

## **BOARD OF GOVERNORS**

Minutes of the Board of Governors meeting held on Thursday 24 September 2020.

**Present:** David Lamb (Chair), Richard Bacon, Jenny Body, Augusta Chidinma Nnajiolor, Laura Claydon, Professor John Craven, Richard Holmes, Clive Lewis, Ian MacKenzie, Grant Mansfield, Dr Mark Mason, Dr Chris Moore, Professor Jane Roscoe, Professor Steve West, Kalpna Woolf, Denis Woulfe.

**Apologies:** Andrea Young.

**In Attendance:** Dr Jodie Anstee, Clerk, Professor Martin Boddy, PVC Research and Enterprise, Professor Amanda Coffey, DVC and Provost, William Liew, Chief Financial Officer, Jo Midgley, Registrar and PVC Student Experience, Professor Paul Olomolaiye, PVC Equalities and Civic Engagement, Joanna Wallis, FOI and Governance Officer, Alison Weeks, Head of Health and Safety (for G20.09.10), Alyssa Willis, Head of Student Communications (for G20.09.6.15), Christine Gledhill, Deputy Clerk (minutes).

### **G20.09.1 CONFIRMATION OF CHAIR AND DEPUTY CHAIR**

G20.09.1.1 Members confirmed David Lamb as Chair of the Board of Governors and Clive Lewis as Deputy Chair.

### **G20.09.2 WELCOMES AND APOLOGIES**

G20.09.2.1 The Chair welcomed the following new Members to their first face-to-face Board meeting: Augusta Chidinma Nnajiolor, Student Nominee, Laura Claydon, Independent Member, Ian MacKenzie, Independent Member and Chris Moore, Academic Board Nominee.

The Chair also welcomed the new DVC and Provost, Professor Amanda Coffey to her first face-to-face meeting of the Board of Governors.

G20.09.2.2 Apologies were noted as set out above.

### **G20.09.3 CONFIRMATION OF APPOINTMENT TO COMMITTEES**

Members **approved** the following committee appointments:

- i. Laura Claydon, Independent Member to serve on the Audit Committee.
- ii. Ian MacKenzie, Independent Member to serve on the Finance, Estates and IT (FEIT) Committee and to serve as Chair of that Committee.
- iii. Andrea Young, Independent Member to serve on the Audit Committee.

### **G20.09.4 DECLARATIONS OF INTERESTS**

None received.

### **G20.09.5 MINUTES AND MATTERS ARISING**

*Paper G20/09/01 was received*

G20.09.5.1 Members **approved** the minutes of the meeting held on 2 July 2020.

#### **G20.09.5.2 Matters Arising**

Members noted that all actions from the last meeting were either completed or due to be considered in the business of this meeting.

## ITEMS FOR DISCUSSION

### G20.09.6 VICE-CHANCELLOR'S REPORT

*Paper G20/09/02 was received*

- G20.09.6.1 Members noted the content of the report and received an update from the Vice-Chancellor.
- G20.09.6.2 *Student Recruitment*  
Members noted:
- i. Projection of a new student intake numbers:
    - a. Home/EU Undergraduate (UG) – 240+ above target with all four Faculties projected to meet their UG targets
    - b. Postgraduate recruitment was also up, although many students had opted for a January 2021 start
    - c. International student numbers were slightly down – the University would have a better idea of these numbers in mid-October.
  - ii. Complete recruitment numbers would not be known for a few months, due to January starts and students' online start through Block Zero.
- G20.09.6.3 *Block Zero*  
Members noted that Dr Chris Moore, Academic Board Nominee had been involved heavily in the delivery of Block Zero. Chris Moore informed the Board that whilst there had been some teething problems, engagement had been good and student feedback had included normal induction-level questions. Members noted the example of a recent graduate sharing their UWE Bristol story with new students, which had been very positively received.
- G20.09.6.4 Members noted that students would start to return to campus week commencing 13 October 2020, slightly behind other universities. The University was receiving feedback from those institutions that had opened fully and it was carefully monitoring government announcements to ensure that these did not inadvertently alarm parents or students.
- G20.09.6.5 *Covid-19 recovery co-ordination*  
Members noted that the University continued to work in a fast-moving landscape to mitigate risk and the significant work it had undertaken over recent months to create a blended learning approach and inductions for both students and staff.
- G20.09.6.6 The University had signed off to have NHS Test, Track and Trace testing facilities at its Frenchay and Glenside campuses. The University also continued to explore with the NHS the possibility of becoming a pilot for its asymptomatic test, track and trace; two universities would be involved in the pilot.
- G20.09.6.7 *Strategy 2030 implementation planning*  
Members were informed that the Strategy 2030 supporting strategies had been finalised following feedback from the Board at the last meeting in July and were now with the University's creative team to design for publication in October 2020.
- G20.09.6.8 *Strategic Risks*  
Members were referred to the current Strategic Risk Register Summary and were reminded that every year in September, the Vice-Chancellor undertook a deep dive review of each strategic risk. Some reviews were yet to be undertaken and these were anticipated to be completed by the end of the month.
- G20.09.6.9 Members enquired as to the meaning of 'risk owner' in the summary and noted that whilst all University staff were responsible for the delivery of Strategy 2030, this represented executive oversight of particular parts of the strategy.

