



BOARD OF GOVERNORS
Meeting 5/2019-20
18 May 2020, 15.00, Microsoft Teams (Virtual)

Approved minutes

Present

Mr Graham Raikes MBE (Chair)	Independent Governor	GR
Dr Sue Cooper	Academic Staff Governor	SC
Mrs Kate Doodson	Independent Governor	KD
Mr Matt Evans	Independent Governor	ME
Ms Claire Gibson	Independent Governor	CG
Mr Geoffery Gulzar	Student Governor	GG
Mr Alex Hawtin	Independent Governor	AH
Ms Victoria Holbrook	Independent Governor	VH
Prof Patricia Hind	Independent Governor	PH
Ms Jacynth Ivey	Independent Governor	JI
Mrs Ruth Mounstephen	Independent Governor	RM
Prof Gina Radford	Independent Governor	GiR
Mr John Searson	Independent Governor	JS
Prof Gary Shum	Academic Staff Governor	GS
Mrs Lynn Tamsett-White	Professional Services Staff Governor	LTW
Mrs Emma van der Lugt	Independent Governor	EvdL
Prof Rob Warner	Vice-Chancellor	RW

In attendance

Mr Simon Arthurs	Director of Finance	SA
Mr John Bailey	Director of Estates & IT Infrastructure	JB
Ms Laura Butler	Student Engagement Officer	LB
Mr Andrew Harrison	Educational space planner	AH
Prof Michelle Jones	Deputy Vice-Chancellor	MJ
Rev'd Michelle Parkman	University Chaplain	MP
Mr Stephen Plant	University Secretary & Registrar	SP
Mr Hugh Pearce	Architype	HP
Mrs Lucy Pengelly	Director of People & Organisational Development	LP
Mr Steve Rankin	Architype	SR
Ms Michele Shoebridge	Co-opted Governor	MS

Mrs Jessamie Thomas	Governance Officer (note taker)	JT
Ms Caroline Walsh	Churchman Thornhill Finch	CW
Mrs Jackie Westerman	Co-opted Member	JW
Mrs Katy Willis	Pro Vice-Chancellor, Student Success	KW

1. Welcome, Apologies & Declaration of Conflicts of Interests

- 1.1 The Chair, Graham Raikes, welcomed colleagues.
- 1.2 Representatives from Architype and the consultancy team were introduced.
- 1.3 Apologies were received from Bishop Nick McKinnell and Prof Ian Luke.
- 1.4 Conflicts of interest - Matt Evans reminded colleagues that the company of which he is CEO, Active Devon, is a tenant of the University. No other conflicts of interest were declared.

2. Campus Development Plan

2a. Introduction

- 2.1 RW set out the purpose of the Campus Development Plan (CDP): a 15 year conceptual framework for future planning, to help identify the site's potential, integration of plans and any possible issues. RW emphasised that this was not a timetable of works nor a budgeted plan.
- 2.2 John Bailey, Director of Estates and IT Infrastructure, noted that a year previously he had set out with the Board of Governors the CDP's brief: linking with the Marjon Growth Plan to see a 50% increase in student numbers on site, modernisation of the campus, responding to the climate emergency. The Board had been kept apprised of progress via the Estates Development Task Group, which had convened three times in the interim. It was hoped that a point was being reached whereby the Board would sign off the CDP as a visionary document for future planning, at its meeting in July 2020.

2b. Presentation and discussion

- 2.3 JB invited representatives from Architype and the consultancy team to introduce themselves and summarise the current position. JB invited colleagues to note any comments in the online chat.
- 2.4 Architype presented an executive summary of the CDP 2020-2035, noting the ten key strategies underpinning it: campus hubs; teaching and workspace; site strategy; Marjon identity and character; Marjon as the Derriford Hub Strategy; transport strategy; sustainable and net zero strategy; residential strategy; framework for delivery; business strategy. The Board was guided through the 17 page summary presentation document.
- 2.5 At 1/Campus Hubs, Steve Rankin, Architype, explained how the campus hubs would be a reorganised, reimagined campus, taking into account Andrew Harrison's space model and detailed engagement.
- 2.6 1.1/Library and Information Hub – this was likely be the initial project, a reimagined West Block with a new library and flexible learning space. Active learning and digital scholarship would be central, to generate a vibrant learning space around which would be cafes, amenities and support space.

