

# MINUTES

## SUSTAINABILITY AND RESOURCES COMMITTEE

<b>Date:</b>	Tues 21 May 2019	<b>Time:</b>	1600 (refreshments from 1530)
<b>Location:</b>	Boardroom, University House, Leek Road Campus		

### Notes:

1. This Agenda is divided into three headings: Estates; Financials; and Human Resources / Employment. Each of these headings has a section 2 (For Discussion and/or Approval) and a section 3 (For Information).
2. Items marked with an asterisk (starred items) are for information only or regarded as noncontentious. Starred items will not be discussed and will be assumed to have been noted or approved unless a request to unstar a named item is received from a Board member in advance, or at the commencement, of the meeting.
3. Items classified as Confidential, and their subsequent minutes (highlighted here in blue), will be redacted before publication of the agenda and minutes on the University's public website.

Members		
Professor Liz Barnes	Vice Chancellor	P
David Gage	External Member	P
John Henderson (Deputy Chair)	External Member	P
Mike Herbert	External Member	P
Scott William-Smith	Vice President, Students' Union	P
Sarah Tudor	Professional Support Staff Representative	P
Jonathan Vardon (Chair)	External Member	T
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Sally McGill	Incoming Chief Financial Officer	IA
Professor Martin Jones	Deputy Vice Chancellor	IA
Sue Reece	Pro Vice Chancellor – Student Experience	IA
Lauren Rooke	Assistant Clerk to the Board of Governors (minutes)	IA
Adrian Rowlands	Director of Estates & Commercial Services ( <i>up to and incl item 214</i> )	IA
Pascale Vermassen	Acting Director of Finance	IA

*P = Present; T = via telephone; A = Apologies; IA = In Attendance*

1 MEETING MANAGEMENT	
204	There were no <b>Apologies for Absence</b> received.
205	There were no new <b>Declarations of Interest</b> .
206	<b>The Minutes of the last meeting of the Committee</b> , 19 Mar 2019 SR/09/01 were signed as a true and accurate record.
207	<b>Matters arising:</b> <ul style="list-style-type: none"> <li>• <b>Minute 184 (arising from minute 161 – Catalyst project/Apprenticeships)</b> – it was noted that the police apprenticeships contract had been signed on 15 April 2019.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Minute 184 (arising from minute 160 and minute 2488, BofG)</b> <ul style="list-style-type: none"> <li>i) <b>Winton Square</b> – the committee noted a brief verbal update from the Deputy Vice Chancellor.           <p>[REDACTED]</p> </li> <li>iii) <b>Squires View</b> – a verbal update on this was received from the Deputy Vice Chancellor, who noted that discussions were ongoing with the City Council regarding this and other issues.           <p>[REDACTED]</p> </li> </ul> </li> <li>• [REDACTED]</li> <li>• <b>Minute 193 – Half-Year Management Accounts to Jan 2019</b> – it was noted that an update on the financial position with partnerships had been received by the Board of Governors at the April 2019 meeting,</li> <li>• <b>Minute 194 – Treasury Management Report</b> – in response to a query at the previous meeting with respect to monies banked with Lloyds exceeding the University financial regulations for investment, the Acting Director of Finance clarified that the table in the original paper (SR-08-12) had shown total cash balances, including those in treasury accounts and in the University’s current account, therefore no investments over counterparty limits had been made. David Gage proposed that during the upcoming retendering process for banking facilities, the University consider whether it wished to retain any treasury accounts with its current account provider, to minimise exposure.</li> </ul>
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208	The committee received and noted the <b>Schedule of Business for the Academic Years 2018-19 and 2019 – 2020</b> SR/09/02.
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**ESTATES AND INFRASTRUCTURE (E)**