- G20.09.6.10 Members' attention was drawn to S004 'Research', the score for which had increased through an increase in the likelihood scores from 3 to 4 for:
- Failure to establish a strong culture of research across all academic staff.
  - Failure to profile and communicate achievements externally.

The University would ensure that its research and its impact would be profiled more clearly on the website – possibly via a research microsite – by the end of the calendar year.

- G20.09.6.11 Members questioned where EDI and the attainment gap issue were documented in the Risk Register and noted that these were within strategic risk S009 'Student Retention and Success'. Members also noted that a number of risk registers sat beneath this high-level strategic risk summary.

- G20.09.6.12 Richard Bacon, Audit Committee Chair, informed Members that the Committee had reviewed the summary at its meeting the previous week and had commended the achievement of reporting on one page the high level risk summary, risk appetite and risk assessment. He added that the Committee had discussed where assurance for each risk would sit in terms of the Board's committees and that the Audit Committee itself would focus on those where the risk appetite was low and the risk level high.

- G20.09.6.13 Members noted that the Board's risk appetite would be reviewed at the Strategic Away Day in March 2021 and the review would include consideration of the external landscape.

**ACTION: Deputy Clerk**

- G20.09.6.14 *Stand Against Racism and Inequality (SARI)*  
This matter would be considered later in the meeting as part of the EDI Strategy Update agenda item.

- G20.09.6.15 Members received a brief presentation of Block Zero by Alyssa Willis, Head of Student Communications.

- G20.09.6.16 Jo Midgley, Registrar and PVC Student Experience informed Members of the significant work that had been put into developing the programme, which had been accelerated due to the Covid-19 situation, the learning from which had been hugely helpful and would be built upon. Augusta Chidinma Nnajiolor, Student Nominee reported that student feedback generally had been receptive and positive, although it had highlighted the increase in screen time. She added that the SU and the University were working with students to manage that.

## **G20.09.7 STRATEGY: CORPORATE SCORECARD 2030**

*Paper G20/09/03 was received*

- G20.09.7.1 Members were reminded that the Scorecard was specifically aligned to the new strategy and built upon Strategy 2020 work.
- G20.09.7.2 During discussions Members were referred to the 'NSS (National Student Survey) overall satisfaction' measure and noted that the OfS had requested that the review of the NSS be accelerated. The decision had been made to undertake the review and implement revisions for 2021/2022 and that the current NSS would continue for 2020/2021. Whilst it was unclear whether or not the 2020/21 results would be published, the OfS had expressed the importance of understanding the student experience. Ultimately the decision to publish rested with the OfS.
- G20.09.7.3 Members also noted the challenging 'BAME attainment gap' target of 0%, which the OfS had recognised as such and had placed under enhanced monitoring. Members noted that all OfS enhanced monitoring activity was currently paused.

- G20.09.7.4 Members further noted the following:
- i. The new Graduate Wellbeing measure.
  - ii. The intention to achieve the Great Place to Work (GPTW) Certification – the University had signed up to GPTW and it was anticipated that the survey would be issued in Spring 2021.
  - iii. Carbon Emissions Reduction – the 0% target was challenging. The Board would consider a student accommodation proposal in the coming months, part of which would include investment in passivhaus.
  - iv. Research Income – the agreed target for 2030, doubling the current position over the next 10 years.

G20.09.7.5 Members were informed that supporting scorecards were in place, designed to provide additional information to the top-level performance and to give additional assurances that the University was moving towards its 2030 goals.

G20.09.7.6 The Vice-Chancellor reminded Members that all measures would be reported upon; whilst some datasets reported retrospectively, others would be more current as the University was able to track these by internal means in live time.

