

BOARD OF GOVERNORS

Minutes of the Board of Governors meeting held on Tuesday 18 September 2018.

Present: Sonia Mills (Chair), Jenny Body, Professor John Craven, Sandy Forbes, Rob Fraser, Martin Hagen, Richard Holmes, Jocelyn McNulty, Giang Nguyen, Professor Steve West, Denis Woulfe.

Apologies: David Lamb, Clive Lewis, Mark Mason, Jane Roscoe, Donna Whitehead, Jo Midgley.

In Attendance: Jodie Anstee (Clerk), Christine Gledhill, Professor Jane Harrington, William Liew, Alison Weeks (for G18.09.7).

G18.09.1 MEMBERSHIP

G18.09.1.1 Confirmation of Chair and Deputy Chair

Members unanimously confirmed Sonia Mills as Chair of the Board of Governors and Sandy Forbes as Deputy Chair.

G18.09.2 Terms of reference

Paper G18/09/01 was received and noted.

G18.09.3 DECLARATIONS OF INTERESTS

None received.

G18.09.4 MINUTES AND MATTERS ARISING

Paper G18/09/02 was received.

G18.09.4.1 Members approved the minutes of the meeting held on 11 July 2018.

G18.09.4.2 Vice-Chancellor's Report – Mental Wealth Strategy (G18.07.4.12 refers)

Members noted that the Learner Analytics pilot was due to start in early October and that a session on the pilot and roll-out plan would be shared at the Governors' Strategic Away Day in March 2019.

ACTION: PVC, Student Experience

ITEMS FOR DISCUSSION

G18.09.5 Vice-Chancellor's Report

Paper G18/09/03 was received.

G18.09.5.1 Members noted the content of the report and received an update from the Vice-Chancellor on the following:

Recruitment

- G18.09.5.2
- i. Overall applications to UWE increased by 4.4% on the previous year, outperforming the sector which was down 2.4% and its competitors, who had experienced a 11.3% decline in applications;
 - ii. UWE had increased the number of offers made this year by 8% and had increased acceptances by 6%, therefore a significant number of courses were full before Clearing started;
 - iii. At the time of entering the Clearing period, UWE had exceeded the total number of UG Home students recruited last year;
 - iv. To date over 576 students had been recruited through Clearing;

- v. UG Home/EU:
 - a. current projection of 5935 against a target 6017, a growth of 253 students compared to last year;
 - b. the student recruitment contingency would be released;
- vi. Projection by faculty: ACE -41; FBL -71; FET -19; HAS +49;
- vii. Home/EU Postgraduate (PG):
 - a. applications were down 2%, although there were variances between subject/programmes
 - b. current acceptances 1570 against an overall target of 1424
 - c. further intake of students in January;
- viii. International students:
 - a. 2% increase of overall applications to UWE
 - b. 7% increase in the number of offers made
 - c. 12% increase in acceptances
 - d. Current projection of 1263 against a target of 1266;
- ix. Slightly below target for UG but above target for PG which balances out the numbers. This projection by faculty: ACE +8; FBL -61; FET +57; HAS -7.

G18.09.5.3 Members noted that students made their university choices on location, culture and subject.

G18.09.5.4 Members also noted that some Russell Group universities were now operating within UWE's competitive set and had made unconditional offers before A' level results were known, whilst other institutions had lowered their entry tariffs. Despite this, UWE saw an increase in the number of applicants making UWE their first choice and in the number of offers accepted, as result its exposure during Clearing was the lowest it had ever been.

G18.09.5.5 Members also noted that the student support around teaching provided by the University and its reputation as a caring institution that placed the student at its core, was increasingly being recognised in the market.

Alexandra Warehouse - Gloucester

G18.09.5.6 Members were reminded that the University had monitored the impact of changes to government funding support arrangements for nursing on its provision.