- 2.7 2/Site Strategies – Caroline Walsh encouraged the Board to visualise the reimagined landscape which would replace the currently piecemeal routes across campus. Pedestrians would be prioritised, car parking would be moved away from key buildings. More space would be created for socialising and learning with the addition of social hubs and communal spaces linking up with the community.
- 2.8 CW highlighted the quality of green space, with wildflower meadows, woodland, spaces for yoga and meditation, a running route, soft green frames taking rainwater down to a wetland area.
- 2.9 3/ Character and Identity Strategies - Hugh Pearce, Architype, summarised the five key themes which would consolidate Marjon’s branding/ID: built of the place; clarity of identity and wayfinding; health and wellbeing; low maintenance and high durability; low emissions and circular economy.
- 2.10 4/Marjon as the Derriford Hub – it was explained how the campus would encourage interaction with its neighbours to provide a welcoming, inviting and accessible space.
- 2.11 5/Transport Strategies – there would be a reprioritisation of how people would arrive on campus. Given the CDP’s time span, it was essential to pre-empt a shift away from single occupancy vehicles.
- 2.12 6/ Sustainable and Net Zero Strategies - the ambition of achieve net zero in terms of emissions was discussed, this slide presenting an early scoping of energy use and generation.
- 2.13 7/ Residential strategies were presented, with a view to improving provision either through demolition/rebuild, or retrofit, with different options regarding rental/funding strategies summarised.
- 2.14 8/A framework for delivery was presented, not a predefined chronology but a direction of travel. The importance of preserving the Marjon experience through delivery was noted.
- 2.15 8.1/ RW guided the Board through key prioritisation criteria, which would apply to all capital projects.
- 2.16 9/Cost Model and Business Opportunities – HP presented a scale of reference, indicating four models and the Growth Plan objectives which each would satisfy.
- 2.17 9.1/Cost Model and Business Opportunities – funding possibilities, within and outwith Marjon control were summarised.

Comments from John Bailey and Claire Gibson

- 2.18 JB encouraged the Board to consider the detailed proposals contained within the full CDP Stage 2 report, which had been circulated with the papers.
- 2.19 Claire Gibson, Chair of Estates Development Task Group, commended the thorough analysis of the consultancy team, drawing on their vast experience in the UK and overseas. She commented that the Board could not have wished for a better plan, and commended its robustness. CG noted that the third and final stage of the CDP would be drawn up in readiness for the next Board of Governors’ meeting on 17 July 2020, and following further staff/student engagement.

- 2.20 CG noted that the Finance and Resources Committee would consider the CDP within the context of financial planning on 10 June 2020. CG would bring a summary of these discussions to the Board, **ACTION:** CG with the intention that the Board consider endorsing the broad ambition of the plan at its meeting on 17 July 2020. A financial scoping document would be brought to the Board in September 2020.

Questions and comments from the Board

- 2.21 The Board was given the opportunity to give feedback on the CDP. Comments were universally positive, including: 'I am very impressed by the work done by Architype, based on the right priorities, focusing on student experience'; 'The residential strategy makes sense; the market will be unsettled, but this will help us to prioritise'; 'The plan is important and will help hold us to account.'
- 2.22 RW noted that the planning of learning/teaching spaces would take account of dynamics coming to the fore in university learning and teaching. COVID-19 would accelerate the development of online learning resources.
- 2.23 AH noted that the possibility of future lockdowns meant that space may be used differently, perhaps with more blended learning in line with a 'broadcast institution'. AH confirmed that the library project was intended to be COVID-resilient.
- 2.24 The importance of avoiding disruption of current students' studies was noted.
- 2.25 The potentially exciting use of outdoor space, the ability to work in small groups in outdoor spaces, a way to enhance Marjon relationships in a wonderful environment.
- 2.26 The question was posed as to whether accessibility – internally and externally – had been considered. SR confirmed that this had been a point of focus through student and staff engagement, and site accessibility and navigation had been taken into account when developing the plan. A detailed accessibility assessment would be undertaken for each individual project.
- 2.27 RW provided an update on the Studio School, which he confirmed would be considered within the context of the CDP. It would potentially be occupied in the autumn term by external users. The bid for it to then return to Marjon use was being progressed with the Department for Education.
- 2.28 In response to a question about how the CDP supported Marjon at the heart of Derriford, JB noted that every section of the plan had this ambition interwoven into it: entrances that draw people in, an Arts Hub open to the local community, integrated spaces for plays and performances, a sports hub and retail possibilities. JB noted the Board's recommendation that this be more explicit in the plan. Discussions regarding the future of the airport, adjacent to the campus, would most likely be fast-tracked given the impact of COVID-19 on air travel.
- 2.29 GR and RW thanked colleagues for their comments. Points raised in the online chat would be collated and considered by JB and Architype.

2c. Towards implementation

- 2.30 RW encouraged colleagues to reflect on the overall landscape design and invited comments to be emailed to the Governance Officer jthomas@marjon.ac.uk The intention would be to sign off the concepts of the CDP at 17 July 2020 Board meeting **ACTION: JB** with the financial undergirding to come to 18 September 2020 Board meeting. **ACTION: SA.** RW echoed colleagues' praise of the thorough, ambitious and creative CDP.

Close

- 2.31 This being Geoffery Gulzar's final Board meeting, the Chair, on behalf of the Board, thanked him for his contribution over the year as Student Governor and wished him all the best for the future.
- 2.32 GR thanked Architype. members and attendees for their time and contributions. The next scheduled Board of Governors meeting would be on Friday, 17 July, 2020 at 10.00, Microsoft Teams.

Part B – for information only

3. To note the minutes of committees

- a) Estates Development Task Group 24 January 2020 (approved)
- b) Estates Development Task Group 4 May 2020 (unapproved)

Minutes were received and noted.