

BOARD OF GOVERNORS

Minutes of the meeting of the Board of Governors held at 5.00pm on Monday, 26 March 2007 in Room 2Q33a, Frenchay campus

Present: Ray Burton (Chairman), Bob Barnett, Jonathan Bradley, Nigel Costley, Ruth Drysdale, Iain Gray, Matt Hughes, Sir Howard Newby, Martin Palmer, The Rt Rev Barry Rogerson, Nicky Rylance, Prof Bhupinder Sandhu (by telephone link), Lise Seager, Jamie Wilkes

Apologies: Prof Alan Bensted, Rosamund Blomfield-Smith, Sherrie Eugene, Akram Habib

In Attendance: Prof Rob Cuthbert, Dr Sheila Newby (for minutes G07.3.13-17), Katie Owen-Jones, John Rushforth, Prof Steve West

MEMBERSHIP

G07.3.1 The Chairman welcomed Ruth Drysdale to her first meeting of the Board.

G07.3.2 Members had been notified in advance of two nominations for new Governors from the Nominations Committee. The Board **RESOLVED** to appoint Chris Booy and Iain Gray as independent members of the Board to 31 July 2009. The Chairman reported that he intended asking them to serve on committees as follows: Mr Booy – Estates Committee (with a view to him becoming Chairman in due course) and Finance and IT Committee; Mr Gray – Audit Committee and Joint External Relations Committee.

G07.3.3 The Chairman reported that Nicky Rylance had informed him that she wished to resign from the Board. He had accepted her resignation and this would be her last meeting. Barry Rogerson had agreed to take over the Chairmanship of the Personnel Committee.

Mr Gray joined the meeting at this point.

MINUTES

G07.3.4 The minutes of the meeting held on 11 December 2006 were confirmed as a correct record.

VICE-CHANCELLOR'S REPORT

G07.3.5 Received, Paper G07/3/1, a report from the Vice-Chancellor and his management group which included progress reports on the University's key strategic priorities.

G07.3.6 The Vice-Chancellor commented briefly on the following:
- the recruitment picture to date, which was mixed;

- that the Research Committee had held an awayday the previous week to begin to look at research strategy post-RAE;
- the NHS briefing note and the excellent news that the Faculty had won the CPD contract. The Board thanked Professor West, Dr Foreman and their colleagues for the work put into the bid, and congratulated them on their success.

The Vice-Chancellor also reported on progress with the Student Experience Programme, in particular: the development of the Graduate Development Programme (GDP), formerly the 'Round Table' and which now included the employability module, that would be introduced in September 2007; and, the review of the academic portfolio and the modular framework. Projects were also progressing on: a student charter; the review of the complaints procedures; the academic calendar; the regulatory framework; and, the Joint Honours programme. There was a brief discussion about the impact on retention rates of the work that had been done, and the improvements so far which would in turn impact on recruitment. On knowledge exchange, the Vice-Chancellor reported that the bid to HEFCE for funding for new activities had been delayed while a number of other opportunities were considered. Other matters relating to knowledge exchange work, including developments on Institutes and intellectual property rights (IPR), had been considered by Academic Board.

Minute G07.3.7 is confidential to the Board.

PLANNING

G07.3.8 The Deputy Vice-Chancellor, Professor West, reported on progress with the planning round and also on the faculty restructuring project. He tabled a chart summarising the key tasks involved in the project and the agendas for each new faculty in 2007/08, as well as the main corporate projects running alongside them. He noted that all this change was being undertaken while normal business continued. Financial planning for 2007/08 was now following from the planning meeting discussions. He had referred to the savings expected from streamlining administrative structures, systems and processes, and was asked whether the colleges within the UWE Federation would be expected to conform with the University's new processes. Although there would be some expectations on colleges to use the same approaches as the University and to conform to good practice, it was recognised that they were autonomous institutions with their own systems and procedures. It was reported that HEFCE had recently published an initiative with funding to support the development of shared services between institutions, which UWE was exploring with others.

G07.3.9 Received, Paper G07/3/2, proposals for how the institution might assess and monitor its key strategic and operational achievements as part of its corporate planning and performance management approach. Professor West introduced the paper and emphasised that it was a response to the Board's request for key performance indicators (KPIs) to support decision-making at Board and corporate executive level. The KPIs proposed for the Board were based on the key strategic priorities in the interim strategic plan. Behind the KPIs would lie more detailed information that could be provided if necessary. A set of specific indicators would be set out for each committee, as the next part of the process and, which would be the basis for regular reporting. The Deputy Vice-Chancellor also reported on work on a management information system, which was progressing well: it was anticipated that it would be in place for the end of 2007.

