

**TEESSIDE UNIVERSITY
BOARD OF GOVERNORS**

A meeting of the Board of Governors was held on 7 July 2017.

Present:	Mr A MacColl (Chair) Mr R Bloom Mr D Cooley Professor P Croney Mr C Fleetwood Mr D Russell Mr I Wardle	Mr M Atkin Mr P Booth OBE Mr R Cuffe Mr J Cross Mr T Platt Mr S R Tonks
Apologies:	Dr J Atkinson Ms A Burns Professor P Jones Ms S Kiddle Ms H Page	Dr D Bell Mr J Hogg Ms S Khan MBE Ms S McArdle Mr G Worsdale
Officers:	Ms J Amos Mrs H Cutting (Secretary) Professor M Simpson Professor J Turner OBE	Professor S Hodgson Mr M Page Mrs S Thompson (Asst Secretary)

TU 3261 DECLARATIONS OF INTEREST

It was **NOTED**:

1. That, Mr Ian Wardle declared an interest relating to employees of Thirteen being involved with Ministry of Building Innovation (MOBI), a suite of multi-disciplinary courses relating to the building industry.
2. No further declarations of interest were made regarding matters on the Agenda.

TU 3262 CHAIRMAN'S UPDATE

It was **NOTED**:

1. That Mrs Helen Cutting, Executive Director of Legal & Governance Services and University Secretary, was welcomed to her first meeting of the Board.
2. That Mr Matthew Atkin, President, and Mr Tom Platt, Vice-President Education, of the Students' Union, were welcomed to their first meeting of the Board after taking up office on 3 July 2017.

TU 3263 VICE-CHANCELLOR'S REPORT

It was **NOTED**:

[FOI Exempt - Prejudicial to Commercial Interests]

TU 3264 MINUTES

It was **AGREED**:

1. To approve, as an accurate record, the minutes of the meeting held on 26 May 2017, subject to an amendment relating to attendance.

TU 3265 CAPITAL AND ESTATES PROGRAMME 2016/17 UPDATE NO 4

Members received the Capital and Estates Programme Monitoring Update No 4 for the 2016/17 financial and **NOTED** the following key points:

1. That this report was recommended for Board endorsement by the Resources Committee at its meeting held on 28 June 2017.
2. That the Capital Budget 2016/17 and Estates Programme 2016-19 were approved by the Board of Governors at its meeting in July 2016.
3. That the Board of Governors received and approved the final version of the Estates Strategy and Campus Masterplan in March 2017, and that the strategic focus of the current programme has been addressing the following elements:
 - Acquisition and redevelopment of the Gazette Building to accommodate a Corporate and Professional Services Hub, enabling space to be redeveloped in the centre of the campus including the Student Centre and Middlesbrough Tower;
 - Significant investment in key strategic initiatives (Campus Masterplan and National Horizons Centre at Darlington);
 - Focusing major investment on enhancing the student experience (existing and new major projects), including the acceleration of phases 3 & 4 of the Library and temporary pop up library within the Brittan building during summer 2017;
 - Increasing generic academic and student experience investment (General Purpose Teaching rooms, infrastructure, equipment and ICT);
 - Redevelopment of student residential accommodation in King Edwards Square and Parkside West, to significantly improve the University student accommodation offer, address requirements of year 2 and year 3 returning students and offer a viable alternative to local managed housing;
 - Introduction of minor projects arising from consultation with Deans and Directors e.g. Stephenson, Phoenix and Clarendon buildings during the development of the Masterplan, which will enhance the student experience.
4. That the programme is underpinned by a variety of data and metrics taken from the Estates Management Returns to inform investment decisions (including usage and condition data) as well as robust cost and contract controls and strong project management to ensure value for money, co-ordination and implementation of the programme.
5. That Members have also been provided with the Capital Budget 2017/18 and proposed three-year Capital & Estates Programme 2017-20. (Minute TU 3266 refers)

