spin-out companies.
- 83.3 It was reported that the culture around research and enterprise income generation is continuing to grow, especially as criteria are included in the new Academic Progression and Promotion scheme. It was suggested that these criteria could be extended to professorial staff.

*Research Students*

83.4 The Board agreed a green rating for this KPI.

*Estate Condition*

83.5 The Board agreed an amber rating for this KPI.

83.6 It was noted that the Campus Development Plans have been successful and have set a blueprint for further action and improvement on this measure.

**84. Vice-Chancellor's Report**  
(Paper BG 44/13)

84.1 The Board noted the Vice-Chancellor's report which covered a number of current external and internal developments in the sector and in the University.

84.2 In particular the Board discussed the current consultation on the future of the School of Surveying and Planning.

84.3 Members of the Board noted the concerns of current students in the School about the future of their courses, and the future of the School.

84.4 It was noted that for a number of reasons communication about the proposals contained in the consultation was not managed effectively, and that there are lessons to be drawn from this.

**Infrastructure**

**85. Report from the Chair of the Infrastructure Committee**

85.1 The Chair of the Infrastructure Committee reported that the Committee continues to build momentum in the area of sustainability, and in translating sustainability aspirations into actions.

85.2 The Committee also discussed rebalancing expenditure between the New Infrastructure Investment programme and the second phase of the Campus Development Plan (CDP), and has requested that further information on this is shared with the Infrastructure Committee and the Board.

85.3 The Committee discussed the current and future phases of the Campus Development Plan, and in particular sports and recreational goals. A paper on how these can be fulfilled has been requested.

**86. Minutes of the Infrastructure Committee Meeting held on 30<sup>th</sup> January 2014**

86.1 The Board received and noted the minutes.

**87. NIIP Business Cases**  
(Paper BG 45/13)

87.1 The Board received business cases for End Point Devices and for AV.

87.2 It was reported that both business cases have been discussed and supported by the Infrastructure and Finance Committees.

87.3 The Board approved the business cases.

**People**

## **88. Report from the Chair of the People Committee**

- 88.1 The Committee commended the Equality and Diversity Team for a very thorough annual report which it received.
- 88.2 The People Committee commended the Equality and Diversity Team for its recent success in winning a national Guardian Higher Education Award for HR Diversity Initiative for the project to embed equality, diversity and inclusion in the Academic Progression and Promotion process.
- 88.3 The Committee has also begun to examine potential future developments in pay and pensions.

## **89. Minutes of the People Committee Meeting held on 23<sup>rd</sup> January 2014**

- 89.1 The Board received and noted the minutes.

## **Nominations and Governance**

### **90. Report from the Chair of the Board**

- 90.1 In the absence of the Chair of the Nominations and Governance Committee, the Chair of the Board reported that the Committee has examined alignment of governor appointments to the new July start date.
- 90.2 The Chair and Vice-Chair will be contacting all governors over the next few weeks to discuss their aspirations. Proposals will be brought to the June Nominations and Governance Committee for approval at the July Board meeting.

### **91. Minutes of the Nominations and Governance Committee Meeting held on 6<sup>th</sup> February 2014**

- 91.1 The Board received and noted the minutes of the Nominations and Governance Committee meeting held on 6<sup>th</sup> February 2014.

## **Academic**

### **92. Reform of the Academic Board** (Paper BG 46/13)

- 92.1 The Board received a paper on reform of the Academic Board.
- 92.2 The Board agreed the recommendation that the Academic Board should be known as Senate from 2014/15.
- 92.3 The Board approved the revised composition and membership of the Senate from 2014/15 as set out in the paper.
- 92.4 The Board approved the proposals for initial revised Terms of Office of Senate members from 2014/15 as set out in the paper.
- 92.5 The Board approved the election arrangements for Senate from 2014/15 as set out in the paper.

- 92.6 The Board approved the proposal that from 2014/15 one member of the Senate who also represents the Senate at the Board of Governors is directly elected from amongst the academic staff as set out in the paper.
- 92.7 It was noted that it should be made clear whether this representative sits on the Board as a member or as a representative of the Senate.
- 92.8 It was also suggested that there should be some handover or mentoring for new representatives from Senate joining the Board of Governors.

**93. Minutes of the Meeting of the Academic Board held on 15<sup>th</sup> January 2014**

- 93.1 The Board received and noted the minutes of the Academic Board meeting held on 15<sup>th</sup> January 2014.

**Other Matters**

**94. Health and Safety Update Report**  
(Paper BG 47/13)

- 94.1 The Board received and noted the Health and Safety Update report.

**95. Ratification of Decisions Taken by Chair's Action**  
(Paper BG 48/13)

- 95.1 The Board ratified the decisions taken by Chair's Action since the last meeting.

**Dates of forthcoming meetings**

Wednesday 14<sup>th</sup> May (followed by Away Day with SMT)

Wednesday 16<sup>th</sup> July

**Signed:** .....

**Date:** .....

David Edmonds (Chair)