

MINUTES of the Finance, Staffing & Resources Committee held on 2 February 2018 meeting held in Room G07, Old Broadcasting House City Campus commencing at 12:30.

Present:

Jean Dent (Chair)
Kirsty Bashforth

Andy Brown
Les Everett

Megan Robinson
Professor Peter Slee

In attendance:

Trevor Armour
Rachel Bradford (Secretary)
Basem El-Haddadeh*
Nicky Goldthorpe*

Stewart Harper*
Phil Harrison
Tracey Lancaster
David Lowen

Julie Maughan
Jenny Share
Caroline Thomas

Apologies:

Professor Nicki Latham
Ann Bishop

Jenny Ryatt

Professor Paul Smith

**As indicated in the proceedings*

Part A: Preliminary Items

Declaration of interest

060.2017.FSR No declarations of interest were made.

Minutes of the meeting held 3 November 2017

061.2017.FSR The Committee **AGREED** that the minutes of its meeting held on 3 November 2017 were an accurate record (paper reference FSR-2017-021).

Matters arising

062.2017.FSR The Committee received a report on the matters arising and actions from the minutes of the previous meeting of the Committee held on 03 November 2017 (paper reference FSR-2017-022) and the following points were noted:

- (a) **Feedback on the new model budgeting process** (minute reference: 015.2017 (b) FSR): A consultation process with Deans and Directors of Service would gather feedback on the budgeting process. The outcomes of the consultation would be considered by the SMG and then feedback provided to the Committee.
- (b) **Review of SU funding** (minute reference: 019.2017.FSR): The funding position had been reviewed at Christmas. Although the University was not in a position to release additional funds to the SU, discussions with the SU had taken place regarding what support the University could provide the SU with to help it to achieve its aims. The University had agreed that it would look for money in next year's budget to allocate to the SU.
- (c) **Proposed changes to Staff Disciplinary Procedures** (minute reference: 031.2017.FSR): The Trade Unions had been provided with the draft procedures and were invited to meet with the Director of HR to discuss informally so that some context could be provided. The Trade Unions refused the informal meeting and it will be discussed at the JCC meeting on 6 February 2018. No feedback on the draft documents had been received from the Trade Unions.

Part B: Strategic Updates

IT Strategy Implementation

Basem El-Haddadeh, Director of IT Services, joined the meeting.

- 063.2017.FSR The Committee received a report from the Director of IT Services providing an update of the University's IT Strategy Roadmap Implementation. (paper reference FSR--2017-023).
- 064.2017.FSR It was **noted** that many of the IT Strategy programmes had been implemented on time and within the allocated budget.
- 065.2017.FSR It was reported that stakeholder engagement with IT Services had increased. IT Services had been invited to School Leadership meetings and were responding positively to the schools' needs.
- 066.2017.FSR The roll-out of StART had been re-planned so that its implementation would be a series of incremental releases rather than it being implemented all in one go. It was **noted** that the programme was on track to be rolled out this year and that the University would be the first in the UK to use Banner 9 admin pages.
- 067.2017.FSR The Wireless Network Enhancement programme was progressing well. Access point installation at Headingley was nearing completion and was expected to provide 100% coverage. Installing the access points at City Campus was expected to take until the end of May 2018.
- 068.2017.FSR It was **noted** that mandatory cyber security online training had been rolled out to all staff.

069.2017.FSR In response to a query about why use of the attendance monitoring app was not mandatory, the Director of IT Services explained that a pilot scheme was in operation where 4-5 courses had made use of the app mandatory. It was **noted** that had been a loss of confidence in the app following some technical glitches experienced when it was first released which might account for the reluctance of some to move away from the paper-based signing in. The preference was for use of the app to be voluntary but the University was moving towards use of the app being the default position for monitoring attendance. It was **noted** that the app was designed to measure engagement not monitoring the users. It was **further noted** that the apps purpose was not related to access control. The University had fire wardens for each building and each building regularly had fire drills.

070.2017.FSR It was **noted** that the status of IT Strategy Implementation was green but bordering on amber. The Director of IT Services advised that mitigating factors had been put in place on a 'project by project basis' to try to move any amber statuses to green. It was **noted** that resourcing was a key issue in the delivery of the plan as there were a number of projects that converged at a similar time and this would put pressure on resources.