6. That Major Development projects for 2016/17 are progressing well and include:
 - Library Refurbishment
 - National Horizons Centre (NHC)
 - Masterplan – initial enabling projects
 - Gazette Building
 - Student Residential Accommodation
 - Student Experience/Contingency
 - Campus Car-Parking (with the inclusion of charging points for electric vehicles) & Public Realm
7. That the capital budget, **[FOI exempt – Prejudicial to Commercial Interests]**, will be as projected by the end of the financial year.
8. That the 2016/17 programme of minor improvements/maintenance projects scheduled for completion by the end of the financial year is **[FOI exempt – Prejudicial to Commercial Interests]**,
9. That the ‘cash balance’ as at 31 May 2017 was **[FOI exempt – Prejudicial to Commercial Interests]**,

It was **AGREED**:

10. To approve an additional **[FOI exempt – Prejudicial to Commercial Interests]**, of expenditure (total project expenditure **[FOI exempt – Prejudicial to Commercial Interests]**), to complete the refurbishment of the Gazette building and authorise the Chairman to appoint contractors as appropriate following conclusion of the relevant procurement processes.
11. To approve an additional **[FOI exempt – Prejudicial to Commercial Interests]**, of expenditure (total project expenditure **[FOI exempt – Prejudicial to Commercial Interests]**), for the Library project and authorise the Chairman to appoint contractors as appropriate following conclusion of the relevant procurement processes.
12. To approve **[FOI exempt – Prejudicial to Commercial Interests]**, of expenditure to refurbish and remodel King Edwards Square student accommodation and authorise the Chairman to appoint contractors as appropriate following conclusion of the relevant procurement processes.

TU 3266 CAPITAL BUDGET 2017-18 AND ESTATES PROGRAMME 2017-18 – 2019-20

Members received the Estates Programme proposals for the 2017-2020 period along with the Capital Budget for 2017/18 and **NOTED** the following key points:

1. That the 2017/18 Capital Budget and 2017-20 Estates (Capital) Programme were endorsed and recommended for Board approval by the Resources Committee at its meeting held on 28 June 2017.
2. That the key headlines from the proposed Capital Programme 2017-2020 are:
 - In accordance with Teesside 2020, investment is based upon the new University Estates Strategy and Campus Masterplan agreed by the Board in March 2017;
 - A proposed programme of spend of **[FOI exempt – Prejudicial to Commercial Interests]**, over the period (phase 1 of the Masterplan);
 - A capital budget of **[FOI exempt – Prejudicial to Commercial Interests]**, proposed for 2017-18;
 - Investment in this phase 1 is focussed upon academic provision; student experience and support and student accommodation;
 - The capital programme is fully cash funded with no debt leverage required based on current forecasts;
 - External funding opportunities will continue to be sought as part of the 2017-2020 programme;
 - Key projects to be delivered through to 2020 as part of Campus Masterplan Phase 1 include:
 - Gazette Refurbishment
 - Library Refurbishment
 - Student Life Building
 - National Horizons Centre
 - Business School
 - Digital Production Centre/Central Labs Feasibility
 - School Zoning
 - Teaching Space Development
 - New Social Learning Spaces
 - New and refurbished on-campus student accommodation
 - Significant Capital Equipment and IT Infrastructure Investment
 - Overall Masterplan (Phase 1) investment of circa **[FOI exempt – Prejudicial to Commercial Interests]**, for the period 2016-2020 with **[FOI exempt – Prejudicial to Commercial Interests]**, for Phase 2 (2020-2023) and **[FOI exempt – Prejudicial to Commercial Interests]**, for Phase 3 (2023-2026). Overall Masterplan investment is therefore projected to be **[FOI exempt – Prejudicial to Commercial Interests]**.

3. That a Business Case and associated investment appraisal is undertaken for all major projects to appraise and assess Estate Investment.
4. That the current structure ensures that the delivery of the Estates Programme is monitored efficiently and effectively, including a strong emphasis on programme and project planning, with appropriate reporting to Resources Committee and the Board.
5. That Independent Review of delivery arrangements by PWC as part of the Internal Audit Programme for 2017-18 is also scheduled.

