

# University of Plymouth Higher Education Corporation

## Board of Governors

### Minutes of the Meeting of the Board of Governors on Thursday 16 May 2019.

Present:

Colin Drummond OBE DL (Chair)	Bruce Mann
Dr Arunangsu Chatterjee	Dr Ursula Ney
Alex Doyle	Dinah Nichols CB
Tilda Fraser	Simon Perry
Professor Simon Gaskell	Professor Judith Petts CBE
Michelle Hanson	Isobel Rossiter
Kate Jackson	Tom Yoritaka

In attendance:

- Professor Simon Payne (Deputy Vice-Chancellor - International and Planning) **(DVC I&P)**
- Professor Julian Chaudhuri (Deputy Vice-Chancellor - Education and Student Experience) **(DVC ESE)**
- Professor Jerry Roberts (Deputy Vice-Chancellor – Research and Enterprise) **(DVC R&E)**
- Gordon Stewart (Registrar and Secretary) **(R&S)**
- Kirstie Spencer (Head of Health and Safety) *(for item 5)*
- Anna Sendall (Academic Registrar) *(for item 9)*
- Sarah Jones (Director of Finance) *(for item 11.1)*
- Margaret Metcalfe (Executive Administrator to the Board) **EA**

Item		Action
19/03/1	<p><b>Obituaries</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• Governors marked the deaths of student Laura Smallwood (Warnock), who had been undertaking modules on the MSc Advanced Neonatal Nurse Practitioner pathway, and member of staff Mireille Petit, who worked as a Senior Credit Controller in Finance.</li> </ul>	
19/03/2	<p><b>Membership</b></p>	
2.1	<p><b>Apologies for Absence:</b></p> <ul style="list-style-type: none"> <li>• Apologies received from Hamish Anderson, Professor Kevin Jones, Alastair Matthews and Sonia Burgess.</li> </ul>	
2.2	<p><b>Notification of Any Other Business</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• No notification of any other business.</li> </ul>	
2.3	<p><b>Declarations of Interest</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The declarations of interest set out in Appendix 2 apply. Members were asked to advise the Clerk of any changes.</li> <li>• No other potential conflicts of interest, relating to matters discussed at the meeting, were identified.</li> </ul>	
2.4	<p><b>Confidentiality Status of Agenda Items</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• All items on the agenda are treated as confidential on the grounds of commercial confidentiality except items 1 and 2.</li> </ul>	