071.2017.FSR The Director of IT Services advised that KPMG had undertaken an internal audit of IT Disaster Recovery last year and the auditors had given a rating of 'Significant Assurance'. It was noted that the University conducted internal and external penetration testing to identify any potential weaknesses. It was reported that the University was working on implementing and embedding cyber security control essentials and when these were in place they would consider going for ISO accreditation.

Basem El-Haddadeh left the meeting.

Student Recruitment Update

072.2017.FSR The Committee received a report from Deputy Vice Chancellor (Corporate Communications) providing information on the 2017 recruitment outturn and an update on the latest position for home and international undergraduate recruitment, home Post Graduate students and international semester two intake (paper reference FSR-2017-024).

Sections 073.2017.FSR – 077.2017.FSR are exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

078.2017.FSR It was **noted** that the conversion rate was up by 10% points compared with last year.

079.2017.FSR It was noted that some Schools had experienced a decline in applicants for some courses such as nursing which was in line with a trend in the UK sector. However, newer courses were getting more applicants which made up for some of the lower rates of application on other courses.

Section 080.2017.FSR is exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

- 081.2017.FSR It was **noted** that an Academic Planning & Collaboration Group had been established which would consider proposals for new courses and projects. In some cases market research could be undertaken to predict the likelihood of success of new courses.

Part C: Finance

Financial Update

- 082.2017.FSR The Committee received a report from the Director of Finance providing updates to the financial forecast for 2017/18 (paper reference FSR-2017-025).

Sections 083.2017.FSR – 084.2017.FSR are exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

Capital Expenditure Update

- 085.2017.FSR The Committee received a report from the Director of Finance providing the latest capital expenditure scenarios for the next 5 years against those reported to the Committee in November (paper reference FSR-2017-026).

Section 086.2017.FSR is exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

Students' Union Financial Statements 2016/17*

Nicky Goldthorpe, Chief Executive of Leeds Beckett Students' Union ('SU'), joined the meeting.

- 087.2017.FSR The Committee received a report from the SU Chief Executive which presented the annual report and financial statements for Leeds Beckett SU for the year ended 30 June 2017 (paper reference FSR-2017-027).

- 088.2017.FSR It was **noted** that the Finance, Staffing and Resources Committee received the audited financial statement of SU, in line with the provisions of the Committee's Terms of Reference.

- 089.2017.FSR The Chief Executive of the SU **reported** that:
- (a) gross income was £2.17m and total spend was £2.59m;
 - (b) the SU reserves were healthy;
 - (c) an internal 'Rate your Union' survey had been conducted internally by the SU and it had received a 78% satisfaction rate. A survey that would

- be undertaken this year had been designed to allow benchmarking against other Universities; and
- (d) there had been a 7% increase from the previous year in relation to the NSS question which related to satisfaction with the Students' Union.

- 090.2017.FSR It was **noted** that the University bars were not making a profit on alcoholic beverages as the demand was not there. They relied on food and coffee sales for income.
- 091.2017.FSR It was **reported** that the Students' Union Superannuation Scheme had been revalued in June 2016 and employer contributions were increasing to address liabilities. The position in relation to employer contributions was expected to be clearer in March 2018.

Nicky Goldthorpe, Chief Executive of Leeds Beckett Union, left the meeting.

Part D: Human Resources

Human Resources Update

- 092.2017.FSR The Committee received a report from the Director of Human Resources providing the Committee with an update on current key HR activities and implementation of the University People Strategy (paper reference FSR-2017-028).
- 093.2017.FSR It was **reported** that a lot of work had been undertaken in relation to the onboarding process for new University staff. It was **noted** that the current system was old-fashioned and paper-based and a new online system would be introduced which would allow new recruits to complete online induction modules before they took up their post. Work on the online portal had been linked with the University's branding work to ensure that communications received from the University were clear and consistent.
- 094.2017.FSR It was **noted** that senior appointments had been made for the posts of Director of Estates, Director of HR and Head of Subject for Tourism & Hospitality. Plans for filling the post of Secretary & Registrar which would become vacant at the end of March 2018 were noted. The Committee **recorded** its thanks to Jenny Share, the current Secretary & Registrar, for all her hard work and efforts during her time at the University.
- 095.2017.FSR It was **reported** that the next staff survey was due May/June next year.