It was **AGREED:**

6. To approve the 2017-20 Capital Programme, and its inclusion within the financial forecasts on the understanding that any major projects, where forecast expenditure exceeds **[FOI exempt – Prejudicial to Commercial Interests]**, would require specific Board authorisation.
7. To approve the 2017/18 Capital Budget.

TU 3267 REVENUE BUDGET MONITORING UPDATE NO 4 and REVENUE BUDGET 2017/18 AND FINANCIAL FORECASTS 2017-20

It was **NOTED:**

1. That the Resources Committee at its meeting held on 28 June 2017, has considered:
 - 1.1 An update on the 2016/17 out-turn;
 - 1.2 Financial Forecasts for the three-year period 2017-2020, and outlined in a Presentation to the Board;
 - 1.3 The 2017/18 Revenue Budgetand that these are now presented to the Board for approval.
2. That the external operating environment continues to present significant challenges but that the forecast financial performance remains strong and robust.
3. That all financial KPIs are anticipated to be fully achieved.

It was **AGREED:**

4. To approve the 2017/18 Revenue Budget
5. To approve the 2017-2020 Forecasts; and for submission to HEFCE.

6. To authorise Officers to allocate budgets for 2017/18 in line with the Forecasts.

TU 3268 ESTATES STRATEGY AND CAMPUS MASTERPLAN UPDATE

It was **NOTED**:

1. That the launch of the Campus Masterplan is expected to take place later in the year.

TU 3269 DEMONSTRATION OF STUDENT PORTAL AND TU ADVANCE SCHEME

The Pro Vice-Chancellor for Teaching and Learning presented the Student Portal and TU Advance Scheme to the Board. It was **NOTED**:

1. That from September 2018, the University will be the first in the UK to deploy Apple iPads to all of its full-time undergraduate students, putting it at the forefront of the Digital Agenda.
2. That the scheme will replace the £500 Bursary currently offered to first-year undergraduate students.
3. It is expected that there will be a number of advantages to this approach, including:
 - Enhancement of the learning and teaching offer and open up new possibilities for electronic interaction in and out of the classroom;
 - Classroom capture technology
 - Formative assessment with immediate feedback mechanisms
 - Electronic book download
 - A student portal giving access to Timetables, Virtual Learning Environment, News, and Library Resources.
4. That, although some students have, in the past, found the £500 Bursary to be a useful source of additional income, there are other sources of funding available to students via an application process should they require it.
5. That implementation of the Scheme could have a positive effect on future league table results.

It was **AGREED**:

6. To approve the Teesside University Advance Scheme.
7. That the University raise awareness amongst students, the process for applying for alternative sources of funding if required.

TU 3270 RISK MANAGEMENT UPDATE 2016/17

It was **NOTED**:

1. That Strategic Risks have been reviewed and updated by the relevant Risk Owners.
2. That a small number of Risks in the Register have been made following this review.
3. That, in light of the recent terrorism acts in London and Manchester, and the Grenfell Tower fire, a new risk has been included within the Register:

'Failure to maintain the safety and security of University students, staff, visitors and assets'

4. That the overall update was endorsed by the Audit Committee at its meeting of 19 June 2017.

It was **AGREED**:

5. To approve the Strategic Risk Management Update.

TU 3271 KEY PERFORMANCE INDICATORS UPDATE

It was **NOTED**:

1. That, following the establishment of the initial suite of Teesside 2020 KPIs, a number of amendments were required to reflect the changes in the environment and to add clarity where appropriate.
2. That the revised targets remain challenging and will ensure that the University achieves growth and performance in line with the context of the original Teesside 2020: Corporate Strategy 2015-2020.

It was **AGREED**:

3. To endorse the required changes to the Strategic Key Performance Indicators 2017-2020.

TU 3272 GIFT AID PAYMENTS 206/17

It was **NOTED**:

1. That the Boards of the University Subsidiary Companies will, prior to the year end, minute the fact that a Gift Aid payment will be made.
2. That, this ensures that a constructive obligation to apply the Gift Aid has been created, which means that it may be accrued at the year end and that, if no such obligations are in existence, then a corporation tax liability may arise on the Subsidiary Companies.

