

**CONFIRMED**

## **BOARD OF GOVERNORS**

Minutes of the Board of Governors meeting held on Tuesday 15 July 2014.

**Present:** C Booy; G Camm (Chair); Professor J Craven; Professor A Gilkison; I Gray; D Lamb; J Laycock; J McNulty; S Mills; S Moore; C Roper; Professor G Upton; G van der Lely; Professor S West.

**Apologies:** S Forbes; Dr M Hagen; Professor J Harrington

**In Attendance:** L Broadbent (for item G14.07.04); W Liew; W Marshall; Professor P Rawlings (for item G14.07.03); J Rushforth (Clerk); M Small (Minute Clerk);

**G14.07.01 Declaration of Interest**  
None received

**G14.07.02 Minutes and matters arising**  
*Paper G14/07/01 was received and approved*

## **ITEMS FOR DISCUSSION**

**G14.07.03 Quality Management and Enhancement**  
*Paper G14/07/02 was received.*

**G14.07.03.01** Members welcomed a presentation from the Associate Dean of the Faculty of Arts and Creative Industries (Quality, Teaching and Learning), and his experience as Chair of the Faculty Academic Standards and Quality Committee (ASQC);

- i. the challenge throughout the quality process had been to put students at its heart. If the process would not make sense to students then it would not work;
- ii. the ASQC co-ordinates the quality processes in faculties. Before these meetings Professor Rawlings would meet with student reps to discuss the agenda and any student feedback. Student feedback had been moved to the start of the agenda to reinforcing its importance, experience had shown that including student feedback at the end of meetings created the feeling that students were only in attendance and items were not as well engaged with;
- iii. ASQC received items from Departmental Committees, which in turn receive items from Student Representative Staff Forums. They also received reports from external examiners and award boards for action and approval. Combined with responsibility for approving curricula the ASQC had an overview of how each programme was performing in the faculty. As members of ASQC, students had the opportunity to discuss all of these items;
- iv. the relationship between the ASQC and Collaborative Provision Committee would continue to be reviewed to clarify responsibilities and ensure there was no duplication by the groups.

**G14.07.03.02** Members welcomed the presentation from the Associate Dean and were pleased with the emphasis on student feedback at every level of the university.

**G14.07.03.03** After the recent publicity regarding student complaints at UWE the VC updated members on the process at the university, informing members that:

- i. the University encouraged openness and transparency, and welcomed

- complaints where necessary in order to improve;
- ii. the report was misleading in its use of the data, which included extenuating circumstances (ECs) and appeals against exam board decisions;
- iii. the Executive had reviewed how it responded to Freedom of Information requests. The University would request clarification on data requests and ensure responses were reviewed by senior management;
- iv. classification of appeals and ECs would be reviewed to ensure consistency with the sector;
- v. by continuing to focus on the student experience from the start of their journey at the University, complaints would be reduced. Data from the National Student Survey, Student Experience Survey and module feedback did not indicate any underlying unhappiness in the student body.

#### **G14.07.4 University Brand**

*Paper G14/07/03 was received.*

Minutes G14.07.4.1 - G14.07.4.6 are confidential to the Board of Governors.

### **MINUTE IS CONFIDENTIAL TO MEMBERS**

#### **ITEMS FOR APPROVAL**

#### **G14.07.05 Financial Estimates and Projections**

*Paper G14/07/04 was received*

**G14.07.05.01** Members noted that the estimates and projections had been presented to Finance Estates and IT Committee, who had endorsed them to the Board. During discussions members note that:

- i. The projected outturn figures indicated a £10m surplus for the year, with a £15m increase in cash to support the masterplan;
- ii. good progress continued to be made reconciling the University's student record system (SRS) with Student Loan Company (SLC) records and outstanding payments had been reduced to approximately £3.1m;
- iii. the 2014/15 budget had been set to deliver a 5.2% surplus, generating £16.3m cash;
- iv. the Estimates had been developed as a bottom up build based on Faculty and Service plans as well as the HEFCE Grant Letter, and included provision for additional academic members of staff in subject areas where confidence in recruitment levels remained high;
- v. during the budget setting process for 2014/15, estimates had been prepared for 2015/16 and 2016/17, and were required to be submitted to HEFCE as part of the accountability returns;

**G14.07.05.02** Members **approved** the 2014/15 estimates and **approved** the financial forecasts for 2015/16 and 2016/17 for submission to HEFCE.

