



BOARD OF GOVERNORS

Minutes of the meeting held on

25th June 2014

at 2.00pm at Newton Park

<u>Present</u>	Ms J Henderson (Chair) Professor R Alexander Mr W Archer Ms N Campbell Professor P Davies Ms T Fisk Mr B Galliver	Ms R Heald Lady T Lloyd Professor P Martin Revd E Mason Mr S McGall Mr T Osborne Professor C Slade (Vice-Chancellor)
<u>In attendance</u>	Mr R Armstrong-Haworth Mr N Borkhataria Mr C Ellicott (Clerk) Mr T Foot Professor T Middleton	Dr D Newport-Peace (Deputy Clerk) Professor N Sammells Ms A Stone Mr K Wright
<u>Apologies</u>	Mr P Bird Mr M Francis	Mr P Parker Mr D Pester

13/46 MINUTES OF THE MEETING HELD ON 30 APRIL 2014

The minutes were agreed as correct.

13/47 MATTERS ARISING

There were none.

13/48 CHAIR'S BUSINESS

The Chair reported on initial discussions among a subgroup of Governors about the possible appointment of a University Chancellor. It was considered that the 10th anniversary of Bath Spa achieving University status could be an auspicious time to make such an appointment.

It was agreed that the Clerk to the Board would progress the issue with Academic Board.

13/49 CLERK'S BUSINESS

There was none.

13/50 VICE-CHANCELLOR'S REPORT (Paper G804)

Governors commended the current recruitment position, noting that recruitment would become increasingly difficult to predict following the removal of the student number cap.

It was proposed that student work in fashion and textiles might be exhibited at international trade shows. It was agreed that the next update on University league tables, in November, would refer to the KPI benchmarking group.

The Board received the report.

13/51 BSU VISION AND STRATEGY UPDATE (Paper G805)

Governors welcomed the update and received a tabled paper summarising performance against the 54 strategic actions. It was agreed that in future the update would be presented alongside the annual report on key performance indicators.

The Board noted the report.

13/52 FINANCIAL FORECASTS 2013 (2011/12 – 2016/17) (Paper G806)

The Chair advised that two amendments to the commentary, in respect of the removal of the student number cap and the establishment of the Development and Alumni Relations Office, would be made as requested by Policy and Resources Committee.

Governors observed that the modest surplus forecast for 2014/15 reflected a tradition of allowing fully for anticipated costs and conservatively for income generation.

The Board agreed the recommendation that the financial forecasts be approved, and not made publicly available within the University.

13/53 LONG TERM FINANCIAL PLANNING AND THE CAPACITY FOR FUTURE INVESTMENT (Paper G807)

A new scenario planning tool was presented, demonstrating how the long term implications of financial targets and investments could be modelled. The tool identified the new HEFCE trigger point in respect of earnings before interest, taxes, depreciation and amortization (EBITDA), which could constrain future levels of borrowing. The £16M cash reserve ring-fenced for long term of maintenance Corsham Court was also highlighted.

Governors observed that the demonstration reflected the conservative approach discussed in relation to the financial forecasts. Setting more ambitious income targets would increase projected future surpluses. It was observed that while significant growth could impinge on student satisfaction, change need not necessarily be for the worse. Should public funding become increasingly constrained, the University might have to consider further partnership activity.

The Board noted the report and the work being undertaken around financial modelling and future capital investment.

13/54 BUDGET 2014/15 (Paper G808)

Governors were advised that a new approach had been used to develop the proposed budget for 2014/15, with closer alignment to strategic planning. Income projections were again observed to be conservative and projected development income had not been included. It was noted that established approaches to budget management would take time to change and that efforts to control certain costs should not be allowed to constrain essential spending on strategic priorities.

It was agreed that future budgets should target a five percent operating surplus expressed as three percent cash surplus with a further two percent held as contingency in the forecast expenditure line.

The Board approved the budget for 2014/15.

13/55 INSTITUTIONAL RISK MANAGEMENT (Paper G809)

Governors welcomed the new approach to risk management and the alignment of institutional risks to the University strategy. Risks relating to Hartham Park and Bath Spa Global would be presented in more detail alongside future iterations of the institutional risk register. It was observed that should the risk of not maintaining UK Visa & Immigration Highly Trusted Status increase, the risk score for international recruitment would rise to a critical level.

The Board noted the new approach to risk management and the revised Risk Management Policy Statement which had been approved, subject to minor amendments, by the Audit Committee.

The Board noted the eleven strategic risks detailed in the risk register and approved the level of risk exposure described in section three of the covering paper.

13/56 STUDENTS' UNION CODE OF PRACTICE: ANNUAL COMPLIANCE REPORT (Paper G810)

The Board received the report.

13/57 STUDENTS' UNION REFURBISHMENT UPDATE (Paper G811)

The Board received the report.

It was noted that the most recent quote for the planned work was higher than the level of cost indicated in the paper.

13/58 STUDENT CHARTER (Paper G812)

The Board approved the updated text of the Student Charter for publication.

The Board agreed that the Student Charter should be renamed the "Student Agreement".

13/59 ANY OTHER BUSINESS

Governors were advised that graduation ceremonies would take place on 16-18 July. Stella Pirie and Mary Toman would receive honorary awards at 4pm on 16th and 4pm on 18th respectively.

13/60 ITEMS FOR RECEIPT

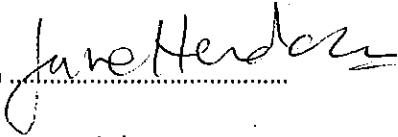
The following items were received:

Policy & Resources minutes	5 February 2014
Academic Board minutes	18 March 2014

There being no further business, the meeting closed at 3.45pm.

Dr Diana Newport-Peace
Deputy Clerk to the Board of Governors
25 June 2014

Signed as a record of confirmed minutes by:

Ms Jane Henderson 
Chair

Date 17/11/2014