

**University of Plymouth
Higher Education Corporation**

Board of Governors

Minutes of the Meeting of the Board of Governors on Thursday 20 July 2017.

Present: Colin Drummond OBE DL (Chair) Bruce Mann CB
 Hamish Anderson Dinah Nichols CB
 Barbara Fuller Sir Keith O’Nions
 Michelle Hanson Professor Judith Petts CBE
 Dr Rong Huang Simon Perry
 Kate Jackson Henry Warren
 Lowri Jones
 Professor Kevin Jones

Secretary: Sonia Burgess, Clerk to the Board **(CB)**

In attendance: Professor Julian Chaudhuri (Deputy Vice-Chancellor - Education and Student Experience) **(DVC ESE)**
 Professor Jerry Roberts (Deputy Vice-Chancellor - Research and Enterprise) **(DVC R&I)**
 Alastair Matthews (Chief Financial Officer) **(CFO)**
 Richard Middleton (Interim Registrar and Secretary) **(IRS)**
 Gordon Stewart (Registrar and Secretary) **(R&S)**
 Margaret Metcalfe (Executive Administrator to the Board) **(EA)**

Item		Action
Part 1		
17/04/1	<u>Membership</u>	
1.1	Welcome to New Governors Noted: <ul style="list-style-type: none"> • The Chair welcomed Professor Kevin Jones, Sir Keith O’Nions and Michelle Hanson to their first Board meeting as Governors, and Gordon Stewart, the new Registrar and Secretary. 	
1.2	Apologies for Absence Noted: <ul style="list-style-type: none"> • Apologies received from Governors: Mary Palmer and Philippa Williams; and from Executive member: Professor Simon Payne. 	
1.3	Notification of Any Other Business Noted: <ul style="list-style-type: none"> • No notification of any other business. 	
1.4	Declarations of Interest Noted: <ul style="list-style-type: none"> • The declarations of interest set out in Appendix 2 apply. • There were no other conflicts of interest relating to matters discussed at the meeting. 	
1.5	Confidentiality Status of Agenda Items Noted:	

	<ul style="list-style-type: none"> • The following items were classified as strictly confidential on the grounds of commercial confidentiality: <ul style="list-style-type: none"> - Strategic Priorities (item 2) - Corporate Risk Register (item 3) - Chair’s remarks (item 3) - Vice-Chancellor’s Report (item 5) - Update on Safety following Grenfell Tower Fire (item 6) - University Plan and Financial Forecasts (item 7) - Annual Assurance Provider Return Stage 1 (item 8) - Staffing – consultation on compulsory redundancies (item 9) - Seale-Hayne Trust – Trustee appointment (item 10) - Committee minutes (item 11) 	
17/04/2	<p>Strategic Priorities (Enclosure A) (Confidential)</p> <p>Overview of 16/17 activities</p> <p>Future priorities</p> <p>Noted:</p> <ul style="list-style-type: none"> • The University Strategy 2020 was refreshed at the joint Board/UEG meeting on 6/7 October 2016, and a range of strategic priorities and KPIs to support the Strategy was agreed. • Three core strategic principles: Quality; Institutional Sustainability; and One Team. • The Board considered an update on progress during the first nine months of the Strategy’s operation. A further update on progress towards strategic KPIs would be discussed in October. • The Board noted the progress made and the actions remaining in relation to the strategic priorities (2017 – 2020): • Discussion included: <ul style="list-style-type: none"> - the significance of both external and internal data to drive improvements in quality - empowering Programme Leads and Heads of School to monitor and manage quality improvements - available research on factors affecting student employability - the significance of the University’s new Doctoral College in enhancing post-graduate recruitment, and the University’s research capabilities - the implications of the new requirements for REF2020 - in considering the built environment consideration will also be given to small-scale, internal enhancements that will improve overall quality - the benefit of developing a KPI on diversity of income, given reliance on teaching income - the opportunities to align UPSU’s strategy with relevant elements of the University’s strategy - the digital offer within the University’s strategic priorities - the importance of communicating progress throughout the institution and engaging members of the Senior Leadership Forum in supporting this communication. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board thanked the Vice-Chancellor for an informative report. 	
17/04/3	<p>Strategic Risk Register (Enclosure B) (Confidential)</p>	

