

**TEESSIDE UNIVERSITY
BOARD OF GOVERNORS**

A meeting of the Board of Governors was held on 24 March 2017.

Present: Mr A MacColl (Chair) Dr J Atkinson
Mr R Bloom Mr P Booth
Ms A Burns Professor P Croney
Mr J Cross Mr C Fleetwood
Mr J Hogg Mr A Howe
Professor P Jones Ms S Kiddle
Ms J Morgan Mr D Russell
Ms B Silva Mr I Wardle
Mr G Worsdale

Apologies: Mr R Cuffe Ms S Khan
Mr E Kunonga Professor S Hodgson
Ms S McArdle Mrs H Page
Mr S R Tonks Professor J Turner

Officers: Ms J Amos **[FOI Exempt- Personal Information]**
Dr D Bell Mr M Page (Secretary)
Professor M Simpson Mrs S Thompson (Asst Secretary)
Ms L Woods (TU 3220 & TU 3224)

TU 3215 DECLARATIONS OF INTEREST

It was **NOTED**:

1. That Ms Ada Burns declared an interest in Item 5.1.1 on the Agenda relating to reference to the planning process for Central Park, Darlington. (TU 3220 refers)
2. That, no further declarations of interest were made regarding matters on the Agenda.

TU 3216 CHAIRMAN'S UPDATE

It was **NOTED**:

1. That the Chairman welcomed:
 - 1.1 Ms Juliet Amos, Executive Director of HR, to her first meeting of the Board.
 - 1.2 Ms Laura Woods, Director of Academic Enterprise, to present Item 5.1.1 and Item 6.1 on the Agenda. (TU 3220 and TU 3224 refer)

- 1.3. **[FOI exempt – Personal Information]**, PwC (Internal Auditors), attending the meeting as an Observer as part of the forthcoming Board Effectiveness Review.
2. That the Chairman confirmed:
 - 2.1 That a new Executive Director of Legal Services & University Secretary has been appointed and will join the University on 12 June 2017, Ms Helen Cutting.

TU 3217 APPOINTMENT OF INTERNAL AUDITORS

It was **NOTED**:

1. That, following an EU-compliant tender process, PwC were appointed internal auditors to the University on 4 July 2014, for an initial period of 3 years, commencing the financial year ending 31 July 2015 (with the option to extend by up to a further 2 years).
2. That Management have evaluated PwC's performance against a set of indicators which have been identified as an appropriate measurement of Internal Audit performance. The indicators cover service delivery, price and quality of reports and demonstrate a strong performance by PwC in the delivery of the Internal Audit function.
3. That the proposed extension has been endorsed by the Audit Committee at its meeting held on 17 February 2017.

It was **AGREED**:

4. To approve the extension, for up to a further 2 years, of the provision of Internal Audit services by PwC.

[FOI exempt – Personal Information], PwC was invited to join the meeting.

TU 3218 COMMITTEE MEMBERSHIP

It was **NOTED**:

1. That, due to the recent retirement from the Board, of Mrs Amanda Skelton, and Mr Alastair Waite, vacancies have been created on both the Audit Committee, and the Resources Committee.

It was **AGREED**:

2. To appoint Mr James Cross as a member of the Audit Committee, with immediate effect, in the place of Mrs Amanda Skelton.
3. To appoint Ms Ada Burns as a member of the Resources Committee, with immediate effect, in the place of Mr Alastair Waite.

TU 3219 VICE-CHANCELLOR'S ITEMS

It was **NOTED**:

1. That Members have received and commented on a report from the Vice-Chancellor highlighting developments relating to:
 - 1.1 Higher Education Research Bill (HER)
 - 1.2 Teaching Excellence Framework (TEF)
 - 1.3 Brexit
 - 1.4 Research Excellence Framework (REF)
 - 1.5 International Visits
 - 1.6 Industrial Strategy
 - 1.7 Senior Staffing & Departmental Changes
2. That, with regard to Brexit, HER, and TEF, the University is well connected in terms of being able to comment/lobby Parliament on the proposed amendments via the University Alliance, UUK, and the Chancellor, Lord Sawyer, and welcomed further support from Mr James Cross in respect of Whitehall networking.