G18.09.5.7 Members noted the following:

- i. these students were predominantly mature students and the University had witnessed a gradual decline in applications, as well as a decision by the University of Gloucestershire to open nursing provision;
- ii. the projection of 25 against a September 2018 target of 35;
- iii. Feasibility review undertaken – initial review in 2017, follow-up review in April 2018 and formal consultation with staff and trade unions during June-September 2018.

G18.09.5.8 Members also noted that based on the most recent consultation exercise, the conclusion had been drawn that the programme could not be sustained academically or financially at Gloucester and the recommendation from the Faculty and the Directorate was for the September 2018 intake to be the last.

G18.09.5.9 Members noted that the University had engaged with staff and with this intake of students and advised that they were likely to be the last cohort. The University's Student Protection Plan would ensure that the students' interests would continue to be protected through the process.

G18.09.5.10 Members further noted that the matter had been discussed with Health Education England (HEE) and the local NHS.

- G18.09.5.11 Members noted that this was the closure of a campus, not a programme closure and that it would coincide with the expiry of the building lease in 2021.
- G18.09.5.12 Members also noted the requirement to notify the Office for Students (OfS), following consideration for approval also by Academic Board at its meeting on 10 October 2018. Members were assured that any significant objections raised by Academic Board would be communicated to Board Members.
- G18.09.5.13 Members questioned the level of engagement in that area in a political sense and noted that this had been done; the local NHS Trusts had been engaged in the process and had recognised that continuing the provision in Gloucester was not viable.
- G18.09.5.14 Members also noted that the University would continue to offer placement opportunities and CPD in the Gloucester area in addition to digital learning opportunities.
- G18.09.5.15 Members **approved** the decision, subject to approval by Academic Board.

Strategy 2030

- G18.09.5.16 Members noted that a series of roadshows and strategy cafés, open to all staff and Governors, and an Equalities Network event would be held between October and December 2018 to consider the framework and key themes, as considered by the Board at its meeting on 11 July 2018.
- G18.09.5.17 Members also noted the timeline for approval:
1. an initial working strategy document would be considered by the Board of Governors at its next meeting
 2. the draft Strategy 2030 would be open to staff consultation in January 2019
 3. the Board would consider the draft in detail at the Strategic Away Day in March 2019
 4. the Strategy would then be recommended to the Board for approval in July 2019.

Mental Wealth First Strategy

- G18.09.5.18 Members noted the progress made in relation to the strategy. Members also noted in particular the new resources and initiatives being introduced for the new academic year, including:
- i. A bespoke student newspaper, offering advice and support and written in a language that was engaging and friendly;
 - ii. The launch of a 'Student Health Guide';
 - iii. A selection of postcards focusing on the transition to university, a series of 'top tips' and promoting the well-being service;
 - iv. An information portal on the University website for parents and supporters.

- G18.09.5.19 Members also noted that progress against the Mental Wealth First Strategy would be considered through the Strategic Planning and Performance Committee (SPPC).

Awards Short-listings

- G18.09.5.20 Members noted the two Times Higher Education awards for which the University had been shortlisted, the results of which would be announced on 29 November 2018.
- G18.09.5.21 Members also noted that the University had been shortlisted for seven Green Gown awards across six categories, the winners of which would be announced on 8 November 2018.

Academic Board Elections

G18.09.5.22 Members noted that voting would open on 28 September 2018 for elections of staff members of Academic Board.

G18.09.5.23 Members also noted that election rules stated that the Board of Governors should 'appoint an independent Returning Officer who will be responsible for the administration and good conduct of elections' and the recommendation that Alastair Osborn, Head of Quality Assurance and Enhancement at Falmouth University undertake this role.

G18.09.5.24 Members **approved** the appointment of Alastair Osborn as Independent Returning Officer.

Access and Participation – OfS Consultation

G18.09.5.25 Members noted the consultation launch and questioned what potential sanctions could be imposed by the OfS.

G18.09.5.26 Members were reminded that the Higher Education and Research Act 2017 permitted the removal from the OfS register.