<b>19/03/3</b>	<b>Minutes</b>	
3.1	<b>Minutes of the Meeting of the Board of Governors held on 25 March 2019 (Enclosure A)</b> <b>Noted:</b> <ul style="list-style-type: none"> <li>The minutes were approved as a correct record of the meeting and signed by the Chair.</li> </ul>	
3.2	<b>Necessary Redactions</b> <b>Agreed:</b> <ul style="list-style-type: none"> <li>The minutes will be published in full.</li> </ul>	<b>EA</b>
3.3	<b>Matters Arising (Enclosure C)</b> <b>Noted:</b> <ul style="list-style-type: none"> <li>There are no matters arising not covered elsewhere on the agenda.</li> </ul>	
<b>19/03/4</b>	<b>Chair's Remarks</b> <b>Noted:</b> <ul style="list-style-type: none"> <li>The Chair attended two UPSU Awards events recently. These events were very successful, and a credit to UPSU and its staff.</li> <li>The Chair is carrying out development discussions with all members of the Board.</li> <li>The Board will receive a strategy update at its July meeting and the Chair noted that whilst there was general acceptance that Quality is key, this was not the only aspect that made Plymouth distinctive. It would be particularly important to get an update on our marketing plans for the 2020/21 recruitment cycle, to ensure that we meet our Student Planning numbers.</li> <li>The Chair received a letter from the staff Unions (UCU, GMB and UNISON) to outline concerns about redundancy proposals, and a response has been sent.</li> </ul>	
<b>19/03/5</b>	<b>Health and Safety Update (Enclosure B)</b> <b>Noted:</b> <ul style="list-style-type: none"> <li>The Board noted the updated health and safety dashboard.</li> <li>The total number of incidents reported has increased, as has the reporting of the number of near misses/no harm incidents. This is reflective of the increase in reporting and is a positive indicator.</li> <li>Numbers of fire marshals and first aiders across the University will be reviewed to ensure any gaps are filled in respect of staff who will be leaving over the next few months.</li> <li>The University is implementing a new health and safety system.</li> <li>The Board will receive the annual report from the Health and Safety Assurance Committee at its July meeting.</li> </ul>	<b>(Confidential)</b>
<b>19/03/6</b>	<b>Vice-Chancellor's Report (Enclosure C) (Confidential)</b> <b>Noted:</b> <ul style="list-style-type: none"> <li><b>Brexit update</b> - the Government is seeking views on the future of the UK's international research collaborations (1.1.2) and this is being considered by UUK. Removing home status student loan eligibility for EU students (1.1.3) has been confirmed for 2021/22, with the Government indicating that it is up to each institution whether to charge home or international fees.</li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>OfS report on Financial Sustainability of HE Providers (2.3)</b> – the document can be accessed at <a href="#">Financial Sustainability of Higher Education Providers</a></li> <li>• <b>OIA Annual Report (2.8)</b> – see item 8 for the update on regulatory matters.</li> <li>• <b>Rise in Master’s Degrees (2.15)</b> – the plan is to increase the number of postgraduate students by 2022/23.</li> <li>• <b>Update on student recruitment (3.1)</b> <ul style="list-style-type: none"> <li>- the team will be carrying out intake modelling over the next few weeks and financial plans will be adjusted as appropriate.</li> <li>- 93% of undergraduate students have now made their decision as regards confirmation or insurance. Postgraduate confirmation tends to run later in the cycle. International student applications are slightly up.</li> <li>- there is a lower rate of conversion compared to this time last year, and a slightly higher number making Plymouth their insurance choice.</li> <li>- the number of degree apprenticeships is growing, with the University’s preference being to have strategic arrangements with larger companies.</li> <li>- Healthcare is a key growth area.</li> <li>- UCAS work has helped to define catchment areas where Plymouth might have opportunities, and the University’s refreshed marketing strategy is based on this. High tariff institutions are increasing market share, medium losing some, and low tariff losing a significant amount.</li> <li>- Plymouth is using unconditional offers in a relatively limited manner for high tariff students and high tariff courses.</li> </ul> </li> <li>• <b>Board/UEG Away Day in March 2019 (3.2)</b> – noted key points/ actions including: <ul style="list-style-type: none"> <li>- strategic development work – discussions will be taking place with the Senior Leadership Forum and Senate in June, and will be brought to the Board in October away-day with formal adoption of the new strategy in November.</li> <li>- the developing theme is that of marine and maritime, covering a broad subject mix including not just environmental, engineering and marine science, but also areas such as health, marine law, historic environments and heritage, tourism, and the well-being of coastal areas. The University already excels in this area and it is proposed that this becomes the University’s point of distinction while remaining a broad based institution.</li> <li>- an update on the Faculty of Business will be provided in July.</li> <li>- the Board will receive an update on the University transformation programme in July.</li> <li>- the refreshed marketing strategy will be crucial to the University’s performance, and more details will be provided in July.</li> <li>- Online education is working well.</li> </ul> </li> <li>• <b>Pensions update (3.6)</b> – DfE has confirmed that it will not provide support for universities to offset unplanned increased employer contributions in the Teachers Pension Scheme (TPS). The University has had initial discussions with the Devon LGPS about proposals to implement a defined contribution scheme for all new members of professional service staff. A full update on pensions will come to Finance Committee in the autumn.</li> </ul>	
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	<ul style="list-style-type: none"> <li>• <b>National pay negotiations</b> (3.7) – the final offer is being considered by trade unions, with a deadline for consideration expected to be extended into July.</li> <li>• <b>Transformation programme</b> (3.9) – the closing date for applications for the Voluntary Leaving (VL) scheme is 31 May. All-staff sessions have taken place with the Vice-Chancellor and Deputy Vice-Chancellor Planning &amp; International.</li> <li>• <b>University League Tables/awards</b> (4) – noted that Professor Ray Jones has been included in UUK's MadeatUni campaign for 2019 amongst a list of the top 100 Nation's Lifesavers.</li> </ul>	
19/03/7	<p><b><u>Students' Union Report (Enclosure E)</u></b>  <i>Presentation by Alex Doyle (UPSU President) and Tilda Fraser (UPSU Vice President of Welfare &amp; Diversity)</i></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• The annual Student Staff Teaching and Representation (SSTAR) Awards and the Union Awards (bringing together the Society &amp; Activity, Sports and Volunteer Awards of previous years) have recently been held, and were well received, with 600 people attending. Thanks were expressed to those governors who had been able to attend.</li> <li>• The Summer Ball will be taking place on 4 June. 4000 students will be attending, and Governors will be welcome to attend.</li> <li>• As part of the Plymouth Mental Health Awareness Week May 2019, UPSU held a number of events.</li> <li>• The Board asked what UPSU's policy is in respect of dealing with drug issues. UPSU has a zero tolerance policy, but also wants to be able to protect students and help those in need by providing advice, a safe space on campus or making sure students get home safely if they have been involved in drug/alcohol related incidents.</li> <li>• UPSU is currently getting ready for the handover of Sabbatical Officers in June. Millie Green, VP Education will be Board Student Governor with Tilda Fraser (UPSU President) next year.</li> <li>• The Chair thanked Alex Doyle for his contribution to the work of the Board.</li> </ul>	
19/03/8	<p><b>Prevent and OIA – regulatory update</b> <span style="float: right;"><b>(Confidential)</b></span>  <i>Anna Sendall, Academic Registrar, attended for timed business</i></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>• OfS met with the Registrar &amp; Secretary, Academic Registrar and the Head of Student Services to discuss the University's compliance assessment in relation to Prevent. Detailed discussion took place about procedures, policy and governance, and no issues of concern were identified from this. OfS will be following up with a letter, and the Board will be updated when the letter has been received.</li> <li>• As noted at the March meeting the University is listed in the OIA annual report as a case study highlighting the steps taken to improve its responsiveness following staffing issues last summer. It is intended to introduce a tracking system to enable issues to be monitored centrally. A new Head of Student Administration has been appointed who will oversee this area, and Complaints and Appeals will be merged into the Quality Team. Student disciplinary and conduct is being moved from Complaints and Appeals to Student Services. The Complaints and Appeals process is being revised, and</li> </ul>	