**E2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)**

209	<p>The committee received for discussion a <b>Catalyst Building Update (DISCUSSION)</b> SR/09/03. The following main points were noted:</p> <ul style="list-style-type: none"> <li>• Key achievements since April 2019 were as follows:       <ul style="list-style-type: none"> <li>○ Design and procurement processes remained on programme.</li> <li>○ Project Team had submitted the bat mitigation report to Stoke-on-Trent City Council (SoTCC) planning and conditional planning consent was expected w/c 27 May 2019. Emerging bat surveys had commenced on 2 May 2019 and the detailed timeline on both these items was being carefully monitored.</li> <li>○ Stakeholder engagement to determine the internal design was ongoing, RIBA Stage 4 was scheduled to be issued to the project team in full on the 17 May, with the tender documents to be released 31 May 2019 (following a presentation to the Executive on the 28 May 2019). The draft documents were reviewed at the 'page turn' on the 23 April 2019 and had been issued for comment.</li> <li>○ BLEND, the AV / Digital consultant, had been appointed to support the digital strategy and delivery.</li> <li>○ Detailed catering options were being considered in line with the University’s emerging catering strategy.</li> </ul> </li> </ul> <p>[REDACTED]</p>
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	<ul style="list-style-type: none"> <li>The project team would regularly report progress of achievement against these savings and seek University instructions as necessary. Upon finalising the available savings in the above glide path, the design team believed a build cost of £41m was achievable based upon the current proposed level of quality.</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>Jonathan Vardon asked for clarification around the proposed savings as a percentage of the original budget and Adrian Rowlands confirmed that this could be included within future reports.</li> <li>Mike Herbert asked for clarification on whether the planning consent approval could be given by the committee via delegated powers, and this was confirmed.</li> <li>Jonathan Vardon reminded the committee that he had asked for reassurance regarding quality of the fit-out at previous meetings, and that the fit-out would not cross-subsidise any overspend in the building.</li> </ul> <p>It was agreed that the Catalyst Building Update be referred to the Board for noting.</p>
210	<p>The committee received and discussed the <b>Digital Institute London – Update (DISCUSSION)</b> SR/09/04, introduced by the Chief Operating Officer. The following main points were noted:</p> <ul style="list-style-type: none"> <li>The original business case for the Digital institute London had been agreed by the Board of Governors on 21 November 2018, at the Board of Governors meeting with a subsequent update provided at the Strategic Weekend on 8-9 February 2019.</li> <li>A further update had been provided at the Board of Governors meeting on 9 April 2019. In addition, it had been highlighted that the Business Case approved by the Board had evolved since the original document was drafted and that this would need to be updated. This report, SR-09-04, provided an update on that re-working of the business case.</li> </ul> <div style="background-color: black; width: 100%; height: 150px; margin: 10px 0;"></div> <p>Members commented as follows:</p> <div style="background-color: black; width: 100%; height: 80px; margin: 10px 0;"></div> <p>It was agreed that the Digital Institute London Update be referred to the Board for noting.</p>
211	<p>The committee received and discussed a <b>Business Case for improvements to Blackstone and Cadman buildings (APPROVAL)</b> SR/09/05, introduced by the Deputy Vice Chancellor. The following main points were noted:</p>

	<ul style="list-style-type: none"> <li>• The 1960s Blackstone building, at the rear of the Cadman complex, was in a poor state of repair with high maintenance costs, poor thermal properties and a neglected appearance.</li> <li>• It was therefore proposed to envelop the building in a new metal cladding system, to carry out concrete repairs and to install a new roof together with compliant access and edge protection. A new illuminated signage would be fixed on the southern facade in a similar manner to the Beacon Building.</li> <li>• Carrying out the works outlined in the business case would: <ul style="list-style-type: none"> <li>○ Improve the poor internal environment conditions</li> <li>○ Reduce energy costs</li> <li>○ Address the leaking roof &amp; dysfunctional existing windows</li> <li>○ Significantly improve the outward appearance of the University to the wider community</li> </ul> </li> <li>• The roof of the Cadman Building was in a very poor state and was need of urgent repairs/upgrade. On economic grounds it was proposed to carry out these works at the same time as the improvements to Blackstone.</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• Martin Jones noted that a feasibility study was also currently being carried out into a potential canopy over the Cadman courtyard.</li> <li>• Mike Herbert asked how the committee could be assured that this would provide value for money, given the potential lifespan of the building and its position. Liz Barnes highlighted that assessments carried out on the building had repeatedly shown that despite its external appearance, the internal condition was good (A-rated in the JLL space study). Liz Barnes further noted that that building was often the first University building to be seen by those arriving by train.</li> </ul> <p>The committee approved the business case for the improvements to Blackstone and Cadman buildings for onward approval by the Board of Governors.</p>
212	<p>The committee received and discussed a <b>Business Case for the provision of a new Nursery (APPROVAL) SR/09/06</b>, introduced by the Deputy Vice Chancellor. The following main points were noted:</p> <ul style="list-style-type: none"> <li>• The paper set out the business case for investing in a new purpose built 100fte place full day-care nursery with additional capacity of a 24-place classroom/observational suite with leading digital technology.</li> <li>• It was also proposed, as part of the new nursery provision, to take the opportunity to incorporate a 'forest school' facility together with associated ground works around the nature reserve on the Leek Road campus. This would support student retention, provide additional surplus income, and attract and engage potential students, staff and community.</li> <li>• An analysis of possible locations had been carried out and the preferred option was on the car park by Clarice Cliff. This would have the benefit of being close to the nature reserve with parking for staff and parents and easier drop-off with access off Lordship Lane.</li> <li>• A detailed costing and programming exercise would need to be carried out once the design was firmed up but at this stage the estimated budget cost for the new Nursery/Forest School was £3.52m. It was anticipated that design, planning, tendering and construction could be completed by Spring 2021 (possibly earlier if modular construction techniques could be used).</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• David Gage commended the quality of the business case and noted his support for the plans. This was echoed by John Henderson, who highlighted that high-quality childcare provision was often a differentiator for prospective students and employees, and would continue to be so, especially given changes in working patterns and modes.</li> <li>• David Gage asked whether the dilapidations cost for exiting Winton Square had been included within the financials and Adrian Rowlands clarified that this would be explored if the business case were approved.</li> </ul> <p>The committee approved the business case for the provision of a new Nursery for onward approval by the Board of Governors.</p>
213	<div style="background-color: black; height: 20px; width: 100%;"></div> <div style="background-color: black; height: 20px; width: 100%;"></div>

