

BOARD OF GOVERNORS

Minutes of the Board of Governors meeting held on Tuesday 24 September 2019.

Present: Sonia Mills (Chair, left for G19.09.1.1 to G19.09.1.4), Richard Bacon, Jenny Body, Professor John Craven, David Lamb, Grant Mansfield, Mark Mason, Precious Onyenekwu Tatah, Professor Steve West, Kalpna Woolf, Denis Woulfe, Aylwin Yafele.

Apologies: Rob Fraser, Richard Holmes, Clive Lewis, Professor Jane Roscoe.

In Attendance: Jodie Anstee, Clerk, Professor Martin Boddy, Christine Gledhill, Professor Jane Harrington, William Liew, Jo Midgley, Joanna Wallis, Alison Weeks (for G19.09.9).

G19.09.1 MEMBERSHIP

G19.09.1.1 Confirmation of Chair and Deputy Chair
Paper G19/09/01 was received.

The Deputy Clerk reminded Members that an election for the Chair of the Board was due in November and that there currently remained a vacancy for a Deputy Chair of the Board.

G19.09.1.2 Members noted that the Board's Membership and Terms of Office Policy allowed for an extension to the Chair's (or Deputy Chair's) 3-year period of office under exceptional circumstances, with the approval of the Board of Governors.

G19.09.1.3 Members noted the proposal that, given the current situation with regard to the Deputy Chair position, that Ms Mills' period of office as Chair of the Board of Governors be extended until 31 July 2020, or until a successor had been appointed.

G19.09.1.4 Members **approved** the proposal and confirmed Sonia Mills as Chair of the Board of Governors.

Ms Mills joined the meeting.

G19.09.1.5 Deputy Chair

The Chair reported that Clive Lewis, Independent Member, had agreed to chair future meetings of the Board's Remuneration Committee (REMCO) and that therefore this was no longer a responsibility of the Deputy Chair. The Deputy Chair role description and the REMCO terms of reference would be amended accordingly.

ACTION: Deputy Clerk

G19.09.1.6 The Chair invited Members to submit expressions of interest in the role and that she would be happy to discuss the role with them if needed.

Term of Office Renewal

G19.09.1.7 Professor John Craven

Members noted that in considering Professor Craven for a third term of office, the Nominations and Governance Committee had taken into account that Professor Craven held the position as the Board's Co-opted Member with HE expertise, as

required by Instrument 3(4) of Government and had unanimously agreed that his knowledge and contribution in this area continued to be invaluable.

Members **approved** the Committee's recommendation that Professor John Craven, Co-opted Member, serve a third term of office of three years, to 31 December 2022.

G19.09.2 Terms of reference
Paper G19/09/02 was received and noted.

G18.09.3 DECLARATIONS OF INTERESTS
None received.

G18.09.4 MINUTES AND MATTERS ARISING
Paper G19/09/03 was received.

G18.09.4.1 Members approved the minutes of the meeting held on 4 July 2019.

G18.09.4.2 Summary of Commercial Activities – Arnolfini (G19.07.12.4 refers)
Paper G19/09/03 was received.

This item is recorded as a confidential minute.

ITEMS FOR DISCUSSION

G19.09.5 Vice-Chancellor's Report
Paper G19/09/05 was received.

G19.09.5.1 Members noted the content of the report and received an update from the Vice-Chancellor on the following:

G19.09.5.2 *Student Recruitment*

- i. Projection of a new student intake above target:
 - a. Home/EU Undergraduate (UG) – 5,848 against a target of 5,631; it was expected that all Faculties would each exceed their own targets
 - b. International – 1,763 deposits received against a September target of 1,213; all Faculties and major regions for recruitment having exceeded targets when arrivals are confirmed.