**G14.07.05.03** Members further **agreed** that the university was in a healthy and sustainable position, and **agreed** the £60m capital spend.

#### **REPORTS**

#### **G14.07.06 Finance Estates and IT Committee**

*Papers G14/07/05 and G14/07/06 were received.*

**G14.07.06.01** During discussions members noted:

- i. the implementation of FRS102 would result in a higher degree of volatility in the accounts of the University. Current measures of performance would therefore become invalid and new financial targets would need to be considered, HEFCE would be moving to Earnings Before Interest Taxes Depreciation and Amortisation (EBITDA) which would work well for UWE;

- ii. ST Matthias Campus had been closed to teaching and the plan to facilitate opening a school within the listed buildings had received overwhelming support during consultation;
- iii. construction of the Students' Union building had commenced, with an expected 52 week build. The building would be ready for occupation in September 2015;
- iv. the university had been successful in a bid for a University Enterprise Zone. The project would be located in the former HP buildings (T Block) and will promote university-business collaboration, provide space for new and growing businesses, access to specialist facilities and expertise, and business support. A business case of circa £15m would be produced and submitted to the Board, advancing the work in T Block;
- v. the proposed fifth floor of the Faculty of Business and Law (FBL) building had received positive feedback during informal discussions with planning officers. Discussions regarding the Heartzone would be brought back to Governors after planning approval;

**G14.07.06.02** At its February meeting, the Finance Estates and IT Committee endorsed taking the Bower Ashton Development to Outline Business Case. Design teams had been appointed and the Governors received a presentation on the proposals. During discussions members noted that

- i. Bristol School of Art and Design and Bristol School of Media, previously the Department of Creative Industries, would be based on the site;
- ii. The development would be key to delivery of the Faculty of Arts, Creative Industries and Education plan;
- iii. The recommended option would create an art based community, increasing accommodation and enhancing the student experience;

**G14.07.06.03** Governors **endorsed** the option for Bower Ashton recommended in the paper and noted that the detail would be presented to Finance Estates and IT Committee in October before being coming back to the Board in November. Members welcomed the Pro Vice-Chancellors offer to keep the Board updated of development over the summer.

**ACTION:**

- i. **Director of Finance to provide a paper setting out the implications of FRS102 to the next meeting;**
- ii. **Pro Vice-Chancellor (Commercial Services) to bring the model of the FBL building to the next meeting.**

**G14.07.07** **Report from Audit Committee**  
*Paper G14/07/07 was received*

**G14.07.07.01** Governors noted the report and noted the appointment of PwC as the University's Internal Auditors for four years from 1 August 2014.

**G14.07.08** **Report of the Strategic Planning and Performance Committee**  
*Paper G4/07/08 was received*

Members noted the preparations by Hartpury College for Teaching Degree Awarding powers and the future of the UWE Federation approach to partnerships with schools and colleges.

**G14.07.09** **Report of the Remuneration Committee**  
*Paper G4/07/09 was received*

**G14.07.09.01** During discussions the Board **endorsed** the Remuneration Committee's approach to remuneration.

**G14.07.10** **Vice-Chancellor's Update**  
*Paper G4/07/10 was received and noted*

## ITEMS TO NOTE

- G14.07.11      University Companies and Directors**  
*Paper G4/07/11 was received and noted*
- G14.07.12      Board of Governors Calendar**  
*Paper G4/07/12 was received and noted*
- G14.07.13      Minutes of Academic Board**  
*Paper G4/07/13 was received and noted*
- G14.07.14      ANY OTHER BUSINESS**