- G07.3.10 The discussion included the following:
- a view shared by a number of Governors was that 27 KPIs were more than they anticipated at this level, and they regarded the range proposed more as a good operational scorecard. Although the Executive was content to define the KPIs more closely to reduce the number, if that was what the Board wished, they observed that most would be reported on only annually. It was suggested that this range should be retained initially, and the Board could review and prioritise them further once they saw the data that was produced;
 - members understood that each committee would have a set of performance indicators and that further sets would be used at various levels within the University, but the Board remained to be assured that PIs were being used regularly by management so that it could have confidence in the system;
 - how the Executive would identify measures relating to teaching. It was suggested that while the indicators in the paper might measure teaching effectiveness to some extent that could also be affected by a number of other factors. It was explained that some of the data used in this area would be 'softer' not merely quantitative, such as internal student surveys as well as the National Student Survey;
 - that the KPIs included nothing about 'market share' in recruitment, which was something that had been raised earlier in the meeting;
 - that analysis of the data, as well as the hard data itself, would be very important for the Board;
 - the Board did not need data broken down to Faculty level at this stage, but would want to return to that in the future.

- G07.3.11 The Board thanked Professor West and the Director of Planning and Business Intelligence for the paper and the work that had gone into it. The Board:
- i) **AGREED** the list of corporate KPIs as proposed as an initial way forward, and would review the full set of KPIs having seen the data produced;
 - ii) **AGREED** the proposed reporting format and timing;
 - iii) decided that it did not want a fact sheet for each Faculty at this point, but would want to return to this in the future.

Members looked forward to seeing the proposals for committee specific PIs.

FUNDING 2007-08

- G07.3.12 A summary of the published HEFCE funding allocation and estimated Teacher Development Agency (TDA) allocation for 2007/08, and comparison with the current year's funding, was received (Paper G07/3/3). The main headlines were: that UWE's allocation was better than first thought; an underlying increase of 3.1% core funding from HEFCE which together with increased additional student numbers and research funding, gave an overall increase of 6.6%; a decrease in the TDA funding; and, that overall the increase would not keep pace with increasing actual costs which estimated as an additional 8% on pay alone. The University had done better than some in the region, but not as well as others. Work was now underway to prepare the budget for 2007/08, which presented a difficult challenge.

Dr Newby attended to present the next two items.

UWE FEDERATION STRATEGY

- G07.3.13 A proposed UWE Federation Strategy, Paper G07/3/4, was received. The strategy had already been considered and agreed by Academic Board. Dr

Newby emphasised the following points: that the strategy was based on the policy to develop academic partnerships regionally, nationally and internationally, and represented the regional aspect of that policy; it underpinned the widening participation strategy and emphasis on the student experience by preparing students before entering the University and easing their transition; it would enable flexible forms of provision and closer working with employers which could in turn feed into knowledge exchange activities; by basing more lower level work in colleges, UWE staff would be freed to engage with other activities. The University's approach was distinctive by being more open and transparent in dealing with colleges and focussing on particular themes.

G07.3.14

The discussion covered a number of issues, including the following.

- The risk of diluting the UWE brand – It was acknowledged that this was of prime consideration and the two-stage process for the approval of partnership agreements that had been put in place was explained. There were also on-going quality review processes for approved partnerships.
- The difficulties of engaging and networking with employers who were, perhaps, receiving approaches from a number of institutions and other organisations. The University and colleges already had links with many employers on which they could base further work. It would be important to work with the colleges to present a co-ordinated approach so that participation was made easier for employers. It was noted that a policy on 'stakeholder management' was being developed in the University, which would be brought to relevant committees next term. There had been some discussion with employers, but more work would have to be done and the intention was to work alongside the knowledge exchange plan to ensure that the two strands were in line. It was suggested that the thematic approach made it particularly relevant also to work with trades unions who had good links with colleges as well as employers.
- The University's distinctive approach – This covered a number of aspects: a consistent strategy; the focus on work-based learning and employer engagement; the thematic rather than broad-brush approach to each partnership; open and transparent discussions and agreements with colleges; and, the support offered to colleges to help them develop in the directions they wished.
- Financial implications – A number of questions were asked about the financial information provided and further financial implications. It was noted that the figures were an indicative budget and outline of numbers that had been put together for the planning meeting (the UWE Federation being dealt with as a 'faculty' for planning purposes), it was a starting point and still under discussion so had not yet been agreed. In answer to questions about the financial projections, it was confirmed that the revenues were all incremental cash income, and did not include any amounts from UWE's existing block grant income. It was noted that the financial analysis might be expanded to show the net impact excluding Hartpury, as that agreement already existed. Other questions and concerns included: the income stream from additional student numbers (ASNs), which was not subject to the usual HEFCE tolerance band initially; the University's 'top slice'; how the Hartpury College situation was represented in the financial summary; development costs which were not included in the budget but were covered by faculties and services. The Board was informed that the project would be profitable from the start and highly profitable to the University within a fairly short period.
- The provision of services by the University – This was a critical part of the relationship and would vary between each partner though would be based on a minimum standard of expectation. The financial agreement with each partner would have to take into account the level of service