G19.09.5.3 *Student Accommodation*

- i. UWE Bristol was a growing university where the student demand for campus accommodation was very high, with particular pressure arising during the Clearing period;
- ii. Pilot of a new and innovative approach – 21 high quality, energy efficient accommodation pods in the student village at Frenchay campus, whilst the business case for additional student accommodation was developed. It was anticipated that the earliest this accommodation could be in place would be for the 2021/22 academic year;
- iii. Accommodation Services Team had been mindful that this sort of accommodation would not be suitable for everyone and had taken care in allocating it appropriately;
- iv. the pilot would be closely monitored; so far feedback from students living in the pods had been positive but feedback from parents would also be sought. The Student Nominee reported

G19.09.5.4 Members noted that the Student Nominee had received some adverse comments about the new accommodation. The Student Nominee was invited to take a look around the accommodation pods.

G19.09.5.5 In response to a question from the Student Nominee regarding the availability of student accommodation, the Pro Vice-Chancellor, Student Experience confirmed that

all international students who applied for and had met the conditions of the accommodation guarantee, would be provided with University-approved accommodation. However, it was sometimes the case that students chose to arrive without having secured any accommodation. The PVC Student Experience and the Student Nominee would pick up this matter outside the meeting.

- G19.09.5.6 Members also noted that where students were in a position of having nowhere to live, the Accommodation Services Team would help them to find temporary accommodation.
- G19.09.5.7 Members further noted that there was substantial 'churn' at the start of the new academic year and as students left, rooms would be reallocated. Whilst this process had been sufficient to deal with such issues in the past, there was now a much higher demand for on-campus accommodation as students did not want to live in the city as rents were too expensive and returning students were increasingly seeking on-campus accommodation.
- G19.09.5.8 Members questioned whether a student accommodation strategy was in place and noted that the University was looking to accelerate proposals for investment in additional student accommodation on campus (approx. 2,000 bed spaces) – both in terms of extending the current student villages on the Frenchay campus (extant planning permission was in place) and also exploring options in South Bristol where there was demand from students at the Bower Ashton and City campuses. Currently the plan did not extend beyond 3 years and once developed further, would be presented for the Board's consideration.
- G19.09.5.9 *Strategy 2030 (S2030) Launch*
Members noted that the 'soft' launch of S2030 had been well received and a communications strategy was in development.
- G19.09.5.10 *Mental Wealth Strategy*
- i. Recent launch of a series of wellbeing modules for students to support them in getting the best from their University experience;
 - ii. Series consists of five modules 'Five secrets to success at UWE Bristol':
 - a. Discover your student self
 - b. Engage with your course
 - c. Grow your confidence
 - d. Visualise your future
 - e. Connect with others;
 - iii. the modules had been shared with the OfS, Universities UK (UUK) and WonkHE as an example of a different approach to supporting students as they transitioned to University life.
- G19.09.5.11 *UPP Civic University Statement*
- i. UWE Bristol was one of 50 universities that had pledged to develop a Civic University Agreement (CUA);
 - ii. there was a broad range of activity to be covered and an expectation that CUAs are developed in partnership. The University has been exploring this with the University of Bristol, although this had encountered some difficulty. The University was working with the National Coordinating Centre for Public Engagement to progress activity in the meantime.
- G19.09.5.12 *Academic Governance Developments*
Members noted that Academic Board had considered a number of developments to the University's academic governance framework at a meeting held the previous week and had advised on a number of amendments to the proposals; the revised proposals would be implemented for the 2019/2020 academic year.