TU 3220 NATIONAL HORIZONS CENTRE & DARLINGTON CAMPUS UPDATE

It was **NOTED**:

1. That Members received a presentation from Ms Laura Woods, Director of Academic Enterprise giving an update on:

The Centre for Professional & Executive Development (CPED)
including:

 - 1.1 Rebranding of the Darlington Campus from February 2017, to the Centre for Professional and Executive Development
 - 1.2 New and additional Continuing Professional Development (CPD) programmes
 - 1.3 The creation of a dedicated Health Suite (Floor 2)
 - 1.4 The relocation of the Library (Floor 1)
 - 1.5 The creation of a Business Lounge (Ground Floor)
 - 1.6 Close integration (classroom element) with the National Horizons Centre

The National Horizons Centre (NHC) including:

 - 1.7 Architectural-led design team in place
 - 1.8 Extensive engagement with Teesside University project team

- 1.9 RIBA Stage 2 Report completed
 - 1.10 Due diligence triggered by Stage 2 Report
 - 1.11 Funding approval
 - 1.12 Build Programme
 - 1.13 Land acquisition
 - 1.14 Current and future provision
 - 1.15 Focus with Industry links
2. That designs are well in place for a footbridge, giving easier access to the site from Darlington Station.
 3. That regular meetings take place with CPI with regard to developing their Health Futures Centre.
 4. That ongoing consultation takes place with industry to ensure that planned provision will meet industry needs.
 5. That the BREEAM sustainability assessment method will be incorporated into the NHC as it has previously proved to be a cost-effective means of bringing sustainable value to developments.

TU 3221 INTERNATIONAL DEVELOPMENT

It was **NOTED**:

1. That Members received a presentation from Dr David Bell, Pro Vice-Chancellor (International) giving an update on International developments including:
 - 1.1 Challenges
 - 1.2 International Compliance
 - 1.3 Strategy & Vision
 - 1.4 Strategic Aim
 - 1.5 KPI 16 – Increase International students on campus
 - 1.6 KPI 17 and KPI 20 – Increase Transnational Education income and new Strategic Partners
 - 1.7 KPI 18 and KPI 19 – Improve student performance and satisfaction
2. That work continues on reviewing the academic portfolio to grow programmes that Teesside University can offer in other countries.
3. That a two-year Masters programme will be offered and targeted in particular to International students.

4. That Regional offices will be asked to explore demand in particular academic areas that may be required by different countries.
5. That the Animex Festival will be held in Delhi from 7-10 November 2017, which will raise awareness of the Teesside University brand.
6. That a review of the Erasmus Programme (European Region Action Scheme for the Mobility of University Students) is taking place which will be beneficial to both staff and students of the University.

It was **AGREED:**

7. To provide Members with a further update on these positive International developments later in the year.

TU 3222 MINUTES

It was **AGREED:**

1. To approve, as an accurate record, the minutes of the meeting held on 27 January 2017.

TU 3223 STUDENT RECRUITMENT

It was **NOTED:**

[FOI Exempt - Prejudicial to Commercial Interests]

TU 3224 CONTRACT AWARD – INNOVATE TEES VALLEY

It was **NOTED**:

1. That, Innovate Tees Valley is the “innovation arm” of the Tees Valley Combined Authority (TVCA) Business Growth Hub and is a ‘flagship’ ERDF funded project operated by the University to increase the number of Small and Medium Enterprise (SMEs) in the Tees Valley.
2. That, it is likely that external expertise will also be needed to support the strand of the Digital City strategy that focuses upon the start-up of new digital companies.
3. That the original consortium has been expanded by the creation of a panel, involving additional organisations and that the panel will also support the aims of Creativity Works, also part of the ERDF project.

It was **AGREED**:

4. To approve the Contract sum (excluding VAT) of **[FOI exempt – Prejudicial to Commercial Interests]**, in order to provide a pool of consultants to support SMEs for the Innovate Tees Valley Project.

TU 3225 ESTATES STRATEGY & CAMPUS MASTERPLAN

It was **NOTED**:

1. That, further to a detailed presentation of the proposed Estates Strategy and Campus Masterplan at the January meeting of the Board, comments received from Members have been reflected in the final documentation. (TU 3211 refers)
2. That the overall programme will present an ambitious and significant investment programme through to 2026, which will strongly signal the ambition of the University and the next stage of Campus transformation.
3. That the Masterplan (Phase 1) will be refined into a detailed and first three-year Capital Programme 2017-2020 for approval by the Board at its meeting in July.
4. That, as previously notified to the Board, Student Residential Accommodation investment will require the identification of alternative

funding options, and that consideration will be given to prioritising investment in order to support Student Recruitment.

5. That consideration will now be given to a launch and communication of the plans moving forward (packaging of this to be agreed with the Chairman).

It was **AGREED:**

6. To approve the Estates Strategy and Campus Masterplan 2017-2026, with any final presentational changes and subsequent packaging to be agreed in consultation with the Chairman.

