

**TEESSIDE UNIVERSITY  
BOARD OF GOVERNORS**

**A meeting of the Board of Governors was held on 25 May 2018.**

**Present:** Mr C J Fleetwood  
Professor P Croney  
Mr J Hogg  
Ms S Kiddle  
Ms A Preston  
Mr I Wardle  
Mr R Bloom  
Mr D Cooley  
Professor P Jones  
Mr A MacColl (Chair)  
Mr D Russell

**Apologies:** Dr J Atkinson  
Ms A Burns  
Mr R Cuffe  
Ms S McArdle  
Mr T Platt  
Mr G Worsdale OBE  
Mr P Booth OBE  
Mr J Cross  
Ms S Khan  
Mrs H Page  
Mr S R Tonks

**Officers:** Ms J Amos  
Mrs H Cutting (Secretary)  
Mr M Page  
Mrs S Thompson (Asst Secretary)  
Dr D Bell  
Professor S Hodgson  
Professor M Simpson  
Professor J Turner

**In Attendance:** **[FOI EXEMPT - PREJUDICIAL TO COMMERCIAL INTERESTS]**

**TU 3393 DECLARATIONS OF INTEREST**

It was **NOTED**:

1. That no declarations of interest were made regarding matters on the Agenda.

**TU 3394 MEMBERSHIP – STUDENTS’ UNION**

It was **NOTED**:

1. That, following the outcome of a recent election process, the following student officers have been elected with effect from 1 July 2018:
  - Ms Sophie Bennett – President Welfare
  - Mr Tom Platt – President Education (second term of office)
  - Mr Andrew Richardson – President Activities
2. That, despite the TUSU change to the structure of 3 Officer Trustees of the same standing, only 2 will continue to be represented on the University’s Board of Governors, and that the TUSU Board of Trustees will determine representation each year.

It was **AGREED**:

3. To appoint Mr Tom Platt, President Education, and Mr Andrew Richardson, President Activities, to the Board of Governors with effect from 1 July 2018 for the duration of their time in office at TUSU.

**TU 3395 VICE-CHANCELLOR'S REPORT**

It was **NOTED**:

***[FOI Exempt - Prejudicial to Commercial Interests]***

**TU 3396 MINUTES**

It was **AGREED**:

1. To approve, as an accurate record, the minutes of the meeting held on 23 March 2018.

**TU 3397 STUDENT RECRUITMENT**

It was **NOTED**:

***[FOI Exempt - Prejudicial to Commercial Interests]***

**TU 3398 REVENUE BUDGET MONITORING UPDATE NO 4 – 2017/2018**

It was **NOTED**:

1. That the last financial forecasts (2017-2020) were approved by the Board at its meeting in July 2017.
2. That this report updates the 2017/2018 estimates to reflect the latest 2017 student recruitment cycle and its impact on tuition fees and other significant variations.
3. That Members have been provided with a revised Income and Expenditure account and analysis of income.
4. That, financial performance at this stage in the financial year continues to be robust and forecast performance for the year is strong, despite the challenging environment.
5. That, at this point, all financial KPIs remain forecast to be achieved.

6. That, based on the latest student data and the financial management information to 31 March 2018, the University is on course to generate an operating surplus, excluding FRS 102, of **[FOI exempt – Prejudicial to Commercial Interests]**, (cash surplus **[FOI exempt – Prejudicial to Commercial Interests]**,) in 2017-18.
7. That surplus as a % of total income is **[FOI exempt – Prejudicial to Commercial Interests]**, (original budget – **[FOI exempt – Prejudicial to Commercial Interests]**, demonstrating that the University is on target to meet the Board's KPI - surplus as a % of total income of **[FOI exempt – Prejudicial to Commercial Interests]**,

**TU 3399      CAMPUS MASTERPLAN PRESENTATION – STUDENT RESIDENTIAL ACCOMMODATION STRATEGY – EXPANSION OPTIONS (presented during the Planning Session)**