- G19.09.5.13 *Transitional Leadership Arrangements*
Members noted the transitional arrangements that had been put in place to the leadership structure, chiring and attendance at internal meetings for the period between the departure of the Deputy Vice-Chancellor and Provost, Professor Harrington on 20 November 2019 and the new person starting.
- G19.09.5.14 *Times Higher Education (THE) Awards*
Members noted with pleasure that UWE Bristol had been shortlisted for the following three THE awards:
- i. Outstanding Entrepreneurial University
 - ii. Business School of the Year (nominated for the third year in a row)
 - iii. Outstanding Strategic Planning Team – for the NSS Taskforce.
- G19.09.5.15 *Future Space*
Members noted that Future Space facility was fully occupied and interest in Enterprise Parks 1 and 2 was gaining momentum.
- G19.09.5.16 *Industrial Action*
Members noted that the University would be convening its Industrial Action Group on 8 October 2019, in light of national UCU and UNISON ballots for industrial action over pay.
- G19.09.5.17 *Sexual Misconduct at Universities*
Members noted that there had been increased media interest recently with regard to the handling by universities of cases of sexual misconduct.
- G19.09.5.18 Members also noted that spikes of unacceptable behaviours did occur as students arrived at the start of the new academic year and the University was seeking to develop an approach to raise awareness of action that could be taken to support and investigate, as well as any cases that were referred to the police.
- G19.09.5.19 Members noted that the University followed UUK guidance and took appropriate legal advice where needed. Complainants were encouraged use the criminal justice system and to report incidents to the police; the University would not necessarily be informed if they had done so.
- The University would provide support both complainants and the accused.
- G19.09.5.20 Members further noted the University's 'Speak Up' campaign, launched in the autumn term 2018 to help UWE Bristol students speak up and report unacceptable behaviour such as harassment, discrimination and violence.
- G19.09.5.21 Members also noted the University's intention to work with the Students' Union to eradicate inappropriate, humiliating and bullying 'initiation' events.
- G19.09.5.22 *Brexit Planning*
- i. UUK and OfS Brexit preparedness surveys;
 - ii. a strategic risk descriptor was in place and associated actions implemented;
 - iii. UWE Bristol position – mitigated as much as possible, 'Brexit advice for students and staff' on the UWE website;
 - iv. further communications would be issued the following week.
- G19.09.5.23 *S2030 – Governor Engagement*
Members noted the intention to provide Governors with an opportunity to align to particular interests or topics in depth. Members also noted the topics suggested in the presentation.

G19.09.5.24 The Chair invited Members to consider these areas and highlight any that were felt to be missing. Members were also asked to consider where these would fit into the Board's meeting structures. The slide would be circulated to Members post-meeting.
ACTION: Clerk

G19.09.6 West of England Industrial Strategy

Paper G19/09/06 was received.

G19.09.6.1 Members received an update from the Pro Vice-Chancellor, Research and Enterprise and noted the following:

General

- i. the West of England Industrial Strategy was developed by the West of England Combined Authority (WECA) and the Local Enterprise Partnership (LEP) and was published on 19 July 2019 by the Department of Business, Energy and Industrial Strategy (BEIS);
- ii. the Strategy had a strong emphasis on partnerships with businesses, HE and FE and was regarded as the local development and implementation of the national Industrial Strategy, as the government tried to close the gap on spending on innovation;
- iii. the Strategy also had an emphasis on being business-led and framed by technologies, with an increasing emphasis on place and "clusters".

G19.09.6.2 *Headline opportunities*

- i. Global Centre for Innovation Excellence – targeting actions on disadvantaged communities – covering the areas of:
 - a. Advanced Engineering
 - b. Financial and Business Services
 - c. Creative and Digital;
- ii. the University would provide a particular contribution in Skills to the area of Advanced Engineering, led by the Head of Engineering Design and Mathematics;
- iii. Healthy ageing – opportunity to bid for Trailblazer funding to a maximum of £100,000 to business plan; the University was working with the University of Bristol and the Occupational Health Safety Network (OHSN).

G19.09.6.3 *Risks for UWE Bristol*

- i. exclusion from involvement in consortia
- ii. expertise/staff being spread too thinly
- iii. lack of success in bid funding (although the University had a good success rate to date).

G19.09.6.4 Members noted the challenge for the University in negotiating its relationship with the University of Bristol with regard to the healthy ageing piece whilst simultaneously doing the same for that with WECA.

G19.09.6.5 Members also noted the additional risk posed by the launch of the One City Plan ('Western Powerhouse'), proposed by the councils of Bristol City, Cardiff and Newport; stretching along the M4 corridor from Swindon and across the Welsh border to Cardiff and Swansea and in the north from Gloucester and Cheltenham, to Bath and Bristol. This posed a threat in that the government may decide to bypass the South West completely and Members were urged to advocate that to have two plans was unhelpful and confusing.