TU 3226 REVENUE BUDGET MONITORING UPDATE NO 2

It was **NOTED:**

1. That Members have been provided with the second update of the financial year.
2. That financial performance for 2016-17 continues to be strong and robust with all key controllable financial indicators on target for achievement.
3. That 2016-17 financial performance is currently forecast to deliver year-on-year improvement over 2015-16 and exceed the 2016-17 set targets.
4. That, at this stage in the financial year, a cash surplus of circa **[FOI exempt – Prejudicial to Commercial Interests]**, is currently forecast.
5. That this update was endorsed in very positive terms by the Resources Committee at its meeting of 10 March 2017.

TU 3227 CAPITAL AND ESTATES PROGRAMME 2016/17 UPDATE NO 2

It was **NOTED:**

1. That Members have been provided with the Capital and Estates Programme Monitoring Update No 3.
2. That, the Capital Budget 2016/17 and Estates Programme 2016-19 were approved at the meeting of the Board of Governors in July 2016.
3. That final documentation relating to the Estates Strategy and Campus Masterplan is included elsewhere on the agenda, and that this will be underpinned by a provisional high-level delivery programme and cost plan. (TU 3225 refers)
4. That Major Development projects for 2016/17 were set out and include:

- Library Refurbishment – phase 3 (second floor) and phase 4 (third floor)
 - National Horizons Centre (NHC)
 - Masterplan- initial enabling projects
5. That seven Major Development projects for 2015/16 have been successfully completed.

It was **AGREED**:

6. To endorse:
- 6.1 Expenditure of **[FOI exempt – Prejudicial to Commercial Interests]** to remodel Parkside Village 1-16.
- 6.2 An allocation of **[FOI exempt – Prejudicial to Commercial Interests]** to refurbish the Gazette Building, with a detailed Business Case to be presented to the next meeting of the Resources Committee (and then to Board).
7. To approve expenditure of **[FOI exempt – Prejudicial to Commercial Interests]** to provide a new all-weather sports pitch at Olympia, and authorise the Chairman to appoint contractors as appropriate following conclusion of the relevant procurement processes.

TU 3228 RISK MANAGEMENT UPDATE NO 3

It was **NOTED**:

1. That Members have received an update on Strategic and Operational Risk Management activity.
2. That Strategic Risks have been reviewed and updated by the relevant Risk Owners.
3. That a small number of amendments to the Risks included in the Register have been made following the latest review, including:
 - 3.1 Risk B – ‘Inability to achieve Home/EU enrolment targets’ has been increased from ‘medium’ to major’.
 - 3.2 Risk F – ‘Failure to meet expectations regarding the quality of teaching and learning and standard of academic awards’ has been increased from ‘minor’ to ‘medium’.
4. That School and Departmental management teams have reviewed their Operational Risk Registers, with support from the Head of Business Assurance, as required.

5. That this update was endorsed by the Audit Committee at its meeting of 17 February 2017.

It was **AGREED**:

6. To endorse the Strategic Risk Management Update.

TU 3229 SCHEME OF DELEGATION AND FINANCIAL REGULATIONS – ANNUAL REVIEW

It was **NOTED**:

1. That, following annual review, Members have received a revised Draft Scheme of Delegation and a revised Draft Financial Regulations which have been considered and endorsed by the Audit Committee (17 February 2017), and the Resources Committee (10 March 2017).
2. That the Scheme of Delegation records the authority, within the University, for significant decisions being made in the name of, or on behalf of, Teesside University which should be read in conjunction with the University's Articles of Government, Financial Regulations, and Contract Standing Orders.
3. That the Financial Regulations include comments received from the Audit Committee at the meeting of 17 February 2017.

It was **AGREED**:

4. To approve the revised Scheme of Delegation and Financial Regulations.
5. To review the Scheme of Delegation and the Financial Regulations, annually, and to give authority for any minor amendments or housekeeping updates to be made by the Chief Operating Officer, in consultation with the Chairs of Resources and Audit Committees.

TU 3230 STUDENTS' UNION CONSTITUTION

It was **NOTED**:

1. That Members received a report detailing amendments to the Students' Union Constitution, requiring consideration by the Board in compliance with Article 21.2 of the University's Articles of Government.
2. That the amendments to 10 of the 15 Bye-Laws currently in operation have been approved by the Students' Union Board of Trustees and the recent Annual General Meeting.
3. That the amendments have been reviewed by the University's Legal team and recommended to the Board for ratification.