	<p>it is planned to work with Faculties to empower them to deal with situations as they arise.</p> <ul style="list-style-type: none"> <li>• An update will be provided to the Board in November.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board <b>noted</b> the update.</li> </ul>	<b>RS</b>
<b>19/03/9</b>	<p><b>Access and Participation Plan (Enclosure D)</b> <span style="float: right;"><b>(Confidential)</b></span></p> <p><b>Noted</b></p> <ul style="list-style-type: none"> <li>• Previously known as the Access Agreement, OfS has changed the process significantly and institutions are now required to provide a five year Access and Participation Plan, instead of 1 year, as previously required. OfS announced guidance in March, and the deadline for submission is 24 May 2019.</li> <li>• The plan describes the University's strategy and targets to support under-represented students across the University lifecycle – essentially Access, Continuation, Attainment and Progression. There is an increased focus on outcomes related to an assessment of performance</li> <li>• Thanks were expressed to governors who have provided comments on drafts of the plan: Colin Drummond, Dinah Nichols and Professor Simon Gaskell, and it was noted that Isobel Rossiter and Tilda Fraser were centrally involved in the preparation of the APP.</li> <li>• OfS has identified four key performance measures (KPM) as national priorities. Institutions are required to identify what financial support will be committed to deliver the plan, noting that institutions will have to provide their own funding for this.</li> <li>• The proposed APP targets have been discussed by UEG. The Black and BAME student attainment gap targets were stretching and the Board agreed it would be appropriate to profile the yearly milestones to allow interventions to work through the system over the five years. Overall, it will be possible to revisit the targets within the five year period if the University wishes to make any changes, subject to OfS agreement.</li> <li>• The APP should include a statement which reflects the University's overall strategic position.</li> <li>• It was noted that there is a likely correlation between targets and the marketing strategy, but a marketing plan is not required as part of the submission.</li> <li>• It is acknowledged that a considerable amount of work has gone into producing the plan, and the Board suggested it would be useful to have a calculation as to how much this has cost, in a similar way as to how costs are calculated for REF.</li> <li>• The Student Success Committee will have ownership of the plan once it has been approved.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>• The Board approved the plan subject to further revisions by the Deputy Vice-Chancellor (ESE) and the APP Core Group, and the final plan will be approved by Chairs' action by both the Vice-Chancellor and the Chair of the Board on 20 May, prior to submission.</li> <li>• The Board commended the work carried out by the Deputy Vice-Chancellor (ESE) and his team.</li> </ul>	
<b>19/03/10</b>		

