

APPROVED

MINUTES OF THE MEETING OF THE FINANCE AND PROPERTY COMMITTEE HELD ON THURSDAY 27 JUNE 2019 IN ROOM RS109 (VC'S BOARDROOM), 309 REGENT STREET

PRESENT: Mr G Morley (Chair) Mr P Murphy
Mr C Barnes (Deputy Chair) Ms H Owen
Dr P Bonfield Ms P Wales
Ms K McLeod

IN ATTENDANCE: Ms S Bolingbroke (Observer) Ms S Hills (Observer)
Mr J Cappock (Company Secretary) Mrs E McMillan (Clerk)
Mr G Davies (Observer) Mr I Wilmot

APOLOGIES: Mr C Hinge (attendee) The Venerable Canon D Stanton

18.46 ANNOUNCEMENTS

- 18.46.1 The Chair welcomed observers Selena Bolingbroke and Susie Hills from the Halpin Partnership and Geoffrey Davies, co-opted (staff) governor to the meeting.
- 18.46.2 Apologies were received as noted above.
- 18.46.3 There were no new declarations of interest.
- 18.46.4 The Chair confirmed that there were no starred items and no requests to discuss business other than that on the agenda.

18.47 ESTATES ROADMAP

- 18.47.1 The University Secretary and Chief Operating Officer (USCOO) presented the Estates road map and vision (Document FIN 190627A), which articulates the approach and ambition for the estate and the importance of sustainability and high-quality design in supporting this.
- 18.47.2 The USCOO briefed members on work on the Estates roadmap since the last meeting and highlighted key points from the key information within the document:
- external context;
 - our physical estate – history and origin, now and the vision;
 - emerging thematic requirements;
 - new proposals for the estate;
 - proposals to consolidate and enhance the estate;
 - size and shape;
 - finances; and
 - recommendations for next steps.
- 18.47.3 Members discussed the roadmap with the USCOO and Vice-Chancellor including comments on:
- reviewing and being informed by master planning conducted in the past
 - relationship between University-owned and QHT-owned properties in the estate
 - starting from a clean sheet in terms of use (or disposal) of properties according to future need

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- student residential accommodation and self-owned vs nomination agreements with external providers
- scaling the estate should the University achieve higher (or lower) than expected student numbers
- construction timescales and the timing of a reversal in the recent demographic dip
- utilisation of the estate currently and internal constraints to improving utilisation

18.47.4 Members noted that whilst the actions identified in the roadmap to support the vision are positive and probable, the Estate Strategy and formal proposals have not been considered and agreed so there is not yet a commitment to deliver specific projects.

18.47.5 The Vice-Chancellor emphasised that the University is in a robust financial position to deliver the roadmap and summarised the potential benefits for students and the Colleges.

18.47.6 Members noted that the USCOO and UEB will continue to develop the roadmap and identify priorities and an evidence base to inform the Estate Strategy.

18.47.6.1 ACTION USCOO to review and amend the roadmap to take account of this discussion and submit to the Court of Governors for comment.

18.48 UNIVERSITY FINANCIAL PERFORMANCE

18.48.1 The Director of Finance presented the management accounts report to April 2019 - Period 9, which includes the Quarter 3 forecast (Document FIN 190627B).

18.48.2 The Director reported that the Quarter 3 outturn is slightly ahead of budget and that the University is forecasting an end of year surplus of £13m; this surplus is achieved largely through reduction of costs, especially a reduction in the depreciation charge. The Director informed members that due to disposal of Wigram House and other capital receipts and should the contingency in exceptional items not be required the end of year surplus will be £37m.

18.48.3 The Director summarised the position for staff costs, the balance sheet, debtors, cash balance, the liquidity position, borrowings and pension liabilities.

18.48.4 A member queried student recruitment numbers and the Vice-Chancellor informed members of plans to enhance the postgraduate portfolio to increase recruitment.

18.48.5 A member queried student retention indicators and members heard that retention is higher than forecasted.

18.49 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

18.49.1 **AGREED** The minutes of the Finance and Property Committee meeting held on 9 May 2019 (Document FIN 190627C) were agreed as an accurate record.

18.49.2 Members noted an update on completed actions from previous meetings (Document FIN 190627D).

18.49.3 **Estates update, including strategy development (Action 18.39.11.1):** Members noted that the format of the strategy document has been revised and reframed as a strategic roadmap (see 18.47 above) with the fully developed strategy to be produced later. Independent governor members of the Estate Advisory Group continue to contribute to discussions as the roadmap develops.

18.49.4 **University budget 2019-20 and five-year forecast (Action 18.40.11.1):** Members noted that the five-year forecast submitted to the Court did not contain any additional analysis.

18.49.5 **University financial performance (Action 18.41.4.1):** The Director of Finance confirmed that the increase in student accommodation debt relates to the timing of raising the final invoices compared to last year; the April 2019 management accounts pack shows that accommodation debtors are back in line year-on-year (refer to Document FIN 190627B).

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- 18.49.6 **Fee proposals 2020-21 (Action 18.29.5.1):** The Committee confirmed the action is closed as the resource required to produce the data is disproportionate to the benefit.
- 18.49.7 **Fee proposals 2020-21 (Action 18.29.5.1):** Members agreed to consider the outstanding fees by correspondence.
- 18.49.7.1 **ACTION Clerk** to circulate the outstanding proposals (Document FIN 190627E) for a decision prior to the Court.
- 18.49.8 **Fire safety arrangements (Minute 18.37.1):** The Vice-Chancellor informed members that owners of the student residential property discussed previously have confirmed the Aluminium Composite Material cladding will be removed over the summer.

18.50 DATES OF FUTURE MEETINGS

Thursday 19 September 2019 at 4.00pm in Room RS109
Thursday 14 November 2019 at 4.30pm in Room RS109 (joint meeting with Audit Committee)
Thursday 23 January 2020 at 4.00pm in Room RS109 (additional meeting only if required)
Thursday 5 March 2020 at 4.00pm in Room RS109
Thursday 7 May 2020 at 4.00pm in Room RS109
Thursday 25 June 2020 at 4.00pm in Room RS109

Except for the joint meeting with the Audit Committee, all meetings are held in Room RS109 (VC's boardroom), 309 Regent Street.

18.51 ANY OTHER BUSINESS

- 18.51.1 Reflecting on the special meeting of the Court that preceded this Committee meeting, the USCOO confirmed that the University will review all land registry charges.
- 18.51.1.1 **ACTION USCOO** to report to the Committee should the review identify any anomalies or areas of concern.