provided by UWE and the top-slice could be varied accordingly.

- G07.3.15 The Board **APPROVED** the UWE Federation Strategy. It looked forward to being kept informed of progress on all aspects.

LEARNING, TEACHING AND ASSESSMENT STRATEGY

- G07.3.16 A Learning, Teaching and Assessment Strategy for the University was received, Paper G07/3/5. The Strategy had been approved by the Academic Board at its meeting on 14 March 2007. Dr Newby reminded the Board that it was a condition of the HEFCE grant that the University had such a strategy, and explained that in the context of the new strategic plan, the previous strategy had needed updating. The Strategy had been developed by the Learning, Teaching and Assessment Committee and had involved consultation across the University. It would now be reviewed and updated regularly. Plans for its implementation were in hand, and related KPIs were to be developed as the next stage.

- G07.3.17 The Board thanked Dr Newby for her introduction, and **RATIFIED** Academic Board's approval of the Learning, Teaching and Assessment Strategy.

COUNTRYSIDE AND COMMUNITY RESEARCH INSTITUTE

- G07.3.18 The Board received, Paper G07/3/6, a business plan for a proposed Institute, developed in collaboration with the University of Gloucestershire and Hartpury College. This was the first full example of an Institute following the model agreed by the External Relations Committee and the Academic Board. The Deputy Vice-Chancellor, John Rushforth, introduced the proposal. He commented: that the initiative was in line with national policy for rural development, that there was significant demand for research in this area, and that the partnership would enable expertise in each of the organisations to be drawn on; costing work had been done and a key aspect was the bid to HEFCE; and, the company/partnership model might be one that could be used for other similar initiatives in future.

- G07.3.19 There was a discussion which covered the company structure, financing and the contribution from each partner institution. It was explained that the main source of capital funding was the bid to HEFCE; UWE would only be required to make a financial contribution if the Institute was operating at a loss. It was envisaged that staff would be seconded to the Institute, funded through research grants. Hartpury College's main contribution was access to the Commission for Rural Communities. The Institute would contribute to the University's knowledge exchange agenda, help to enhance its reputation in this area, had longer-term potential as an additional source of income, and was a relatively low-risk development. Other institutions had expressed an interest in joining the partnership; they would not be pursued at present but might be once the Institute was established.

- G07.3.20 The Board:
- i) **AGREED** to the formation of a company limited by guarantee;
 - ii) **DELEGATED AUTHORITY** to the Vice-Chancellor to agree (1) the final terms of any partnership agreement between Hartpury and the University of Gloucestershire, and (2) the terms of any final bid to HEFCE for the Institute.

GENDER EQUALITY SCHEME

- G07.3.21 Received, Paper G07/3/7, a Gender Equality Scheme for the University for consideration by the Board. The Deputy Vice-Chancellor, Mr Rushforth, presented the Scheme, reporting: that this was one in a series of similar schemes that the University was required to have in place; that it was broadly aspirational and to some extent was work in progress as it would be developed further as part of a single equality scheme; that gender equality was a significant issue for the sector as a whole and although UWE had made progress in the area, it was dependent to some extent on the national situation. Governors welcomed the Scheme and commented on: the need for proportionality in with respect to transsexual people; that the document needed to be checked for consistent use of terminology; and, the fact that the senior management, and increasingly the Board itself, were male-dominated. The Board **APPROVED** the Gender Equality Scheme.

CHAIRMAN'S REPORT

- G07.3.22 The Board noted action taken since the last meeting by the Chairman and the Emergency Committee (Paper G07/3/8).
- G07.3.23 The Board noted the current specific delegations of authority to the Chairman, the Emergency Committee and others (Paper G07/3/9).
- G07.3.24 **Governance Review:** Received, Paper G07/3/10, a report on progress with the outcomes of the governance review. The Clerk reported that the Sharepoint site for Governors was now set up, and the Secretariat would welcome feedback on its content and format. All members would be circulated shortly for their agreement for their contact details to be made available to other Governors.
- G07.3.25 The Chairman reminded the Board that it had been agreed that the revised governance arrangements would be reviewed towards the end of this academic year. He had agreed with the Vice-Chancellor that the Chairmen of Committees would be asked to obtain feedback from the governor members of their committees. They would meet to bring together those views and suggestions for improvements so that a consolidated report could be provided to the Board at its awayday in May. The Clerk would write to Chairmen about this.