It was **AGREED**:

3. To acknowledge the intention of the University Subsidiary Companies to Gift Aid the lower of their accounting or taxable profits to the University.

TU 3273 PEOPLE & ORGANISATIONAL DEVELOPMENT - DEALING WITH CHANGE

The Chairman welcomed Mr David Evans, Deputy Director and Research Consultant at Capita Surveys and Research to the meeting to present the results of the recent Staff Survey.

In connection with the Staff Survey, it was **NOTED**:

1. That key findings of the survey include the following:
 - 1.1 Staff remain positive about the University with **[FOI exempt – Prejudicial to Commercial Interests]**, agreeing that the University is a good place to work.
 - 1.2 Staff are not as positive as they were in the previous survey in 2015 and have concerns which include the way change is being managed; workload and bureaucracy; the University Executive Team listening to and responding to the view of staff.
2. That the University scored well in relation to employee engagement and organisation climate.
3. That the University, when compared to the other 49 institutions surveyed in the last 18 months, in relation to being an Employer of Choice, ranked 22 out of 50.
4. That a number of areas for improvement have been identified which have been taken from the least positive perceptions.

The Executive Director of HR then presented and led a discussion in connection with a number of actions put in place to respond to the survey outcomes across the following themes: Change Management; Communication and Engagement; Excessive Workloads and Bureaucracy; Recognition and Support; University Communication. It was **FURTHER NOTED**:

- 5 Next Steps:
 - 5.1 Vice-Chancellor's Briefings - July
 - 5.2 USMT Discussion Session - July
 - 5.3 University level communication on survey outcomes - July
 - 5.4 School/Dept Staff Survey Action Plans - July
 - 5.5 Staff Briefings on the Transformation Programme - Sept
6. That the University Executive Team fully accept the results of the Staff Survey and the actions as discussed and outlined in presentation will be

implemented as a priority and that a 'Pulse' Survey will be carried out in 12 months, the results of which will be reported to the Board.

TU 3274 PERFORMANCE REPORT – PERIOD 10

It was **NOTED**:

1. That Members have been provided with a further Performance Report update relating to the additional KPI (31) regarding overall League Table Performance and some further proposed changes to KPI targets for the period 2017-20. (TU 3271 refers)

TU 3275 QUARTERLY HEALTH, SAFETY & WELLBEING UPDATE

Members received a quarterly health and safety update for the period 1 January – 31 March 2017 and the following key points were **NOTED**:

1. That the accident rate for this quarter is an improvement on the same period last year.
2. That regular health and safety inspections continue to show full compliance.
3. That training of key health and safety related roles and/or higher risk areas have been delivered during this period.
4. That guidance on health and safety responsibilities of all leaders and managers, including Governors, has now been developed in a more user-friendly format.

TU 3276 CAMPUS FIRE PROTECTION REVIEW UPDATE

It was **NOTED**:

1. That Members have received a report relating to the Campus fire protection review.
2. That, following the recent Grenfell Tower fire, a review of all University building cladding is underway as well as a further review of all fire protection and safety arrangements.
3. That sample cladding has been taken from Central Halls for testing which has confirmed it to be non-combustible and that consultation is currently taking place with a view to installing sprinklers throughout the building.
4. That, a further update will be provided to the next meeting of the Board and also that once fully concluded, a report on the full Campus fire protection review will be provided to Members at a future meeting.

TU 3277 EQUALITY & DIVERSITY REPORT

It was **NOTED**:

1. That Members have been provided with the Equality and Diversity Annual Report 2016.
2. That the Report summarises progress made by the University during 2016, against the four-year Equality and Diversity Action Plan, along with key statistical data, including the results of the Equal Pay Audit.