Annual Health & Safety Audit Report

- 096.2017.FSR The Committee received a report from the Director of Human Resources providing an overview of the 2017 audit of health and safety practice across the University (paper reference FSR-2017-029).

097.2017.FSR It was **reported** that the 2017 audit of the management of health and safety had covered all of the University's former faculties and professional service areas. It had been conducted during the transitional period when the faculties based structure was changing over to the schools based structure. Overall, the audit had found a high level of assurance but there were a few areas where further work and improvements were required.

Section 098.2017.FSR is exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

Health & Safety Update

099.2017.FSR The Committee received a report from the Director of Human Resources providing an update on a number of items relating to the management of safety, health and wellbeing at the University (paper reference FSR-2017-030).

100.2017.FSR It was **reported** that following the conclusion of the HSE investigation into the management of work related stress, a feedback meeting had been held at the University on 28 November 2017. The meeting had focused on the HSE findings, the University's response and associated action plan for the management of work related stress. It had been agreed that a 'schedule of work' monitoring document would be produced and considered regularly at meetings of the UET.

101.2017.FSR It was **noted** that the HSE had confirmed that it was satisfied with the assurances given by the University for implementing and monitoring the action plan. It would conduct a short follow-up visit in November 2018. The University was now focused on delivering the agreed action plan.

102.2017.FSR It was **noted** that senior managers had received training about the regulatory powers of the HSE.

Part E: Estate & Infrastructure

Capital Programme Update – Delivery of Projects

103.2017.FSR The Committee received a report from the Deputy Vice Chancellor (Resources) providing an update on the further development and implementation of the University's estates capital programme (paper reference FSR-2017-031).

104.2017.FSR It was **noted** that implementation of the Capital Programme was underway, with the Creative Arts Building, the Carnegie Teaching and Research Building, the modular building for the Carnegie School of Education and the Maintenance Improvement Programme being four strategically significant strands.

105.2017.FSR It was **reported** that work was underway for the Creative Arts building and the Development Agreement had been signed. It was **noted** that it was on track to be completed in July 2020. It was **agreed** that a wrap-around should be put on

the hoardings to show what was being done on the site and it was **noted** that the Deputy Vice Chancellor (Corporate Communications) had this in hand.

106.2017.FSR It was **reported** that the Maintenance Improvement Plan had been reviewed and a KPI had been set to ensure that 90% of the University's buildings are Condition B or above.

107.2017.FSR It was **noted** that the Estates Team were looking at the planning horizon over the next 10 years' and were putting a comprehensive plan together.

108.2017.FSR It was **reported** that consultation with staff and students would be held regarding the two 'Heart of Campus' projects to define project needs and to ensure they remained fit for purpose within budget. It was **noted** that consultation with students could take the forms of workshops, direct engagement and public events.

109.2017.FSR It was **AGREED** that a SWOT analysis of the University's Estate be presented to the Committee at its meeting in June 2018.

Part F: Other Business

Lettings of Contracts

110.2017.FSR The Committee received a report from the Director of Finance providing an update on decisions made by the Tender Panel (paper reference FSR-2017-032). The contents of the report were noted.

Schedule of meetings and business for 2017/18

111.2017.FSR The Committee received its schedule of meetings and business for 2017/18 (paper reference FSR-2017-033).

Other Urgent Business

MyPeakPotential Ltd

Stewart Harper, Deputy Secretary & Registrar (Corporate Assurance) joined the meeting

112.2017.FSR The Committee received a report from the Deputy Secretary & Registrar (Corporate Assurance) about MyPeakPotential Ltd ('MPP') (paper reference FSR-2017-034).

113.2017.FSR It was **reported** that the University had been a shareholder in the Company since 2008 and a majority shareholder since 2016.

Sections 114.2017.FSR to 116.2017.FSR are exempt from publication under section 43 (Commercial Interests) of the Freedom of Information Act 2000.

Stewart Harper left the meeting.

Date of next meeting

117.2017.FSR The next meeting of the Committee would be held at 12:30 on Friday 23 March 2018 in Corduroy Room, Cloth Hall Court, City Campus.

Other business

118.2017.FSR No other business was raised.

Confirmed by the Committee as a correct record and signed by the Chair:

Signed: _____ Date: _____