G19.09.6.6 Members further noted that RBI provided a weekly bulletin on Industrial Strategy funding opportunities and that the PVC, Research and Enterprise would keep a watching brief on developments and update Governors as required.

G19.09.7 Estates and Facilities Proposal

Paper G19/09/07 was received.

This item is recorded as a confidential minute.

ITEMS FOR APPROVAL

G19.09.8 Access and Participation Plan

Paper G19/09/08 was received.

- G19.09.8.1 Members noted that the OfS guidance on the production and submission of Access and Participation Plans (APP) was issued very late and that APPs were required to be submitted to the OfS by 24 May 2019, soon after the guidance was published. This had meant that the Board was not able to consider the document prior to submission but it was now presented for discussion and for the Board to consider the content of the University's Equality, Diversity and Inclusivity (EDI) Plan, which was currently still in consultation.
- G19.09.8.2 Members noted that the University's APP was formally approved by the OfS for the full five-year period covered by the plan. The OfS had stipulated that whilst it was content with the actions and interventions the University was taking to address the issue of student attainment gaps, there would be enhanced monitoring of progress to targets.
- G19.09.8.3 Members noted earlier discussions in the strategic seminar which focused on the EDI Plan and in particular the aim to reduce the attainment gap by 50% in 5 years. Members acknowledged that whilst this would be challenging given the rate of improvement over recent years, there was now clear action related to third year students who did not seem to be progressing as expected.
- G19.09.8.4 Members discussed the value in longer reports such as the APP having a comprehensive executive summary which:
- i. directed/signposted the reader to areas of relevance
 - ii. provided clarity on what was expected of Governors – e.g. approval
 - iii. key statistics – e.g. access/participation/outcomes across characteristics
 - iv. key priorities with indications of where progress was being made, so that the Board could understand the key milestones and what needed to be achieved and where risks lay.
- G19.09.8.5 Members noted that the APP was written and formatted in a manner prescribed by the OfS. Members remarked that the document was easier to understand, having now heard the context provided by the Head of EDI in her delivery of the EDI Plan strategic seminar presentation earlier that afternoon.
- G19.09.8.6 Members further noted that the APP would be considered by the SPPC, as part of its remit to consider on behalf of the Board, progress against KPIs and the suitability of University processes for improving student outcomes.

G19.09.9 Annual Health and Safety Report

Paper G19/09/09 was received.

- C19.09.9.1 Annual Health and Safety (H&S) Report 2018-2019
The Head of H&S assured the Board on continued compliance with H&S legislation and led Members through the highlights of the report. Members noted the following in particular:
- Safe Places, People and Practice Strategy (SPPP)*
- i. transitional year as the department moved into S2030 work and the 'Step Change in Health and Safety at UWE' Roadmap;

- ii. work included a review of the University's Health and Safety Committee, now the University Health and Safety *Group*. The Group's first meeting would take place in October 2019;
- iii. requirement for exception reporting more directly from Faculties and Professional Services, thereby increasing accountability;
- iv. comprehensive review of the central H&S Team.

C19.09.9.2 *Construction H&S*

- i. improvement in contractors' behaviour – 21 reported accidents and incidents on construction sites (44 in the previous year).

C19.09.9.3 *Statutory Compliance*

- i. new section to provide reassurance that appropriate processes were in place – and were being closely monitored – to comply with a wide range of property-related H&S statutory regulations, standards and codes of practice.

C19.09.9.4 *Training and Development*

- i. training and development continued to be available to all University staff;
- ii. UWE Manager training programme became mandatory in 2017 and all managers were required to complete six essential modules by August 2019, two of which were H&S-related. Completion rate of these two modules was 80% (97% senior management attendance);
- iii. online fire safety training – overall 74% completion rate for 2018-19; this was a 'raw data' figure which included staff on long-term absence, hourly paid academic contracts and staff working remotely from the main campuses. It was anticipated that this figure would improve as the new HR system now prompted refresher training.