	<p>Noted:</p> <ul style="list-style-type: none"> The Strategic Risk Register (SRR) and Risk Profile have been considered by UEG and by the Audit Committee, and were presented to the Board for quarterly review. The following to be considered in the next iteration of the SRR: <ul style="list-style-type: none"> human capacity and ensuring that there are staff with appropriate skill sets to deliver the Strategy reference to the external (particularly political) environment include engaging students in mitigating actions relating to the risk of failing appropriately to position the University as a high quality international institution. <p>Agreed:</p> <ul style="list-style-type: none"> The Board commended the quality of the SRR and that it is embedded in the management of the University. The Board confirmed that the SRR identified those risks which may affect the University's ability to deliver the Strategy and appropriate mitigating actions. 	
Part 2		
17/04/1	<p>Obituaries</p> <p>Noted:</p> <ul style="list-style-type: none"> Governors marked the death of student Sam Prydderch, a post-registration CPD student in the Faculty of Health and Human Sciences; and member of staff Chris Nussey, Disability Advisor. 	
17/04/2	Minutes	
2.1	<p>Minutes of the Meeting of the Board of Governors held on 30 May 2017 (Enclosure C)</p> <p>Noted:</p> <ul style="list-style-type: none"> The minutes were approved and signed as a correct record of the meeting by the Chair. 	
2.2	<p>Necessary Redactions</p> <p>Agreed:</p> <ul style="list-style-type: none"> No redactions. The Minutes of the Board meeting on 30 May 2017 to be published in full. 	EA
2.3	<p>Matters Arising (Enclosure D)</p> <p>Noted:</p> <ul style="list-style-type: none"> The report on various matters arising. The Board will be provided with an update on Visual Identity and asked for approval of the proposed changes at its October meeting. 	
17/04/3	<p>Chair's remarks</p> <p>Noted:</p> <ul style="list-style-type: none"> Independent Governor Appeals: The Appeals process is being reviewed by the Executive and a revised policy will be brought to the October Board meeting. Forthcoming Pensions Training for the Board and UEG: A training session will take place on 12 December. Board Self-Appraisal: a self-appraisal will be carried out during November and the results reported to the Board in January. 	<p>CB/EA</p> <p>CB/EA</p>

	<ul style="list-style-type: none"> • Meeting of Independent Governors – this meeting considered a Calendar of University Events – the Calendar will be sent to all governors. 	EA
17/04/4	<p><u>Vice-Chancellor’s Report</u> (Enclosure E) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • Student Fees (1.2): it is anticipated that there will be some reforms relating to the student loan system in a forthcoming announcement from Government. • Brexit Negotiations (1.3): The Home Office’s initial proposals for the ongoing rights of EU citizens living in the UK and details on who is eligible to apply for ‘settled status’. There may be implications for some junior research staff who may lose the right for a spouse to accompany them to the UK where they do not meet a minimum income threshold. • TEF Year 2 Results (1.5): as anticipated, and as a consequence of the data required for this exercise relating to the period 2011/12-2/14/15, the University achieved a Bronze award. • Office for Students (OfS(2.1): the OfS will be operational from 1 January 2018, though HEFCE does not cease until April 2018. • Longitudinal Educational Outcomes (2.2): this exercise by HEFCE reports on the average earnings of UK graduates of different courses at different universities. Findings showed that 64% of the University of Plymouth’s students remained in region, which has a negative impact on average earnings. • Student Experience Survey (2.3): OfS will lead on a consultation exercise on making the student contract more analogous to a commercial contract. • Student Recruitment (4.1): Nationally applications are 4 % lower for the 2017 intake. The University is anticipating a 4% reduction in applications, but is ahead of the sector with regards to post-graduate and international applications. • General Data Protection Regulation (GDPR) (4.2): EU regulations on data protection will be introduced in May 2018. The Board agreed to act as the ‘Approving Body’ for information governance with the Vice-Chancellor as the single delegated authority. The Board through the Audit Committee will be updated on GDPR in the autumn. • Academic Promotions (4.4): the list of successful applicants was tabled, and the Board extended congratulations to colleagues. Board members will be invited to the inaugural lectures of newly appointed Professors. • Appointments (4.6): Professor Bridie Kent appointed as interim Executive Dean of the Faculty of Health and Human Sciences; Ian McFadzen appointed as Chief Executive of the Science Park; Pat Wilde appointed as interim Academic Registrar. • Senate Report (6): at its last meeting the Senate discussed how to optimise feedback from the Board to Senate and <i>vice versa</i>. The VC will discuss this further with the Senate Representatives on the Board. Following recent elections, new academic staff representatives will take up their roles on August 1st. • League Tables (7): the University has performed well in online rankings. 	R&S CB/EA

