

## INFRASTRUCTURE AND FINANCE COMMITTEE

TIME /DATE / VENUE	1030, Wednesday 18 January 2023, St Andrew's Court room 0.32
PRESENT	Roger Burke-Hamilton (Chair) Madeline Denmead Professor Graham Galbraith Vineet Khurana (via videoconference) (up to Minute 48) David Madoc-Jones (via videoconference) Christopher Williams
IN ATTENDANCE	Tahir Ahmed, Director of Estates and Campus services (Minute 50 to 51) Dr Rich Boakes, Staff Representative Mark Carter, Deputy Director of Finance (Mgt Information) (Minute 45) Paul Drohan, Investment Manager (Minute 44) Wayne Hawkes: Executive Director, Institutional Client Solutions Goldman Sachs, (Minute 44v to 44vii) Professor Jeremy Howells, Deputy Vice-Chancellor (Research, Innovation and External Relations) (Minute 50) Anna Illston, Accountant, (Minute 45) Bernie Topham, Deputy Vice-Chancellor and Chief Operating Officer Heidi Tyler: Associate, Institutional Client Solutions, Solutions Goldman Sachs, (Minute 44v to 44vii) Jon Ward, Chief Information Officer (Minute 48 and 49) Emma Woollard, Executive Director of Finance
SECRETARIAT	Claire Dunning, Executive Director of Corporate Governance Helen Malbon, Senior Governance Officer

### 41 Welcome, apologies, declaration of interests and apologies

- i. Apologies were received from David Willan and Penny Emerit, External Governors, Dr Adrian Hull, Academic Council Nominated Staff Governor and Dominic Owen, UPSU Elected Officer.
- ii. There were no interests to declare.
- iii. The Clerk confirmed that the meeting was quorate and could proceed to business.

### 42 Minutes of the previous meetings

The minutes of the meeting held on 8 November 2022 were confirmed as an accurate record.

### **43 Matters actioned and matters arising**

- i. Helen Malbon, Senior Governance Officer, reported that
  - a. The Financial Statements and Financial Forecasts were approved by the Board of Governors on 23 November 2022.
  - b. A more detailed explanation of the risk rating applied to the HR Digital programme was circulated to Committee on 22 November 2022. One member was inadvertently omitted so would be sent the update.
  - c. Project Board discussion would take place under agenda item 7.
  - d. Potential Site Purchase was discussed under agenda item 13.
  - e. Phase 2 Masterplan update was under agenda item 13 and on Committee Business for a future meeting when decisions required.
  - f. An update on the review of Student Hall rental fees for 2023/2024 would be provided at a future meeting.
- ii. There were no other matters arising that were not covered above or as discrete items elsewhere on the Agenda.

### **44 Goldman Sachs Investment – confidential item**

### **45 Transparent Approach to Costing (TRAC) 2021-2022 – confidential item**

### **46 Oversight and Project Board reporting mechanisms**

At the November 2022 meeting, Committee had agreed that a discussion should take place about how its oversight responsibility could be achieved with respect to financially significant University projects and to assist Board review and consideration of such projects. Key points noted were:

- i. Currently project board governor representatives were appointed if the overall cost or risks associated with the investment were significant or when a governor had a particular skillset or knowledge that could add value.
- ii. It had become apparent that Committee would value being sighted on all significant projects in order to keep an up to date awareness of which milestones were approaching and at what stage each project was on its timeline. This would help with assurance on emerging or present interrelationship challenges across the programme.
- iii. Although the London Campus and Victoria Park Project Boards had governor representation, there were a significant number of other large-scale projects which intermittently came to the Board for consideration e.g. Medical School, the Estate Masterplan, Mission Space and the Digital Strategy.
- iv. It was noted that a Digital Masterplan Project Board would be established and Dr Boakes, Committee staff representative, in his capacity as Senior Lecturer in Computing may be invited to be a member.
- v. In discussion it was agreed that there was a need to balance giving Committee early sight of potential future decisions and waiting until management had fully developed any proposal for consideration.

- vi. It was noted that a restructure of responsibilities within the senior team was underway to better facilitate project oversight and to allocate a single member of the executive to have oversight for each project.
- vii. Following discussion, it was agreed that, to aid communication and understanding of the current position and RAG rating of such projects, an information matrix would be developed by the Executive Director of Corporate Governance for discussion at the next meeting. The RAG rating should cover finance and non-financial issues sufficient to gain insight in to critical areas of assurance e.g. impact on staff and students and showing which Board Committee had most recently received an update.
- viii. The matrix should utilise data already in existence rather than requiring the generation of any new information.

**Action: Executive Director of Corporate Governance**

## **47 Executive Director of Finance Report**

Emma Woollard, Executive Director of Finance, presented her report which covered financial issues not covered in substantive items elsewhere on the agenda. December was a quiet month, meaning there was limited activity to report since the last report was produced at the end of November. Focus had been on starting preparation for the 2023/24 budget and refreshing the 2022/23 budget now that confirmed student number information was available. Committee noted the report.

## **48 Digital Masterplan 2023 - 2028– confidential item**

## **49 Chief Information Officer Report**

Committee noted the report which had been prepared by Jon Ward, Chief Information Officer. This covered reorganisation plans to support improvements to the Programme Management Office including the new Digital Solutions team. Also noted was challenges to existing critical implementation of the HR Digital programme under review.

## **50 Mission Space – confidential item**

## **51 Director of Estates and Campus Services report – confidential item**

## **52 Financial Planning 2023/2024**

Emma Woollard, Executive Director of Finance, presented guidance which set out changes to the approach taken to strategic and financial planning for 2023/24 onwards. Key points noted were:

- i. The overall approach had been streamlined, with operational detail now managed within the faculties and professional services. This will be reinforced by a stronger focus on risk management.
- ii. There would be more focus on medium-term financial planning with faculties having a greater involvement in setting student numbers targets.

- iii. Faculty teaching funding would be based on a formula-driven approach and agreed levels of faculty contribution, replacing the approach of recent years where additional funding was linked to investment proposals.
- iv. The formula-driven approach will be based on the budget using the Resource Allocation Model (RAM) prepared annually by Planning and Finance to calculate projected faculty income. This took account of target students by mode, level and fee region, multiplied by course tuition fees and OfS top-up funding. Inter-faculty servicing was also incorporated. Other income and expenditure are included in the RAM to ensure it includes the full economy of the faculty.
- v. The Executive would continue to manage strategic risks through the corporate risk register, with faculties and professional services managing their operational risks. Faculties and professional services will assess and record risk in an operational risk register, setting a target risk score for each identified risk based on the University's risk appetite and will escalate those risks above the risk appetite as appropriate.
- vi. Committee noted the Strategic and Financial Planning Guidance for 2023/2024.

### **53 Management Accounts 30 November 2022**

- i. Committee noted that the planned forecast deficit in the University accounts and expectation that this would remain was within its financial covenants.
- ii. The University of Portsmouth Subsidiary Company forecast results for the year 2022/23 as at end November 2022 were noted.

### **54 Office for Students (OfS) circulars**

Committee noted that OfS circulars could be found on their website at:  
<https://www.officeforstudents.org.uk/publications/>

### **55 Date of next meeting**

The next meeting would take place at 1030 on Wednesday 15 March 2023.

### **56 Meeting dates 2023/2024**

The meeting dates for 2023/2024 were confirmed as:

19 September 2023  
3 October 2023  
9 November 2023  
15 Jan 2024  
13 March 2024  
19 June 2024

### **57 Delegated authority**

Committee agreed to delegate to the Chair, or nominated Deputy, authority to take any required Chair's action before the next meeting.