10.1	<p><b>Outcome of Board Self-evaluation survey (Enclosure E)</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The results show a year-on-year positive improvement, and no issues of concern have been identified in the headline results</li> <li>One key area is the proposed move to paperless meetings, in particular how the University's Sharepoint system compares to other external paperless Board packages in terms of performance.</li> </ul> <p><b>Agreed:</b></p> <ul style="list-style-type: none"> <li>The Board <b>noted</b> the outcome of the survey</li> <li>An Action Plan will be presented to the Board at its July meeting for approval.</li> </ul>	R&S
<b>19/03/11</b>		
11.1	<p><b>Month 8 Finance Report (Enclosure K) (Confidential)</b></p> <p><b>Noted:</b></p> <p><b>Noted:</b></p> <ul style="list-style-type: none"> <li>The report provides an update on the financial performance in period 8 and the year to date. It also includes a full year re-forecast reflecting results to 31 March 2019, latest student number information and other relevant actions being taken across the University. The forecast operating surplus before additional restructuring costs remains the same as the previous forecast, being £0.5m ahead of plan.</li> <li>An adjustment has been made to reflect the year to date element of a full year forecast increase in the LGPS pension provision.</li> <li>The management accounts and forecast do not currently reflect an increase to the USS pension provision of £2.4m arising from proposed increased contribution rates. If the 2018 valuation is finalised before the year end it is likely that the provision will change, and most likely reduce. The University's exposure is relatively low given the small number of staff who are USS members.</li> <li>Capital spend is behind plan, mainly due to delays in the Engineering Building, EMDECK and slower rollout of TIS projects. Monthly planning discussions take place at the Capital Projects Committee to ensure realistic estimates can be included in the forecasts as to when expenditure will be incurred.</li> <li>Routine movements in the forecasts are small, which is a credit to the forecasting done in collaboration between the finance team and budget holders.</li> </ul>	
<b>19/03/12</b>	<b>Committees Minutes (Confidential)</b>	
12.1	<p><b>Draft Minutes of the Audit Committee meeting held on 12 March 2019</b></p> <p><b>Noted.</b></p>	
12.2	<p><b>Draft Minutes of the Health and Safety Assurance Committee meeting held on 14 March 2019</b></p> <p><b>Noted.</b></p>	
12.3	<p><b>Draft Minutes of the Finance Committee meeting held on 19 March 2019</b></p> <p><b>Noted.</b></p>	
<b>19/03/13</b>	<p><b>Date of next meeting</b></p> <p>16 July 2019</p>	

	<b>Items for July include:</b> <ul style="list-style-type: none"> <li>• HSAC annual report</li> <li>• H&amp;S Update</li> <li>• Five year financial forecasts to OfS</li> <li>• Annual Review of Risk Management Policy</li> <li>• Corporate Operational &amp; Strategic Risk Register (for discussion)</li> <li>• Update on Strategy Development and on University Marketing Plan</li> <li>• Draft October Away Day Agenda</li> </ul>	

### Appendix 1: Action Plan

Minute		By	Deadline
19/03/3.1	The minutes of the Board Meeting on 25 March 2019 to be published.	EA	As soon as possible
19/03/8	Prevent and OIA - an update will be provided to the Board in November, when it was hoped to be able to provide positive feedback on what is happening	R&S	November
19/03/10	Outcome of Board Self-evaluation survey - an Action Plan will be presented to the Board at its July meeting for approval.	R&S	July