UWE Bristol – OfS Registration

G18.09.5.27 Members noted that confirmation that the University was now registered with the OfS was received on 17 September 2018.

G18.09.6 Industrial Strategy Update

G18.09.6.1 Members received a presentation from the Pro Vice-Chancellor, Research and Enterprise.

G18.09.6.2 Members noted:

UK Industrial Strategy

- i. Government launched its policy paper 'Industrial Strategy: building a Britain fit for the future in November 2017;
- ii. Headlines:
 - a. Creation of an economy that boosts productivity and earning power throughout the UK
 - b. Policy framework against which major private and public sector investment decision may be made
 - c. Five Foundations – aligned to government's vision for a transformed economy: Ideas, People, Infrastructure, Business Environment, Places;
 - d. Four Grand Challenges – developments in technology set to transform industries and societies: Artificial Intelligence (AI) and Data Economy, Clean Growth, Future of Mobility, Ageing Society;
- iii. Strategy launched by government because of 'UK productivity gap';
- iv. Strategy was an expression of government's intention to close that gap by increasing funding to research and development (R&D) and move UK GDP investment (currently 1.7%) to OECD average (2.4%) by 2027;
- v. Two-thirds of R&D was business spend, one-third public;
- vi. Initial government investment of £2.3bn over that which was previously planned in 2021/22; this would be applied across all types of R&D that may impact upon the economy;
- vii. Much emphasis on pervasive technology;
- viii. Sector deals published for life sciences, construction, AI, automotive, creative industries – an industry-focused, industry-led and collaborative approach to solve the challenges/barriers to productivity;
- ix. Driving the wider R&D agendas – research councils were increasingly operating in different areas;
- x. Industrial Strategy Challenge Fund – wide-ranging funding opportunities, bringing together world-leading research with business;

- xi. Industrial Strategy challenges included: transforming Construction, national satellite test facility, healthy ageing.

G18.09.6.3 *Local Industrial Strategy*

- i. Place-based, place-making and aligned with the UK Industrial Strategy, but building on the strengths of different places, led by Combined Authority;
- ii. Key for UWE would be to frame and challenge government investment to local priorities and activity – it was important for the University to influence how that local strategy worked;
- iii. Importance to UWE:
 - a. Funding opportunities – immediate, medium to long term
 - b. Need to respond to the shift in focus of the funding councils
 - c. Plays strongly to the University's impact and enterprise agenda, innovation and business engagement more generally
 - d. Will inform learning and teaching and curriculum development
 - e. Local investment, collaboration and networks - UWE as an 'anchor institution';
- iv. UWE's response:
 - a. Realign Research Strategy and investment to the Local Industrial Strategy
 - b. Gathering intelligence and communicating funding opportunities
 - c. Actively bidding, including:
 - i. Creative Industries Clusters – UWE Bristol leading successful £7m Arts & Humanities Research Council (AHRC) project
 - ii. Strength in Places Fund – partner in four Expressions of Interest.

G18.09.6.4 Members questioned how the University managed its reputation and ensured success in such bids. Members noted that effective leadership structures were installed into all of its bids and similar activities, and was supported by a permanent project manager who reported to an overall Director and a core team of companies and other representative businesses; any harm to reputation would impact on all and prevent participation in future bids.

G18.09.6.5 Members also questioned whether this activity would be detrimental for smaller, 'niche' institutions and noted that to the contrary, specialist institutions were often a natural fit for particular priorities, for example Creative Industries Clusters.

G18.09.6.6 Members noted that Local Industrial Strategies were being introduced through Mayoral Combined Authorities and Local Enterprise Partnerships and there was, therefore, a need to ensure strong evidence in order to win bids over competing similar authorities Liverpool and Manchester.