It was **AGREED:**

4. To ratify the amendments to the Students' Union Bye-Laws.

TU 3231 BANKING MANDATE

It was **NOTED:**

[FOI exempt – Prejudicial to Commercial Interests]

TU 3232 HEALTH, SAFETY & WELLBEING REPORT

It was **NOTED:**

1. That Members have received the Health, Safety & Wellbeing Annual Report, providing details of key developments in health, safety and wellbeing provision over the last year, together with safety and sickness statistics from the same period.
2. That whilst the number of accidents on Campus is in line with the sector norm, concerns on numbers were expressed in this particular area.
3. That the Report was positively endorsed by the People and Organisational Development Committee at its meeting on 3 March 2017.

It was **AGREED:**

4. To approve the Health, Safety and Wellbeing Report 2016.
5. To ask the Executive Director of HR to liaise with a small group of Board Members to review the accident statistics and to develop ways to improve performance.

TU 3233 HEFCE: FINANCIAL HEALTH OF THE SECTOR

It was **NOTED**:

1. That Members have received a report from the HEFCE on the Financial Health of the Higher Education Sector, which was published following submission of the financial forecasts in July 2016.

TU 3234 AUDIT COMMITTEE – 17 February 2017

It was **NOTED**:

1. That the Committee has considered:
 - 1.1 Financial Regulations
 - 1.2 Scheme of Delegation
 - 1.3 Risk Management Update
 - 1.4 Statement on the Modern Slavery Act
 - 1.5 Assurance Framework Update

TU 3235 PEOPLE & ORGANISATIONAL DEVELOPMENT – 3 March 2017

It was **NOTED**:

1. That the Committee has considered:
 - 1.1 Delivering Transformational Change
 - 1.2 Policy Development and Review
 - 1.3 Health, Safety and Wellbeing Annual Report
 - 1.4 General Staffing Update & Structure

TU 3236 RESOURCES COMMITTEE – 10 March 2017

It was **NOTED**:

1. That the Committee has considered:
 - 1.1 The TRAC (Transparent Approach to Costing) Annual Return to the HEFCE.
 - 1.2 The TRAC for the Teaching return as submitted to the HEFCE
 - 1.3 The Revenue Budget Monitoring Update No 2
 - 1.4 The Treasury Management Update No 2
 - 1.5 The Debtor Write Off report
 - 1.6 The HEFCE Report: Financial Health of the Higher Education Sector
 - 1.7 Financial Regulation
 - 1.8 Scheme of Delegation
 - 1.9 Students' Union Finances
 - 1.10 The Capital and Estates Programme Monitoring Report No 2

TU 3237 PRO VICE-CHANCELLOR – “TOP 10 FACTS”

It was **NOTED**:

1. That Members received an update report on the key activities carried out by the portfolio of each Pro Vice-Chancellor:
 - Pro Vice-Chancellor (Teaching & Learning)
 - Pro Vice-Chancellor (Enterprise & Business Engagement)
 - Pro Vice-Chancellor (Research & Innovation)
 - Pro Vice-Chancellor (International)

TU 3238 PRESIDENT’S ITEMS

It was **NOTED**:

1. That the Students’ Union (SU) elections have recently closed with over 2,000 students voting for next year’s Officer Team and four of the five NUS Conference delegates.
2. That work has continued to deliver a number of high impact campaigns on top student issues.
3. That the second year of the TUSU Student Sport Strategy has seen a number of successful wins.
4. That the fourth annual STAR awards are being held in partnership with the University to create combined staff awards event.
5. That, as well as our Officers campaigning and engaging across campus, the SU also took an outreach approach to their main services in order to engage with a wide range of students on academic representation and other issues.
6. That the SU continues to work in partnership with the University in the crucial area of student recruitment.
7. That the British Universities & Colleges sport (BUCs) season has now concluded with Men’s Futsal & Women’s Rugby winning their Northern leagues, and Women’s hockey winning their Northern league and the Cup.
8. That the SU has held its annual Varsity tournament against the University of Sunderland, with 70% of fixtures being played on campus.

TU 3239 SCHEDULE OF MEETINGS & EVENTS

It was **NOTED**:

1. That the following times have been scheduled for meetings of the Board:

Friday 26 May 2017
Friday 7 July 2017
Friday 22 September 2017
Friday 17 November 2017
Friday 26 January 2018
Friday 23 March 2018
Friday 25 May 2018
Friday 6 July 2018
Friday 28 September
Friday 16 November 2018
Friday 25 January 2019
Friday 29 March 2019
2. That the Board/Planning Session on 26 May 2017, will be held at the Centre for Professional Executive Development (CPED), Darlington.
3. That PWC will facilitate a feedback session on the Board Effectiveness Review prior to the start of the meeting.
4. That, the summer Graduation Ceremonies will take place on Campus from Monday 17 July 2017, to Friday 21 July 2017.