[REDACTED]

**E3 FOR INFORMATION**

214 The committee received the **\*Compliance/Maintenance Update\*** SR/09/08, which outlined the University's position in meeting the legislative requirements of statutory compliance throughout its estate, for information.

There were no comments from members.

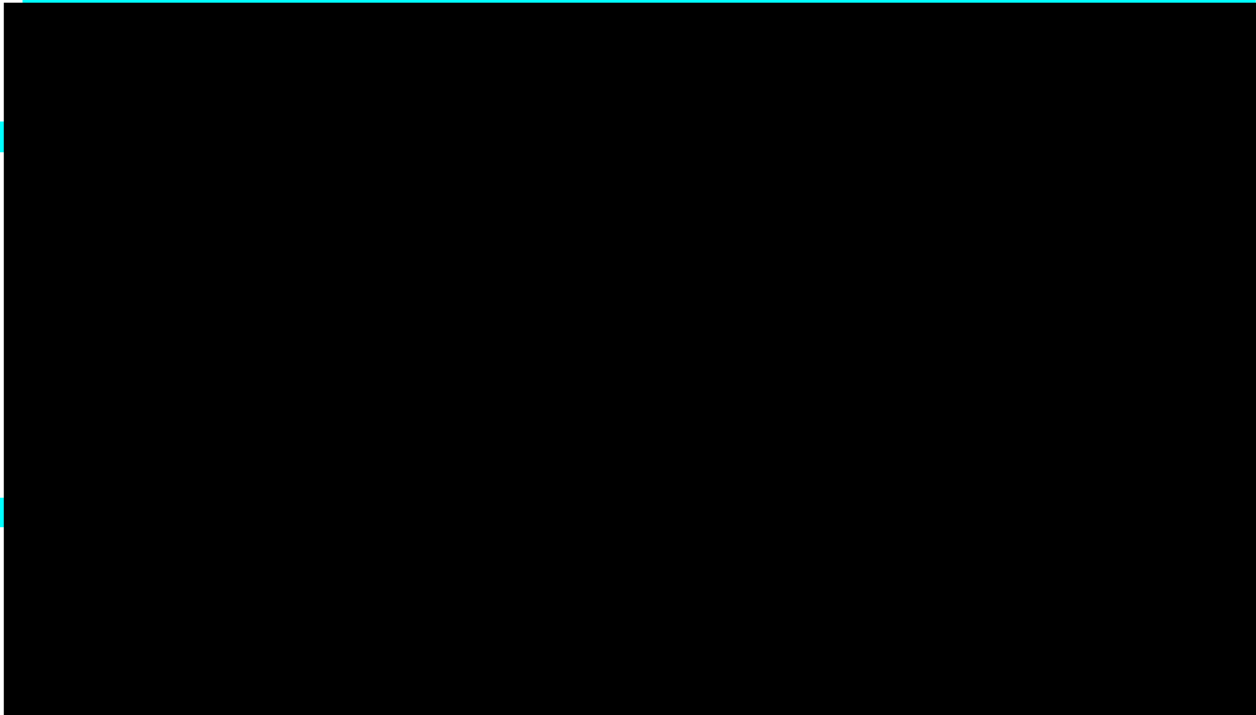
**FINANCIALS (F)**

**F2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)**

215 The committee received the **Student Numbers: In-Year Update (DISCUSSION)** SR/09/09, introduced by the Pro Vice Chancellor - Student Experience, who noted the following main points:

- The paper provided an update on the report received by the Committee in March 2019, including further intelligence relating to both:
  - semester 2 entrant numbers and;
  - full-time undergraduate applications for 2019/20 entry. Applicant acceptance rate informed forecasting work that would be reported to the Board of Governors in the Summer. The May deadline had passed for the majority of UCAS applicants to indicate their acceptance (firm and insurance) of their offers.

[REDACTED]



Members commented as follows:

- Jonathan Vardon asked when it would be appropriate to review the various targeted recruitment and retention interventions launched earlier in the academic year to assess their success. Sue Reece clarified that many of these could only effectively be assessed later on in the academic cycle, but that the University was already learning from some of these measures and their results.

It was agreed that the Student Numbers In-Year Update be referred to the Board for noting.

216 The committee received and discussed a paper on **Apprenticeship Numbers and Performance (DISCUSSION)** SR/09/10, introduced by the Pro Vice Chancellor – Student Experience. The following main points were noted:



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**F3 FOR INFORMATION**

217	<p>The committee received the <b>*Management Accounts (30 April 2019)*</b> SR/09/11, introduced by Pascale Vermassen, who noted the following main points:</p> <div style="background-color: black; height: 150px; width: 100%;"></div>
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218	<p>The <b>*Treasury Management Report*</b> SR/09/12, providing a summary of the University’s investment performance for the year 2018/19 (as at 30 April 2019), was received for information.</p> <p>There were no comments from Members.</p>