G20.09.7.7 Members discussed the challenges related to vertical as well as horizontal inequalities; in addition to BAME, there was attainment gap for those from disadvantaged backgrounds (c.24% at Year 11). Members questioned whether this would be an area to add to the Scorecard and noted that this was within the metrics and targets identified in the Access and Participation Plan (APP) supporting scorecard.

G20.09.7.8 Members noted that the Business Intelligence (BI) team would be asked to explore how to graphically present the tracking of progress for this measure.

**ACTION: DVC and Provost**

G20.09.7.9 Members asked if students from low income families were disadvantaged in relation to tBlock Zero being an online programme. Members were reminded of the University's scheme that was introduced in March 2020 when lockdown began, to address digital poverty in terms of equipment and connectivity, and noted that approximately 800 students had accessed the fund.

G20.09.7.10 Members also noted that the University had looked at the digital requirements of all programmes in order to determine appropriate allowances for which students were invited to apply.

## **G20.09.8 STRATEGY: STRATEGIC PRIORITIES**

*Paper G20/09/04 was received*

G20.09.8.1 The Vice-Chancellor provided the Board with details of the external context within which the sector was operating. He reminded Members that Strategy 2030 was well aligned to both national and local industrial strategies and to the emerging education and science policies likely to drive the next five years, including shaping the role of 'anchor' institutions such as universities, hospitals, colleges and major employers..

G20.09.8.2 The Vice-Chancellor shared initial thoughts on several significant and ambitious areas for the Board's consideration.

### **G20.09.8.3 *Civic University***

Members discussed the University's ambition to engage with all parts of its local community and to build strong relationships within that, through engagement or sponsorship with major institutions, communities, Multi-Academy Trusts, Institutes of Technology, FE Colleges, schools, the NHS, Unitary Authorities, the Local Enterprise Partnership and others.

G20.09.8.4 Members expressed agreement with this initiative, acknowledging the importance of having a vision to develop a supportive partnership education system, starting with schools, going through to university and to employment.

G20.09.8.5 The Board also acknowledged the importance of keeping the DigitalFutures Academy at the forefront of this agenda.

G20.09.8.6 *Nightingale legacy*

As previously discussed with the Board, the University was exploring a joint initiative with the local and regional NHS to create a legacy made up of three components:

- a Civic Leadership and Resilience Academy
- a Training, Research and Development Health and Social Care Academy
- consideration of locating Glenside in the Enterprise Campus to link to Engineering, Computing, Robotics, AI, Science and Business, and FutureSpace and HealthTech.

G20.09.8.7 During discussions Members recognised the opportunities created by the current pandemic for stronger collaboration with the NHS and other partners in the region. Members were informed that initial discussions had already taken place with the acute trusts and with community health and mental health partners, to determine their appetite to co-create the vision with the University; all of whom would be vital in relation to intelligence, placements and research.

G20.09.8.8 Members commended the ambition behind the initiatives and the vision and looked forward to learning of developments at the Board's Strategic Away Day in March 2021.

**ACTION: Vice-Chancellor**

**G20.09.9 STRATEGY: EQUALITY, DIVERSITY AND INCLUSIVITY STRATEGY UPDATE**  
*Paper G20/09/05 was received*

G20.09.9.1 Members received a presentation from Professor Amanda Coffey, DVC and Provost.

G20.09.9.2 Members noted:

- i. The Equality, Diversity and Inclusivity (EDI) Strategy and key performance indicators (KPIs) wrapped around all University activity, linking closely to the priorities of the University's Learning and Teaching Strategy, People Strategy and Access and Participation Strategy.
- ii. The EDI agenda was at the forefront for the whole sector.
- iii. Three EDI goals in Strategy 2030 focused on ensuring the University:
  - a. is a place where everyone can thrive and flourish
  - b. is ambitious for every student and member of staff
  - c. values diversity.
- iv. EDI plan of action had been strengthened to develop a step change programme; although these were 2030 objectives, the University should and could act more quickly and learn from the sector.
- v. Learning and Teaching Strategy/APP priorities:
  - a. Widening Access – inclusive recruitment, effective outreach, diversifying pathways
  - b. Inclusive Curriculum – working in partnership with the SU.
  - c. Belonging and Engagement – pastoral support and coaching, inclusive communities (development of learning community). This connected strongly with attainment and retention data.
- vi. the appointment of Professor Paul Olomolaiye as PVC Equalities and Civic Engagement.
- vii. People Strategy priorities included a focus on how to diversify staff recruitment; the scoping for a recruitment strategy had been completed.