	<ul style="list-style-type: none"> • Research Awards (8): The award total for 2016/17 has increased since the last report in April. 	
17/04/5	<p>Students' Report (Enclosure F) <i>Presentation by Lowri Jones (UPSU President)</i></p> <p>Noted:</p> <ul style="list-style-type: none"> • Financial update and planning: UPSU are approaching the end of their financial year in a positive position despite challenges earlier in the year. • NUS awards: UPSU was awarded the Green Impact Excellence and Best Bar None Gold. The Board extended congratulations on these achievements. • Annual 'Our Year' Report: Copies of the report were tabled. • Strategic Plan: approaching the end of the second year of its strategic plan UPSU continues to achieve key strategic goals. • Summer Ball: This year's Ball was the most successful ever. • Sabbatical officer updates: following the handover period, the new sabbatical officers will be circulating regular updates to staff and students. • Advice Centre cases: a 42% increase in cases this year. Key issues for students related to finance, student loans, debt, and referrals to the Counselling Service. UPSU will provide a breakdown of referrals to the Board. • Manifestos: UPSU are working with the University to develop a consistent approach to sabbatical officer involvement in University decision making. There are a number of the University's key strategic priorities that align with UPSU priorities and mutual benefit to close working. 	
17/04/6	<p>Update on safety following Grenfell Tower Fire (Enclosure G) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The report provided the Board with an update on actions taken regarding fire controls/safety following the Grenfell Tower fire incident. • The University is working closely with relevant regulatory authorities, and is following guidance from the City Council, Devon and Somerset Fire and Rescue (DSFR), and HEFCE in carrying out building inspections and ensuring compliance. • All the University's buildings have been inspected against risk criteria provided by DFRS and further investigations are being carried out on a number of non-residential buildings. The University uses third party suppliers for its student accommodation: UPP, Unite and Victoria Halls; each provider has provided the University with assurance in relation to their respective residences. All residential buildings passed these inspections with the exception of one building as a consequence of its number of exits; action is being taken to mitigate identified risks. • All the University's student accommodation and buildings have standing instructions for evacuation, and all office buildings had multiple exits and a variety of secondary means of escape from fire. • The University has commissioned a specialist company to undertake a more detailed survey of cladding. • Overall the University was at low risk. 	

	<ul style="list-style-type: none"> • Other halls of residence available in the City were subject to the same expectations from DSFR and the City Council. • The University has removed any professional providers of accommodation which did not meet expectations for fire safety from its recommended accommodation lists. • The University continues with its regular fire safety drills and is reviewing fire assembly points. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board commended the work carried out by Interim Head of Health and Safety, and the Estates Team. • An update on further actions will be provided at the next meeting. 	R&S
17/04/7	<p>University Plan and Financial Forecasts (Enclosure H) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The University Plan and Financial Forecasts were reviewed in detail by UEG and Finance Committee, and the papers had been revised to reflect these discussions. • The key aim is to deliver the institutional strategic priorities while retaining financial sustainability and resilience. • The sensitivity analysis captured key revenue risks and opportunities, with the most significant risks being student numbers and fee levels. • The predicted number of students required through clearing was commensurate to the level recruited last year. • The plan does not currently reflect any increase in fees, beyond the 2017/18 increase with no decision having been taken by government as yet. • The 2017/18 plan does not include any assumption in relation to unidentified savings. • The University will submit a three-year capital plan to HEFCE in December, with detailed figures for year 1 and indicative figures for years 2 and 3. • The University's staff costs to total income ratio is higher than the average in the sector and work is underway to understand and address this issue. • In considering the Plan and Forecast, Finance Committee identified potential areas of volatility, and tested the underlying assumptions and risks for each for the major revenue and cost components. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board approved the financial forecast detailed in Annex 2 and the capital spend for 2017/18. 	
17/08/8	<p>Annual Assurance Provider Return (Enclosure I) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • This Return requires the Board to provide annual assurance covering: the continuous improvement of the student academic experience and student outcomes; and the reliability of degree standards. • The University is on track to provide the required evidence by December, and is making continuous improvements to processes. • The Board noted the timetable for reporting. • Information to inform the Return will go to Senate and Audit Committee in October. 	

