



BOARD OF GOVERNORS

Minutes of the Board of Governors meeting held on Wednesday 26 March.

Present: G Camm; Professor J Craven; I Gray; Dr M Hagen; Professor J Harrington; D Lamb; J Laycock; J McNulty; S Mills; S Moore; C Roper; Professor G Upton (Chair); Professor S West.

Apologies: C Booy; S Forbes; G van der Lely; Professor A Gilkison

In Attendance: W Liew; W Marshall; A Osborn (Deputy Clerk); J Rushforth (Clerk); M Small (Minute Clerk); M Tarling (for item G14.03.03).

G14.03.01 Declaration of Interest
None received

G14.03.02 Minutes and matters arising
Paper G13/11/2 was received and approved.

ITEMS FOR APPROVAL

G14.03.03 Faculty of Business and Law Building (FBL)
Paper G14/03/02 was received.

G14.03.03.02 Members were reminded that the decision had been taken to prioritise the new FBL building within the masterplan, and that individual business cases to support the masterplan were presented to the Board as they became available. The FBL building had reached the full business case stage and, having been discussed and endorsed by Finance, Estates and IT Committee was presented to the Board for approval. Members noted that the Committee had explored:

- i. the case for investment in the building which was exceptionally strong with a significant return on investment predicted based on the forecast student numbers;
- ii. the student number forecasts, in particular for international students, which were considered to be reasonable. The business case would remain viable with lower students numbers as space unutilised by the Faculty of Business and Law could be re-purposed to accommodate accelerated consolidation of the Faculty of Health and Applied Sciences on to the Frenchay Campus;
- iii. a larger building, should planning permit, would be preferable and that it would be more efficient in the long-run to fit out the space at the time of construction.

G14.03.03.03 Members welcomed a presentation from the Pro Vice-Chancellor and Executive Dean of the Faculty of Business and Law and the architects outlining the cultural and design ambitions for the building and noted the:

- i. incorporation of innovative spaces to engage with students, such as the pioneering team entrepreneurship programme, the proposed building had been shaped by the UWE 2020 strategy..;
- ii. brief was for a living building; a place to learn, collaborate and socialise where the needs of professionals as well as students would be taken into consideration.

- iii. main lecture theatre would accommodate 300 students and would include a separate external entrance. This would be accommodated by the topology of the site and would offer more flexibility regarding external use such as conferences;
- iv. ethos had been collaboration and flexibility. Other lecture theatres would be Harvard style to allow group engagement and office space would be flexible with use of break out spaces, and a range of flexible furniture solutions;
- v. intention would be to locate all department staff on the same level with combination of teaching and office space for the department;
- vi. fire doors would be used to compartmentalise and provide security outside working hours;
- vii. costs of constructing a larger building and associated additional costs, such as compliance with fire regulations as the height of the building increased, would need to be considered.

G14.03.03.05 The Board of Governors strongly endorsed the projects aims and the ambition of the Executive Dean and Pro Vice-Chancellor for the Faculty of Business and Law. Accordingly Members **approved**:

- i. the project and granted delegated authority to the Vice-Chancellor to deliver the project;
- ii. the core budget of £50.25m which could be adjusted as necessary up to a maximum of £54.25m should planning permit a larger building on the site.

Members noted that Finance, Estates and IT Committee would continue to receive updates on the project at each meeting and once the outcome of the planning process was known, the final budget, within the envelope approved by the Board, would be set.

REPORTS

G14.03.04

Financial Update

Paper G14/03/03 was received.

Members welcomed an update from the Director of Finance highlighting that since last meeting forecasts had been reviewed resulting in an increased surplus from £5.5m to £10.1m. Some errors had been identified such as cohorts moving from year zero to year one and Finance had undertaken a review to ensure that there were no contrary errors in estimates that would negatively affect the University position. During discussions members noted that:

- i. there had been an improvement in student recruitment and retention;
- ii. an impairment review would need to be undertaken due to masterplan work as significant remodelling or demolition of buildings had the potential to trigger a write-off or write-down of assets;
- iii. a review of overtime payments for Workload Model over-bundling had been started to ensure that treatment was consistent across the university. Any future over-bundling would have to be absorbed into existing Faculty pay budgets;
- iv. the planning round had commenced with Faculty plans being submitted in January. Services had been asked to submit their plans after reflecting on the Faculty plans. These would be considered and contribute to the creation of the Estimates which would be initially considered by Finance, Estates and IT Committee before being brought to the Board for approval.
- v. a paper and workshop would be produced for Governors on the impact of FRS102.