- G20.09.9.3 Members learned that this action plan would feed into the EDI Strategy KPIs and the wider Strategy 2030. A supporting EDI Scorecard would be developed that would focus on measuring the impact of workstreams on culture and behaviour.
- G20.09.9.4 Members noted the progress made in 2019/2020 and that the University had a good sense of its data and would aim to be more thorough, challenging and questioning of what that data was signalling.
- G20.09.9.5 Professor Paul Olomolaiye, PVC Equalities and Civic Engagement shared his thoughts with the Board that the EDI agenda was an issue for all universities – in terms of all protected characteristics. He expressed his belief that UWE Bristol had the potential to be a leader in this agenda, to create and be known to be, an environment where every student and staff member felt comfortable.
- G20.09.9.6 The PVC Equalities and Civic Engagement stressed to Members that addressing the BAME attainment gap was a priority which the Directorate now felt should gain momentum. He added that he was due to present to the University's EDI Committee his plans to pilot a programmatic approach to tackle this, which had been adopted successfully in the Faculty of Environment and Technology.
- G20.09.9.7 Members noted that an external EDI Advisory Group of individuals from within the EDI space would be formed, and would provide challenge to the University. The Board of Governors held full responsibility for EDI.
- G20.09.9.8 *Stand Against Racism and Inequality (SARI)*  
Members noted that the report was received from SARI over the summer and that although the University recognised some of the cases cited, the report was written in such a way that made it difficult for the University to address them; hard evidence was needed to enable focused engagement with the individuals concerned. Members endorsed the statement that allegations of bullying and racism must go through the University's internal processes.
- G20.09.9.9 The PVC Equalities and Civic Engagement informed the Board that he had met with SARI colleagues to go through the report. Members were reminded of the University's Speak Up campaign to help UWE Bristol students speak up and report unacceptable behaviour such as harassment, discrimination and violence. This campaign had been built upon and developments included a Speak Up module in the Block Zero programme that all students were expected to complete, in order to understand the University's zero-tolerance approach to such behaviour, including racism.
- G20.09.9.10 Members noted that there was a need to create a culture that enabled students to report racism so that this could be addressed swiftly by the University; all aspects of the institution would need to work towards this.
- G20.09.9.11 Members recognised the challenge in grasping cultural change and that reiteration of the University's values would be critical, as would the Board's close monitoring of the EDI Strategy KPIs. Members endorsed the comments made by the DVC and Provost that the University should aim to be as swift as possible in dealing with eradicating unexplained attainment gaps.

## ITEMS FOR APPROVAL

- G20.09.10 PEOPLE AND PLACE: ANNUAL REPORT ON HEALTH AND SAFETY 2019/2020**  
*Paper G20/09/06 was received*
- G20.09.10.1 Annual Health and Safety (H&S) Report 2019-2020  
The Head of H&S assured the Board on continued compliance with H&S legislation and led Members through the highlights of the report.

- G20.09.10.2 Members noted that all work related to the Safe Places, People and Practice Strategy 2013-2020 was completed and that the 2019/2020 was a year of transition towards 2030 with the introduction of the Health, Safety and Workplace Wellbeing Roadmap 2030.
- G20.09.10.3 *Covid-19*
- i. For most of the year and from March 2020 there had been a focus on the impact of the Covid-19 pandemic. The health, safety of staff and students remained foremost in all of the University's Covid-19 risk management plans.
  - ii. The University was compliant with the requirements of the Health and Safety Standard (HSS) 'Working Safely on Campus'.
  - iii. The issue of a position statement by the University's Biological Safety Committee on the use of biological agents in undergraduate teaching and research. The statement included clarification of Covid-19 as a Hazard 3 biological agent, therefore work with this agent could not take place in UWE Bristol labs.
- G20.09.10.4 *Statutory compliance*  
Members noted that overall compliance remained for all relevant legislation.
- G20.09.10.5 *Radiation safety*  
Following the installation of the new CT scanner at Glenside, the University had appointed a Radiation Protection Adviser (RPA) with medical physics expertise, who would support the existing RPA, the overarching lead and principal adviser to the University.
- G20.09.10.6 *Fire safety*  
Fire risk assessments had continued and were undertaken remotely. An action plan was in place in light of guidance following the fire in managed student accommodation at the University of Bolton in November 2019.
- G20.09.10.8 *Accidents*  
The number of accidents had decreased by 18% and there had been only 1 RIDDOR reportable incident during the year. The impact of the Covid-19 lockdown on these numbers was noted.
- G20.09.10.7 *Health and safety training programme*  
The total number of staff trained in the year was 290, a considerable reduction of 49% due to Covid-19 and the consequent refocus on health and training needs.
- Members noted that the health and safety training programme for managers, previously delivered face-to-face, had been launched that day as fully online and linked to the iTrent (HR) system.
- G20.09.10.9 Members were informed that mandatory fire safety training had moved completely online and completion currently stood at 68%, although this was based on raw data, it was consistent with the previous year's figure (74%). This would be followed up and a more accurate figure would be available during the autumn term.
- G20.09.10.10 Members also noted that health and safety training had focused heavily on the campus environment; the University was exploring at how to apply the many lessons learned about blended agility and translate this to the home environment.
- G20.09.10.11 Members endorsed the approach taken by the University in communicating to all students and staff that each individual was responsible for their own health and safety, and the health and safety of those around them.