C19.09.9.5 *H&S Audits:*

Students' Union

- i. a Gap Analysis audit undertaken focusing on areas agreed with the SU CEO to be 'high risk':
 - a. H&S Policy and arrangements
 - b. risk assessment
 - c. events and event planning
 - d. CDM and control of contractors
 - e. accident reporting and monitoring;
- ii. the audit had found that good systems and practice were in place, with a need for a 'tidying up' of policies and documentation.

C19.09.9.6 Radiation Safety

- i. Radiation Safety audits were conducted of all areas working with Ionising Radiation at the University (findings in parentheses):
 - a. HAS - Department of Applied Sciences (substantial compliance)
 - b. HAS – Department of Allied Health Professions (limited compliance)
 - c. ACE – Department of Education and Childhood;
- ii. the instance of 'limited compliance' related mostly to the robustness of paperwork and not to any issues related to radiation safety.

C19.09.9.7 *Accidents*

- i. accidents causing personal injury and work-related ill health had increased to 138 from 124 the previous year;
- ii. RIDDOR reportable incidents remained below the sector average.

C19.09.9.8 *Staff Health and Wellbeing*

- i. review of H&S Standard 'The Management of Stress at Work' to ensure that the standard more holistically included 'Health and Wellbeing';
- ii. Standard retitled 'Managing Wellbeing at Work';

- iii. the Standard was part of a suite of policies and standards at the University to ensure the implementation of the health and wellbeing strategic priority in S2030;
- iv. the reviewed Standard will be relaunched in the autumn term in line with the mental health training programme and in advance of the planned staff survey;
- v. the Standard required the production of a comprehensive report on staff and wellbeing, drawing together an analysis of appropriate health-related data in order to identify themes for targeted action both across the University and locally in Faculties and Professional Services;
- vi. producing the report for the first time for 2018-19 had indicated that whilst there was a lot of data collated on staff health and wellbeing, it was not collated in a manner that allowed a holistic trend analysis. The H&S and HR teams would work together to progress recommendations listed in the report, so that trends could start to be identified.

C19.09.9.9 Members acknowledged the challenge in training people how best to intervene when colleagues were displaying signs of stress and noted that engagement with training was key in helping managers to provide support and to understand the balance between personal, rather than work-related, stress.

C19.09.9.10 Members also noted that this training was being refined into a workshop development session in order to allow the sharing of good practice.

G19.09.9.11 Health and Safety Policy Statement
Members noted a couple of typographical errors requiring correction in the document.

Subject to these corrections, Members **approved** the policy statement for signature by the Chair and the Vice-Chancellor.

The Head of Health and Safety left the meeting.

G19.09.10 Modern Slavery and Human Trafficking Statement
Paper G19/09/10 was received.

G19.09.10.1 Members noted the revised statement and the activity undertaken during the 2018-2019.

G19.09.10.2 Members **approved** the University's Modern Slavery and Human Trafficking Statement for signature by the Vice-Chancellor and publication on the University's website.

ACTION: Vice-Chancellor/Deputy Clerk

ITEMS TO NOTE

G19.09.11 Office for Students' Ongoing Conditions of Registration Mapping Analysis
*Paper *G19/09/12 was received.*

G19.09.11.1 Members noted the value of the mapping exercise and that the analysis would be updated when the new academic governance arrangements following approval by Academic Board in December 2019.

G19.09.11.2 Members also noted that the Degrees Outcome Statement was a new requirement and would be presented to the Board in the summer term 2020.

***G19.09.12 Business Planning Schedule 2019/2020**
*Paper *G19/09/12 was received and noted.*

***G19.09.13 Board of Governors Meeting Schedule 2020-2021**
*Paper *G19/09/13 was received and noted.*

- *G19.09.14 Academic Board Minutes**
*Paper *G19/09/14 was received and noted.*
- *G19.09.15 Governor Attendance 2018/2019**
*Paper *G19/09/15 was received and noted.*
- *G19.09.16 Corporate Seal**
*Paper *G19/09/16 was received and noted.*
- *G19.09.17 Dates of Future Meetings**
 - 20 November 2019 13:00 – 18:00
 - 17-18 March 2020 inc. Away Day
 - 2 July 2020 13:00 – 18:00