	<p>Agreed:</p> <ul style="list-style-type: none"> The Board noted the update. 	
17/04/9	<p>Staffing – consultation on compulsory redundancies (Enclosure I) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> Proposals for changes to staffing in the University professional services and faculties, arising from an initial informal and localised consultation process within services and faculties with the aim of minimising compulsory redundancies. Compulsory redundancies have been minimised with the major part of staffing reductions arising from voluntary redundancies. The Board noted the compulsory redundancies and the formal consultation process. <p>Agreed:</p> <ul style="list-style-type: none"> The Board noted the proposals. 	
17/04/10	<p>Seale Hayne Trust – Trustee appointment (Enclosure J) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> Two Trustees are nominated by the University’s Board of Governors for a three-year period. The current University nominated members were Michael Pearson and Richard Holland, with Richard Holland’s term of office due to be completed at the end of 2017. UEG discussed potential membership at its meeting on 10 May, and proposed that the Board nominate Professor Jerry Roberts. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the nomination of Professor Jerry Roberts as a Trustee of the Seale-Hayne Educational Trust. 	
17/04/11	<p>Academic Promotions</p> <p>Noted:</p> <ul style="list-style-type: none"> The academic promotions taking effect from August 1, 2017. The Board extended its congratulations to those promoted. 	
17/04/12	<p>Committees’ Minutes (Confidential)</p> <p>12.1 Report from the Nominations Committee held on 20 July 2017</p> <p>Noted:</p> <ul style="list-style-type: none"> The Committee reviewed membership on Board Committees and made the following recommendations for Board approval: <ul style="list-style-type: none"> Audit Committee: Simon Perry to join the Committee as Chair Designate. Finance Committee: Dinah Nichols CB to join the Committee. The Board to note: <ul style="list-style-type: none"> The Committee’s endorsement of the Chair’s action of appointing Bruce Mann CB as Chair of Finance Committee. Health and Safety Assurance Committee: the terms of reference are being revised, with a focus on composition. Nominations Committee will considered the revised terms of reference in September and recommend approval by Board in October. 	

	<p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the appointment of Simon Perry to the Audit Committee and Dinah Nichols CB to the Finance Committee, and noted the Committee's endorsement of the Chair's action 	
12.2	<p>Minutes of the meeting of the Audit Committee held on 20 June 2017 (Enclosure K)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Board noted the minutes. 	
12.3	<p>Minutes of the meeting of the Finance Committee held on 20 June 2017 (Enclosure L)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Board noted the minutes. The Board noted the Committee's discussion of the Period 8 forecasts, and the Draft Financial Plan, noting that this would need to be reforecast in light of the student recruitment outcome. 	
17/04/13	Any Other Business	
13.1	<p>Richard Middleton</p> <p>Noted:</p> <ul style="list-style-type: none"> The Chair thanked Richard Middleton for his work during his time as Interim Registrar and Secretary. 	
17/04/14	<p><u>Date of Next Meeting</u></p> <p>Noted:</p> <ul style="list-style-type: none"> Wednesday 4 October 2017 ahead of the Away Days. <p>List of items for the meeting: Items for October Board meeting to include:</p> <ul style="list-style-type: none"> Visual Identity Fundraising Annual Report Whistleblowing Report Research Ethics and Governance Report Proposal in relation to independent Governor Appeals Proposals in relation to the Health and Safety Assurance Committee and to the Reward and Remuneration Committee composition <p>Board to note:</p> <ul style="list-style-type: none"> Forthcoming Pensions Training(Dec) Board Self- Appraisal (Nov) <p>Away Day topics:</p> <ul style="list-style-type: none"> Estate Masterplan and Investment KPIs Mental health/wellbeing Office for Students 	