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219	<p>A paper on the <b>*OfS Grant Letter 2019-20*</b> SR/09/13 (which set out the year’s funding settlement based on the grant from government and the OfS’ board decisions) and its implications was received for information.</p> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• John Henderson enquired as to whether the decrease in funding had been anticipated. Pascale Vermassen confirmed that this was the case.</li> <li>• Members discussed issues around funding and likely future implications of the soon-to-be-published Augar Review in this regard.</li> </ul>
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**HUMAN RESOURCES/EMPLOYMENT (H)**

**H2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)**

220	<p>The committee received a <b>Pensions Update (DISCUSSION)</b> SR/09/14, introduced by the Chief Operating Officer, who noted the following main points:</p> <div style="background-color: black; height: 150px; width: 100%;"></div>
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	<p>It was agreed that the Pensions Update would be referred to the Board for noting.</p>
<b>H3 FOR INFORMATION</b>	
221	<p>The committee received the <b>*Review of Organisational Structures and Staff Capability*</b> SR/09/15 for information, including updates on recruitment of senior roles and leavers.</p> <p>There were no comments from Members.</p>
222	<p>The committee received the <b>*Cost of Living Pay Award Negotiations*</b> SR/09/16, which provided an update on UCEA's recent negotiations with the unions, for information.</p> <p>There were no comments from Members.</p>
<b>4 ADDITIONAL MATTERS</b>	
223	<p><b>Have we made a positive impact on our students today?</b></p> <p>[REDACTED]</p>
224	<p><b>Additional matters:</b></p> <p>a) [REDACTED]</p>
225	<p><b>Items to be referred to Audit and Risk Committee:</b></p> <p>NONE</p>
226	<p><b>Items to be referred to Board of Governors:</b></p> <p>For approval</p> <p>[REDACTED]</p> <p>For information</p> <p>d) <b>Minute 209</b> – Catalyst Update  e) <b>Minute 210</b> – Digital Institute London Update  f) <b>Minute 215</b> – Student Numbers: In-Year Update  g) <b>Minute 220</b> – Pensions Update</p>
227	<p><b>Next meeting:</b> Tuesday 05 November 2019 (Boardroom, University House)</p>