COMMITTEES OF THE BOARD OF GOVERNORS AND JOINT COMMITTEES

- G07.3.26 The Board received and noted the draft minutes or reports of the following meetings (Paper G07/3/11):
Joint Student Affairs Committee - 5 February 2007
Joint External Relations Committee - 13 February 2007
Estates Committee - 19 February 2007
Joint Diversity Committee - 21 February 2007
Finance and IT Committee - 26 February 2007
Joint Policy and Resources Committee - 5 March 2007
Personnel Committee - 7 March 2007
Audit Committee - 12 March 2007
Student Appeals Committee - 7 March 2007
- G07.3.27 **Finance and IT Committee:** It was reported that in future the Board would receive at each meeting a summary of the management accounts presented to the Finance and IT Committee. This was in response to a recommendation

made in the HEFCE Institutional Review. In the longer term, this arrangement might be changed and the information provided in other ways. Such a summary from the February meeting was tabled.

G07.2.28 **Personnel Committee - Health and Safety Arrangements:** It was reported that further work had been done on the revised health and safety arrangements and the consultation was now complete (minute P07.3.4). The Board **AGREED** to delegate authority to the Chairman to approve the final arrangements with a report back to the next meeting of the Board.

G07.3.29 **Audit Committee - Risk Management Policy:** The Chairman drew attention to the revised policy that had been considered by the Audit Committee and was recommended to the Board. The Board **APPROVED** the risk management policy.

Minute G03.7.30 is confidential to the Board.

ACADEMIC BOARD

G07.3.31 The Board noted Paper G07/3/12, the minutes of the meetings of Academic Board held on 20 December 2006, and 31 January and 14 March 2007.

G07.3.32 **IPR Policy:** The Board was asked to consider the IPR Policy (Appendix 1 to Paper G07/3/12) recommended by the Academic Board. The policy had been revised to make certain aspects clearer, as a result of the knowledge exchange and research work. The Board **APPROVED** the IPR Policy.

G07.3.33 **Carter and Carter:** Further to Academic Board minute AB07.01.6.3.3 (b), it was confirmed that arrangements had been made regarding the possible conflict of interest for the Vice-Chancellor.

CHARITIES ACT

G07.3.34 Received, Paper G07/3/13, a briefing note on the implications of the Charities Act for the University.

STUDENTS' UNION SABBATICAL OFFICERS

G07.3.35 Noted the outcome of the elections for the Student's Union sabbatical officers and other positions for 2007-08.

CORPORATE SEAL

G07.3.36 The Board noted documents sealed since the last meeting:
Member Agreement: Deansgate 37 Ltd
Lease of part of the Glenside campus
Design and build contract for a two-story building at Bower Ashton campus and sub-contract collateral warranties: Cowlin Construction
Lease of rooms at Academy phase 2, Lower Ground Floor, Great Western Hospital, Swindon
Underlease part of the Ground Floor, The Rackhay, Queen Charlotte Street, Bristol: Wildscreen
Licence to underlet Ground Floor, The Rackhay, Queen Charlotte Street, Bristol: Wildscreen

CALENDAR OF MEETINGS 2007-08

- G07.3.37 The Clerk reported that she was consulting over the calendar of meetings for next year, and hoped to be able to circulate it shortly.

DATE OF NEXT MEETING

- G07.3.38 9 July 2007.

LAND EAST OF COLDHARBOUR LANE

- G07.3.39 The Chairman reported on discussions by the Wallscourt Foundation about the transfer of the land east of Coldharbour Lane to a company BPE (Developments) Ltd. The Chairman and the Vice-Chancellor declared their interest as Wallscourt trustees. The Board's approval was sought for the agreements between the University and Wallscourt Foundation regarding the land to be transferred on the same terms to BPE (Developments) Ltd. The Board **AGREED** to the transfer of the agreements.

NICKY RYLANCE

- G07.3.40 On behalf of the Board, the Chairman thanked Nicky Rylance for her contribution to the work of the Board over the last few years and particularly as Chairman of the Personnel Committee.

Meeting closed 7.30pm.