It was **NOTED**:

1. That Members received a presentation relating to the University's Student Residential Accommodation which includes a proposal to potentially provide circa 2000 new bed spaces over the medium to long-term.
2. That the Accommodation Strategy proposes four potential key accommodation development projects:
  - Woodlands Road development – circa 600 beds (Phase 1 – September 2020 – circa 250 beds)
  - Gresham Student Village - circa 450
  - Dunning Road – circa 500
  - Cornell Site – circa 450 (post 2021)
3. That the University's capacity to grow is highly dependent on attaining students from beyond the Tees Valley, particularly the international market.
4. That future development will be phased in order to manage risk, and financing, and will flex according to growth.

**TU 3400      CAPITAL & ESTATES PROGRAMME MONITORING 2017/18 – UPDATE NO 5**

It was **NOTED**:

1. That the Board has been provided with the Capital and Estates Programme Monitoring Update No 5 for the 2017/18 financial year.
2. That Phase 1 of the Campus Masterplan is well underway.
3. That, as previously indicated to the Board, an opportunity to acquire The Star (Public House) on Southfield Road has arisen, and will be discussed as a separate agenda item (see TU 3401).

4. That, following the Campus Masterplan presentation in relation to Student Residential Accommodation (see TU 3399), further detailed discussion has taken place resulting in support and endorsement for the four potential key accommodation development projects set out at TU 3399 (2) above.
5. That, approval of the Capital Equipment budget in July, necessitates a high concentration of IT related work (hardware and software acquisition) over the summer which, alongside re-imaging, software updating, and teaching room and lecture theatre upgrades, significantly stretches resources and requires overtime being in place.
6. That, in order to mitigate against this it is proposed to bring forward **[FOI exempt – Prejudicial to Commercial Interests]**, of IT capital allocation into the 2017-18 plan from 2018, enabling IT the capacity to plan/priorities, procure and implement IT investment for 2018/19 in advance of students arriving on campus.

It was **AGREED**:

7. To approve, in principle, the approach to the accommodation strategy as detailed in (4) above.
8. To approve the bringing forward of **[FOI exempt – Prejudicial to Commercial Interests]**, of IT capital from the 2018-19 plan to the 2017-18 plan and as detailed in (5) above.

**TU 3401 STRATEGIC ACQUISITION - The Star (Public House), Southfield Road, Middlesbrough**

It was **NOTED**:

1. That an opportunity to purchase The Star (Public House) on Southfield Road, Middlesbrough has arisen.
2. That, as previously notified to Members (TU 3330.7 refers), this strategic acquisition will facilitate additional flexibility regarding the Student Life Building and enable new opportunities to further develop the site around, and adjacent to, the proposed building.

It was **AGREED**:

3. To approve the acquisition of The Star (Public House) at a base cost of **[FOI exempt – Prejudicial to Commercial Interests]**, (excluding professional fees and tax), subject to contract.
4. To approve delegation of authority to the Vice-Chancellor and the Chief Operating Officer to agree any minor variations on price (not exceeding 10% increase) in order to move towards conclusion of contract for sale on the most favourable of terms achievable.

**TU 3402 STRATEGIC ACQUISITION – Land at Gresham**

It was **NOTED**:

1. That, in September 2017 the Board was presented with a proposal to develop a student village on land at Gresham. (TU 3287 refers)
2. That, following the presentation, the Board agreed to establish a Gresham Steering Group, chaired by Paul Booth, to progress discussions on the proposal.
3. That, subsequently, the University received a formal proposal from Cadzow Estates (private developer) for a student village on the Gresham site.
4. That, upon completion of a financial appraisal of the lease under the Cadzow Estates proposal, the University has determined that it will be a more cost-effective and efficient option to acquire the land directly (assuming the landowner, Middlesbrough Council, agrees to the disposal to the University) with a view to funding and developing the student village itself in line with the proposed developments in the Student Residential Accommodation Strategy. (TU 3399 refers)
5. That as Gresham sits at one of the direct routes to the University through Middlesbrough, it makes it a strategic acquisition site and key to future development and that acquiring the site now, rather than committing to a full lease proposal, will enable the University more control and flexibility regarding options for development.
6. That, the lease (as opposed to site acquisition) is still an option for Board to consider and it is considered that the lease offers reasonable/expected commercial terms, in the context of a commercial lease in the current market. The paper presented to Board sets out the pros and cons of the lease option versus the acquisition option.