Appendix 1: Action Plan

Minute		By	Deadline
17/04/2.1	The minutes of the Board Meeting on 30 March 2017 to be published in full.	EA	As soon as possible
17/03/3	Pensions Training for the Board: members of UEG would be invited to attend the training session.	CB/EA	As soon as possible
17/03/3	Board Self-Appraisal: Documents for completion would be circulated after the Board/UEG Away Day in October.	CB/EA	October 2017
17/04/3	The Calendar of University Events will be sent to all other governors after the Board meeting.	EA	As soon as possible
17/04/4	General Data Protection Regulation (4.2): EU regulations on data protection would be introduced in May next year, and the University would need to comply with these. Members of legal team would be working on this full time with assistance from the IT team. It would be necessary to establish a regulatory mechanism for this, and step 1 would be to appoint the Board of Governors as the 'Approving Body' for information governance with the Vice-Chancellor the single delegated authority. The Board through Audit Committee would be updated on full implications of the GDPR in the autumn. The Board formally agreed this.	R&S	Autumn 2017
17/04/4	Academic Promotions (4.4): the list of successful applicants was tabled, and the Board extended congratulations to colleagues. Board members would be invited to inaugural lectures of the newly appointed professors.	EA	When details are finalised
17/04/6	Update on safety: an update would be provided at the next meeting.	R&S	October 2017
17/04/12	Revised terms of reference and proposed membership for Health and Safety Assurance Committee.	R&S	October 2017

Appendix 2: Declarations of Interest

Name	Organisation	Role
Colin Drummond OBE DL	Taunton and Somerset NHS Foundation Trust Calvert Trust, Exmoor (outdoor holidays for people with disabilities) 1610 Society (alumni legacy fund-raising for Wadham College, Oxford) Water Conservation Trust (provision of bursaries for post graduate study in the water and environmental sectors) Deputy Lieutenant of Somerset	Chairman (non Exec) Honorary Vice-President President Trustee
Hamish Anderson	Norton Rose Fulbright LLP Nottingham Trent University Law School Advisory Group, Kingston University Le Page Architects Ltd Peninsula Medical Foundation University of Oxford, Commercial Law Centre	Consultant Honorary Professor Member Wife is a director Committee Member (Director) Member

Barbara Fuller	None	
Michelle Hanson	Sodexo Trustee Services Ltd	Trustee and Chair
Dr Rong Huang	Association for Tourism in Higher Education Tianjin University of Commerce Quality Assurance Agency Enterprises	Executive member Guest Professor Associate
Kate Jackson	Trethawle Enterprises Trethawle Renewables Clean Earth Trethawle Turbine Cornwall Care	Partner Director Director Interim HR Director
Professor Kevin Jones	Engineering Council Mayflower Autonomous Ship UTC Plymouth STEM Plymouth PSP UoPEL City, University of London Shugenkai	Trustee Director Governor Chair Member of the board Member of the board Visiting academic President
Lowri Jones	University of Plymouth Students' Union UPSU Trustee Board	President and trustee Chair
Bruce Mann CB	Place Partnership Ltd	Non-Executive Chair
Dinah Nichols CB	The Land Trust South West Lakes Trust	Trustee Trustee
Sir Keith O'Nions	Cambridge Enterprise, University of Cambridge A*Star , Singapore Nanyang Technological University, Singapore KAPSAARC, Saudi Arabia	Chair Trustee Trustee Trustee
Mary Palmer	Kernow CCG	Interim Senior Community and Council Commissioner
Simon Perry	Saveurs Ltd Advisory Board of Arowana International Limited Richmond Holdings (Jersey) Limited (holding company for Parkdean Resorts).	Director Member Director
Professor Judith Petts	Sir Alister Hardy Foundation for Ocean Science BBSRC NERC Innovation Board Heart of the South West LEP Board University of Southampton University of Westminster	Trustee Council member Member Member Visiting Professor Husband is Vice-Chancellor
Henry Warren	Fluvial Innovations Limited Plymouth Hospitals NHS Trust	Director Non-executive director
Philippa Williams	University of Plymouth Students' Union UPSU Trustee Board	Vice-President and trustee