TU 3278 HEFCE ANNUAL PROVIDER REVIEW

It was **NOTED**:

1. That Members have been provided with HEFCE's Annual Provider Review 2016-7, which has also been considered by the Resources Committee at its meeting on 28 June 2017.
2. That the 2016/17 Annual Provider Review is the core mechanism used by HEFCE to assess quality and financial sustainability in higher education institutions.
3. That the Annual Provider Review Group has not identified any concerns about financial sustainability, good management and governance matters, relating to Teesside University, leading to a finding of 'not at higher risk' for this part of the review.
4. That in connection with quality and standards, the review identified an area of concern in respect of the metric on employment for full time students (DLHE) as it is significantly below benchmark and invited the University to provide a written response to this issue, which has been provided. However, this did lead to an initial finding of 'meets requirements with an action plan' for this part of the review.

**TU 3279 PEOPLE & ORGANISATIONAL DEVELOPMENT COMMITTEE
– 9 June 2017**

It was **NOTED**:

1. That the Committee has considered:
 - 1.1 Policy Development and Review
 - 1.2 Equality and Diversity Annual Report
 - 1.3 Quarterly Health & Safety Update
 - 1.4 General Staffing Update

TU 3280 AUDIT COMMITTEE – 19 June 2017

It was **NOTED**:

1. That the Committee has considered:

- 1.1 Risk Management Update
- 1.2 Assurance Framework Update
- 1.3 International Compliance
- 1.4 Risk and Internal Control Assurance Update
- 1.5 Internal Audit
- 1.6 Monitoring of Internal & External Audit Recommendations
- 1.7 Enterprise and Business Engagement Update
- 1.8 General Data Protection Regulations

TU 3281 RESOURCES COMMITTEE – 28 June 2017

It was **NOTED**:

1. That the Committee has considered:
 - 1.1 Use of Seal
 - 1.2 The 2017-2018 Revenue Budget and the 2017-2020 Financial Forecasts
 - 1.3 Capital Budget 2017-2018 and the 2017-2020 Estates Programme
 - 1.4 Treasury Management Update No 4
 - 1.5 Treasury Management Policy
 - 1.6 Gift Aid Payments
 - 1.7 Students' Union 2016-2017 Update No 4
 - 1.8 Capital and Estates 2016-2017 Programme Report No 4

TU 3282 PRO VICE-CHANCELLOR – “UPDATES”

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)
 - The Teaching Excellence Framework
 - The Promoting Teaching Excellence Conference
 - Graduation
 - Learning and Teaching projects
 - Knowledge Transfer Partnership
 - Pro Vice-Chancellor (Enterprise & Business Engagement)
 - Commercialisation Support for Teesside University
 - Marketing & Communications
 - Student Futures Strategy
 - National Horizons Centre
 - Tech Nation 2017
 - Entrepreneurship Review
 - Mayoral Development Corporation
 - Pro Vice-Chancellor (Research & Innovation)

- Government's Initial Plans for REF2020
- Government Department for United Kingdom Research & Innovation
- Review of criteria and expectations for appointment to the role of Professor
- Teesside University's readiness and strength for REF2021
- Research Studentships for 2017/18

- Pro Vice-Chancellor (International)
 - KPI16 – Increase International Students on Campus
 - KPI 17 – Increase Transnational Education Income
 - KPI 18 - Improve Student Performance
 - KPI 19 – Improve Student Satisfaction
 - KPI 20 – Develop new International Strategic Partners

TU 3283 PRESIDENT'S ITEMS

It was **NOTED**:

1. That the new Student Officer team took office on Monday 3 July, as follows:
 - Matthew Atkin - President
 - Georgina Arksey - Vice-President Welfare
 - Amy Preston - Vice-President Activities
 - Tom Platt - Vice-President Education

2. That Members will shortly receive copies of the TUSU Review 2016/17 which includes statistics as well as student success stories.

3. That the 'Final Fling' held in May was, once again, a huge success.

4. That during the 2017/18 academic year, the Students' Union will continue to focus on a varied range of services which will contribute to an even better student experience.

TU 3284 SCHEDULE OF MEETINGS & EVENTS

It was **NOTED**:

1. That the following times have been scheduled for meetings of the Board:
 - 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 2018
 - Friday 16 November 2018
 - Friday 25 January 2019

Friday 29 March 2019
Friday 24 May 2019

2. That, the summer Graduation Ceremonies will take place on Campus from Monday 17 July 2017, to Friday 21 July 2017.