It was **AGREED**:

7. To approve, in principle, the acquisition of land at the Gresham site (redline boundary to be determined), based on the matters as appraised to Members, subject to professional valuation, completion of compulsory purchase (where relevant), and subject to contract.

**TU 3403 STRATEGIC RISK MANAGEMENT UPDATE NO 4**

It was **NOTED**:

1. That Members have received an update on Strategic and Operational Risk Management activity.
2. That the formal annual review of the Strategic Risk Register has been undertaken by the University Executive Team (UET), with PwC in attendance.

3. That, due to combining previously separate risks either into one new risk or by the removal of risks no longer considered strategic risks, the proposed revised Strategic Risk Register proposes 10 risks (previously 23).
4. That where risks have been removed, and are still considered relevant, the operational owners will be requested to monitor them through their operational risk registers.

It was **AGREED:**

5. To approve the revised Strategic Risks and the updated Risk Management Framework and Policy.

#### **TU 3404 PRO VICE-CHANCELLOR PORTFOLIO - UPDATES**

It was **NOTED:**

1. That Members have received an update report on the key activities carried out by the portfolio of each Pro Vice-Chancellor:

***[FOI Exempt - Prejudicial to Commercial Interests]***

**TU 3405 INSTITUTIONAL PERFORMANCE REVIEW – PERIOD 9 2017/18**

It was **NOTED**:

1. That Members have been provided with the Period 9 Corporate Performance Report for 2017/18.
2. That the report covers the period August-April 2018, providing performance to date and forecast outturn information.

**TU 3406 LEAGUE TABLES**

It was **NOTED**:

1. That there are three main league tables that Teesside University features. These are:
  - The Complete University Guide (CUG)
  - The Guardian University Guide
  - The Times/Sunday Times Good University Guide.
2. That the CUG 2019 publication was released on 25 April 2018, with the University being ranked 92 out of 131 institutions – an increase of 9 places from the 2018 league table.
3. That the University has seen 18 subjects improve their ranking on the CUG 2018 publication.
4. That the University remains ranked 4<sup>th</sup> out of the 5 North East institutions and 12<sup>th</sup> out of the 17 University Alliance institutions (having ranked 15<sup>th</sup> in 2018).

**TU 3407 BENCHMARKING OF KEY FINANCIAL INDICATORS 2016-17**

It was **NOTED**:

1. That Members have been provided with financial benchmarking information as it relates to the University and the sector.
2. That the comparisons confirm the strong progress in financial metrics delivered by the University in recent years and the positive upward trajectory of key financial metrics.



**TU 3408 OSCAR Annual Report**

It was **NOTED**:

1. That Members have been provided with a brief analysis of empirical data on student related cases from the Office of Student Complaints, Appeals and Regulations (OSCAR), relating to academic year 2016/17, and, where possible, comparative data from the preceding 2 academic years.
2. That, each year, the Academic Board receives an annual report on student related cases in University Schools and Departments, and in Collaborative Partner Institutions, enabling identification and emergent trends resulting in the provision of further data to inform the work around student experience and value for money.