### Appendix 2: Declarations of Interest

Colin Drummond OBE DL	Taunton and Somerset NHS Foundation Trust (Charity No. 1059922)  Calvert Trust, Exmoor (Charity No. 1005776)  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) (Charity No. 1007648)  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 (Company No. 07204847)  Peninsula Medical Foundation (Charity No.1060423/Company No.03300591)  University of Oxford, Commercial Law Centre	Consultant Honorary Professor Member  Wife is a director  Committee Member (Director)  Member

	The Charlie Sumption Memorial Fund (Charity No. 1136955)	Trustee
Dr Arunangsu Chatterjee	St Andrew's Church of England Primary School, Plymouth South Asian Society of Devon and Cornwall (Charity No. 1110925)	Vice Chair & Governor  Secretary & Trustee
Alex Doyle	University of Plymouth Students' Union UPSU Trustee Board (Company No.10676070/Charity No.1172830)	President and trustee Chair
Matilda (Tilda) Fraser	University of Plymouth Students' Union UPSU Trustee Board (Company No.10676070/Charity No.1172830)	Vice-President and trustee Chair
Professor Simon Gaskell	Higher Education Statistics Agency, Data Landscape Steering Group  University of Manchester  Rosalind Franklin Institute, Mass Spectrometry Advisory Board  Halpin Partnership Advisory Board  Board of the Quality Assurance Agency for Higher Education  Simpson, Thacher and Bartlett LLP  Hawkins\Brown Architects	Chair  Honorary professor  Chair  Member  Chair  Daughter as partner  Son as partner
Michelle Hanson	Sodexo Trustee Services Ltd (Company No. 02999749)  The Springfields Academy (part of Reach South Academy Trust)	Trustee and Chair  Governor
Kate Jackson	Trethawle Enterprises LLP Trethawle Renewables (Company No.08244980) Clean Earth Trethawle Turbine (Company No.08244545) Menheniot School Association (Charity No. 1061162)	Partner Director  Director  Chair and Trustee
Professor Kevin Jones	Engineering Council (Company No.RC000150) Mayflower Autonomous Ship (Company No.10003369) UTC Plymouth (Company No.07645326) STEM Plymouth	Trustee  Director  Governor

	PSP Ltd (Company No.03157625) UoPEL (Company No.03707827) City, University of London Shugenkai	Chair Member of the board Member of the board Visiting academic President
Bruce Mann CB	Lodestone 1452 Ltd. Clients are: <ul style="list-style-type: none"> <li>• Emergency Planning College/Serco, providing advice and training in emergency preparedness and response.</li> <li>• Cornwall Council and STP, on estate matters.</li> <li>• Southampton Council and public sector partners, on estate matters.</li> <li>• The Government of Saudi Arabia, in building better emergency preparedness and response capabilities</li> <li>• Q5 Ltd, Associate Partner, on public sector strategy and transformation.</li> <li>• JLL Ltd, on public sector estate matters.</li> </ul> (Company no.10671993)	Director
Dr Ursula Ney	Proteome Life Sciences plc	Non-Executive Director
Dinah Nichols CB	The Land Trust (Charity No.1138337) South West Lakes Trust (Charity No.1079966)	Trustee Trustee
Simon Perry	Advisory Board of Arowana International Limited (Company No.10837371)  Richmond Holdings (Jersey) Limited (holding company for Parkdean Resorts) (Company No.BR012993)  Richmond UK Top Holdco Ltd, which is a UK subsidiary of Richmond Holdings (Jersey) Ltd. (Company No.1053978)  Forest School, London	Member  Director  Director  Governor
Professor Judith Petts CBE	Heart of the South West LEP Board (Company No.08880546)  Marine Biological Association (Company No.RC000865/Charity No.1155893)	Director  Trustee
Isobel Rossiter	None	

<p>Tom Yoritaka</p>	<p>Apricot Venture Capital</p> <p>Malin Head Partners</p> <p>Coinweb</p> <p>RIPTec</p> <p>Research Institute in Secure Hardware &amp; Embedded Systems, Centre for Secure Information Technologies</p> <p>TechLondon Advocates</p>	<p>Founder &amp; Managing Partner</p> <p>Founder</p> <p>Global Advisor</p> <p>NED &amp; Interim Chief Strategy Officer</p> <p>Member of the Advisory Board</p> <p>Member of the Advisory Board</p>
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