G18.09.6.7 Members questioned how aerospace activity was being reflected in the Local Industrial Strategy and noted that this would be achieved through opportunities to bid for funding and through close involvement of shaping the agenda. Members also noted the PVC, Research and Enterprise was economic adviser and member of the West of England Combined Authority's Local Industrial Strategy Project Board and aerospace was among areas of in-depth focus.

G18.09.6.8 Members also noted that the University was exploring the Digital Health priority and pooling expertise from a number of partners to develop a bid.

G18.09.6.9 Members further noted that the draft Local Industrial Strategy was anticipated to be complete in November/December 2018 and would be shared with Board Members.

ACTION: PVC, Research and Enterprise

G18.09.6.10 Members also noted that a further update would be provided to the Board at the Governors' Strategic Away Day in March 2019.

ITEMS FOR APPROVAL

G18.09.7 Health and Safety

Paper G18/09/04 was received.

G18.09.7.1 Annual Health and Safety (H&S) Report 2017-2018

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:

Construction H&S

- i. Management arrangements were effective and the team was well embedded in the process;
- ii. 'Operational Readiness' process was being embedded in other projects across the University by the Estates team and no longer differentiated between large projects and those that were maintenance/business as usual;
- iii. Site inspections and performance notices issued indicated that contractors were performing well and addressing areas that required improvement;
- iv. 44 reported accident and incidents on construction sites (36 in the previous year) – signalling an improvement in reporting;
- v. An increase in the number of false activations of the fire alarm – this had been addressed through operational improvements and a review of procedure;
- vi. A significant increase in the number of construction vehicles accessing the site – a robust review and assessment of risk in relation to vehicle and pedestrian interface had led to the creation of a designated haul road for the Engineering Building enabling works through the Hewlett Packard (HP) car park, greatly reducing the number of construction vehicle movements to and from the main UWE entrances. This risk would be closely monitored.

G18.09.7.2 *Biological safety*

- i. The University's overarching H&S Standard (HSS) 'Work with Biological Agents' had been in place for a year and was working well, with full engagement from Faculties;
- ii. The appointment of a new Biological Safety Adviser;
- iii. UWE's Biological Safety Committee (BSC) had met 4 times during the year and its activities included:
 - a. Review of 260 COSHH risk assessments – this first year the BSC had wished to see the full range of activity; the number of these assessments would reduce to around 20 per year
 - b. Development of a new Safe System of Work relating to incident work with biological agents;
 - c. BSC membership review – membership now included colleagues from the Health Tech Hub;
- iv. The H&S Team would conduct an annual review of biological safety in the spring term 2019, the results of which would be shared with the Board.

G18.09.7.3 *General*

- i. Central training provided 47 courses and resulted in 692 receiving training, an increase of 10% upon the previous year;
- ii. Mandatory fire safety training continued, with a requirement for this to be refreshed every two years – completion rate of 73% for 2017-2018. Whilst disappointing, this was based on raw data which included, for example, employees on long-term absence. A data cleansing exercise was underway and a more accurate figure would be reported at the end of the month.

ACTION: Head of Health and Safety/Deputy Clerk

- iii. The number of more serious accidents (RIDDOR reportable) had increased on the previous year from 4 to 5;

- iv. Number of near-misses reported had increased, which demonstrated that the importance of reporting was being recognised;
- v. Benchmarking data – 2017/18 was the first year of formal data collection by the Universities Safety and Health Association (USHA) and UWE Bristol was below all sector averages, apart from total accident incidence rate for staff – 41.36 (sector: 28.79). However, UWE had a good culture of accident reporting and causation was the same across the sector;
- vi. Fire alarm activations in student accommodation had substantially decreased;
- vii. The Head of H&S had undertaken a comprehensive H&S review in order to ensure that H&S management continued to align with the pace of change at the University. The review had identified a set of overall requirements, as detailed in the report and which had been incorporated into an overall 5-year strategic H&S action plan and roadmap (provided as Appendix 10).