G20.09.10.12 Health and Safety Policy Statement  
Members **approved** the policy statement for signature by the Chair and the Vice-Chancellor.

**G20.09.11 CLERK'S REPORT**  
*Paper G20/09/07 was received*

G20.09.11.1 **Modern Slavery and Human Trafficking**

Annual Modern Slavery and Human Trafficking Statement 2020

Dr Jodie Anstee, Clerk to the Board of Governors, reminded Members that the University's annual Modern Slavery and Human Trafficking Statement was considered for approval by the Board in September each year, for publication on the website and inclusion in the University's Annual Report. The progress made in 2019/2020 academic year and plans for 2020/2021 were noted by the Board.

Members **approved** the annual statement for signature by the Vice-Chancellor and publication.

G20.09.11.2 Modern Slavery and Human Trafficking Policy

Members noted that this new policy had been developed to support the annual statements and to ensure clarity on the University's expectations, where responsibilities sat and where any concerns should be raised, in line with the University's Public Disclosure (Whistleblowing) Policy and Procedure. The policy had been considered by the Audit Committee and was recommended to the Board for approval.

Members **approved** the Modern Slavery and Human Trafficking Policy.

G20.09.11.3 Members noted the intention to create a web landing page that would raise the visibility of the University's public disclosure policy and related policies and procedures, including modern slavery.

G20.09.11.4 There were no questions raised on the Clerk's Report, the remaining contents of which were noted by the Board.

## ITEMS TO NOTE

**\*G20.09.12 TERMS OF REFERENCE**

*Paper \*G20/09/08 was received and noted.*

**\*G20.09.13 BUSINESS PLANNING SCHEDULE 2020-2021**

*Paper \*G20/09/09 was received and noted.*

**\*G20.09.14 BOARD OF GOVERNORS MEETING SCHEDULE 2021-2022**

*Paper \*G20/09/10 was received and noted.*

**\*G20.09.15 AUDIT COMMITTEE MINUTES**

*Paper \*G20/09/11 was received and noted.*

**\*G20.09.16 EMERGENCY COMMITTEE MINUTES**

*Paper \*G20/09/12 was received and noted.*

**\*G20.09.17 NOMINATIONS AND GOVERNANCE COMMITTEE MINUTES**

*Paper \*\*G20/09/13 was received and noted.*

**\*G20.09.18 ACADEMIC BOARD MINUTES**

*Paper \*G20/09/14 was received and noted.*

**\*G20.09.19 GOVERNOR ATTENDANCE**

*Paper \*G20/09/15 was received and noted.*

**\*G20.09.20 CORPORATE SEAL**

*Paper \*G20/09/16 was received and noted.*

## DATES OF FUTURE MEETINGS

18 November 2020    13:00 – 18:00  
 16-17 March 2021    inc. Away Day    Clevedon Hall (TBC)  
 8 July 2021    13:00 – 18:00

<b>OUTSTANDING ACTIONS</b>			
Meeting	Minute	Action	Status
24.09.2020	G20.09.6.12	Deputy Clerk to ensure that review of risk appetite is part of the Strategic Away Day programme.	
24.09.2020	G20.09.7.8	DVC and Provost to explore with BI team how to graphically present progress of 'Success' measure.	
24.09.2020	G20.09.8.8	VC to share update on strategic initiatives developments at March 2021 Away Day.	