ACTION: Director of Finance to provide a workshop on the new SORP resulting from the implementation of FRS102.

G14.03.05 Campus Development Dashboard

Paper G14/03/04 was received

- G14.03.05.01** During discussions members noted that:
- i. the Commercial Services team had been enhanced with the appointment of a Masterplan Director and external project managers. These key appointments were essential to ensure the masterplan could be delivered successfully
 - ii. the judicial review of the Sainsburys development on the current Memorial Stadium site had concluded and construction on the UWE stadium would likely begin in Summer with a 62 week build time. The planned car park would be in place before the stadium build, releasing Car Park 20;
 - iii. construction had commenced on the new student accommodation which would be ready by the end of the calendar year;
 - iv. the new Student Union building was currently on budget with an anticipated completion date of April 2015. The Students' Union (SU) President reported that the SU had made good progress with the new Architect and the University would work closely with the SU to ensure the space would be appropriate;
 - v. the contract for the sale of St Matthias had been exchanged and negotiations had begun on the section 106 agreement. A free school had indicated they would like to occupy the listed buildings which could potentially increase the revenue from the sale;
 - vi. although not essential to the development of the campus a "subject to contract" offer had been made for extra space at Bower Ashton.

- G14.03.05.02** Members discussed the planned levels of spending on Bower Ashton, and requested that Finance, Estates and IT Committee consider the proposals further.

ACTION: Pro Vice-Chancellor (Commercial Projects) to investigate and report back to the Finance Estates and IT Committee

G14.03.06 Annual Report of Academic Board

Paper G14/03/05 was received

- G14.03.06.01** Governors welcomed the review of academic governance that had been undertaken during the year to further clarify responsibilities for quality management and enhancement across the University improving oversight and increasing in the staff voice in academic governance. Members noted that Academic Board had started to develop a range of performance indicators to support it in assuring the quality and of the University's Awards.

- G14.03.06.02** During discussions it was confirmed to members that Academic Board's terms of reference were defined within the Articles of Government which cast it primarily in an advisory role, developing consensus and advice to the Vice-Chancellor and Board of Governors on academic policy and procedures.

G14.03.07 Strategic Planning and Performance Committee (SPPC)

Paper G14/03/06 was received

Members welcomed the report from SPPC and noted the endorsement of the Sustainability Plan. The Board considered the comments on the plan and formally **approved** the University Sustainability Plan.

G14.03.08 Staff/Governor Forum

Paper G14/03/07 was received

Members received the report of the forum and **endorsed** the direction of the Single Equality Scheme.

ITEMS TO NOTE

G14.03.09 Vice-Chancellor's Report
Paper G14/03/08 was received.

- G14.03.09.01** During discussion with the Vice-Chancellor on the report members noted that:
- i. a review of senior staff structures to support the delivery of the 2020 Strategy had been undertaken, and welcomed the offer from the Vice-Chancellor to discuss the future plans with Lay Governors separately;
 - ii. the University would not look to incorporate student communications into the new structure as they were more likely to engage with communications from the SU and the University would continue to work with the SU on student communications;
 - iii. contingency plans were in the process of being drawn up for the potential marking boycott by UCU members. Members further noted the University would prioritise those students graduating in July, and then those transitioning from level 2 to 3;
 - iv. the executive were currently considering options for building one, of which a third was currently utilised for of the the Bristol Robotics Lab and Team Entrepreneur students.

- G14.03.09.02** Members were pleased to note the success of the Careers Service in winning the prestigious National Undergraduate Employability Award 2014 for Best University Careers/Employability Service.

ACTION: Chair to write to the careers service passing on the congratulations of the Board

G14.03.10 2014/15 Board of Governors Calendar
Paper G14/03/09 was received.

Members were asked to notify the Deputy Clerk of any apologies they would have to give. A final iteration would be presented to the next meeting, incorporating and requirement amendments.

**ACTION Members to contact the Clerk with any issues
Deputy Clerk to bring final calendar to the next meeting.**

G14.03.11 HEFCE Grant letter from BIS
Paper G14/03/10 was received and noted.

G14.03.12 Minutes of Board Committees
Paper G14/03/11 was received and noted.

- G14.03.13 ANY OTHER BUSINESS**
Members requested that proposed changes to partnership activity with schools and colleges, currently administered through the UWE Federation be taken to the next Strategic Planning and Performance Committee. Members further expressed an interest in hearing about Hartpury's preparations for the QAA HE review and work towards obtaining TDAP.

ACTION Clerk to add Partnership Activity to the schedule of business for the Strategic Planning and Performance Committee