**TU 3409 AUDIT COMMITTEE – 23 April 2018**

It was **NOTED**:

1. That the Committee has considered:
  - 1.1 Cyber Security Update and Summary of Annual Cyber Penetration Test
  - 1.2 Internal Audit Reports:
    - Schools Academic Healthcheck
    - Data Returns
    - UUK Accommodation Code
    - Health & Safety
  - 1.3 Strategic Risk Management Update No 4
  - 1.4 Policy Review Update:
    - Anti-Bribery & Corruption (including Gifts & Hospitality) Policy
    - Anti-Money Laundering Policy
    - Counter Fraud Policy
    - Criminal Finance Act (Anti-Tax Evasion) Policy
  - 1.5 Assurance Framework Update No 4
  - 1.6 International Compliance Update No 4
  - 1.7 Risk and Control Assurance Update No 4
  - 1.8 Internal and External Audit Recommendations
  - 1.9 External Audit Update
  - 1.10 Prevent Duty Update No 4
  - 1.11 GDPR Update No 4 and ICO Risk Register
  - 1.12 Whistleblowing Updates
2. That the Audit Committee had received the outcome of a recent Health & Safety Audit and noted with concern the number and type of recommendations made, particularly around the recording of data. It was however noted that work was already underway to address these findings, which will be reported to the next Audit Committee scheduled for 18 June 2018.

**TU 3411 RESOURCES COMMITTEE – 4 May 2018**

It was **NOTED**:

1. That the Committee has considered:
  - 1.1 Revenue Budget Monitoring Update No 4
  - 1.4 Treasury Management Update No 4
  - 1.5 Debtor Write Off
  - 1.5 Benchmarking of Key Financial Indicators 2016-17
  - 1.6 Strategic Risk Register
  - 1.7 Students' Union Finances – Update No 3
  - 1.8 Capital and Estates Programme Monitoring Report No 4

**TU 3412 STUDENTS' UNION UPDATE**

It was **NOTED**:

1. That Members have received an update reflecting on activities during the last academic year.
2. That these activities include:
  - STAR Awards/University Staff Awards Dinner
  - Annual Awards Dinner –
  - Campaigns and Student Engagement
  - Student Opinion Counts Survey
  - Student Opportunities and Support
  - SU Student Support (formerly SU Link)
  - SU Activities
  - Final Fling 2018

**TU 3392 SCHEDULE OF MEETINGS & EVENTS**

It was **NOTED**:

1. That the following times have been scheduled for meetings of the Board:
  - Friday 6 July 2018
  - Friday 28 September 2018
  - Friday 16 November 2018
  - Friday 25 January 2019
  - Friday 29 March 2019
  - Friday 24 May 2019
  - Friday 12 July 2018
2. That the summer Graduation Ceremonies will take place, on Campus, from Monday 16 July 2018, to Friday 20 July 2018.

## TU 3414 PLANNING SESSION

The Business Session was preceded by a Planning Session that looked at the following matters (in addition to the Student Accommodation Strategy presentation (TU 3399 refers)):

### 1. Strategic Transformation & Change

Members received a presentation on the Strategic Transformation and Change (STC) programme noting that the six STC Programme Themes are:

- Operations
- Student and Learning Experience
- Service Delivery
- Campus
- Digital Offering
- People, organisational Development and Communications

A number of initial top priority projects have been identified within each theme.

The University has recently retained its liP (Investors in People) Gold status after being assessed against the new sixth generation of liP standards which were more challenging than those used in the 2014 assessment, making the retention of the Gold level a substantial achievement. The University is in the top two percent of accredited organisations across the UK, outperforming the HE sector in most indicators. The retention of the liP Award is a KPI in Teesside 2020 and, therefore, this KPI has been met and exceeded ahead of 2020.

### 2. Office for Students/Governance

Members received a presentation on the Office for Students Regulatory Framework, noting in particular the requirements for Board of Governors in relation to the management and governance of the University.

The presentation incorporated a breakout session in the style of 'café conversations' enabling Members to discuss and feedback on the following key areas:

- Academic Freedom and Freedom of Speech
- Academic Governance
- Student Engagement

An action plan will be implemented to address the feedback and contribute to the assurance of ongoing compliance with the requirements of the OfS Framework.