G18.09.7.5 *2018/2019 Priorities*

Priorities for this academic year include:

- i. Review of the H&S management system at the University;
- ii. Scoping of the new H&S KPIs for 2020 and beyond;
- iii. Development of a project plan for an electronic management system for UWE;
- iv. Review and restructure of the H&S Team;
- v. Continued integration of H&S in the development of S2030;
- vi. Ensuring the engagement and input of activity by H&S into the University's wellbeing agenda.

G18.09.7.6 Members **approved** the priorities for the coming year, as detailed in full in the report.

G18.09.7.7 Members noted that the action plan and roadmap (Appendix 10) had been considered by the Directorate and currently both were being re-examined in terms of key risks and a gap analysis developed to identify any areas requiring attention and/or resources.

G18.09.7.8 Members requested that a progress report be provided at the next meeting.
ACTION: Head of Health and Safety

G18.09.7.9 Members questioned how, when working in different environments, students themselves recognised the importance of health and safety. Members noted that there was some focus on this agenda in relation to placement students, field trips and laboratory work, but there was further work still to do.

G18.09.7.10 Members also noted that the University was preparing students to be responsible and to take responsibility for their own health and safety and mental health. 300,000 people each year came out of employment due to poor mental health, creating lost productivity of around £50bn/year; students who enter the workplace who were better equipped to engage with that agenda would have a positive impact upon that.

G18.09.7.11 Members further noted that Bristol City Council and South Gloucestershire Council were working on a joint mental health initiative ('Strive'), to support people in taking time out to recover their mental health and wellbeing.

G18.09.7.12 Health and Safety Policy Statement
Members **approved** the policy statement for signature by the Chair and the Vice-Chancellor.

The Head of Health and Safety left the meeting.

G18.09.8 Engineering Business Case Update *Paper G18/09/05 was received.*

- G18.09.8.1 Members noted the detailed status briefing on the design and construction procurement of the new Engineering building for the Faculty of Environment and Technology (FET).
- G18.09.8.2 Members also noted that the budget for the new building and for enhanced facilities remained within the estimated budget as set out to and approved by the Board in July 2017.
- G18.09.8.3 Members further noted that an agreed final amount would be available by the end of October and if this remained within the approved estimated budget, no further action by the Board was required. However, if the final amount exceeded this, the Board would be appraised of the position and a meeting of the Emergency Committee would be convened; based on the Committee's advice, Board Members would then be asked to consider and approve the increased amount via email.
- G18.09.8.4 Members **approved** the proposed process.

G18.09.10 Modern Slavery and Human Trafficking Statement

Paper G18/09/06 was received.

- G18.09.10.1 Members noted the revised statement and the activity undertaken during the 2017-2018 year and noted in particular that the University undertook a risk assessment on its supplier list in relation to modern slavery.
- G18.09.10.2 Members also noted that there had been no reported examples of HEIs identified as not being compliant with the legislation.
- G18.09.10.3 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

G18.09.11 Bank Mandate Principles for UWE Bristol

Paper G18/09/07 was received.

- G18.09.11.1 Members **approved** the key principles and changes to the University bank mandates.

ITEMS TO NOTE

G18.09.12 Business Planning Schedule

*Paper *G18/09/08 was received and noted.*

G18.09.13 Academic Board Minutes

*Paper *G18/09/09 was received and noted.*

G18.09.14 Governor Attendance 2017/2018

*Paper *G18/09/10 was received and noted.*

G18.09.15 Corporate Seal

*Paper *G18/09/11 was received and noted.*

G18.09.16 Any Other Business

Hartpury University and Hartpury College

Members noted that Hartpury College had now been granted University status and would be known as Hartpury University and Hartpury College. The Chair would write to the Principal on behalf of the Board to convey its congratulations.

G18.09.17 Dates of Future Meetings

14 November 2018 13:00 – 18:00 Glenside Campus

19-20 March 2019 inc. Away Day Hare and Hounds, Tetbury
4 July 2019 13:00 – 18:00 Bower Ashton Campus