

University of Plymouth

Board of Governors

Minutes of the Meeting of the Board of Governors on Thursday 16th July 2020

Present via zoom

Colin Drummond OBE DL (Chair)
Hamish Anderson
Dr Arunangsu Chatterjee
Chukwudi Ezenyi
Professor Simon Gaskell
Michelle Hanson
Kate Jackson
Verity Lemm

Dr Ursula Ney
Dinah Nichols CB
Simon Perry
Professor Judith Petts CBE
Isobel Rossiter
Professor Kevin Jones
Bruce Mann CB
Tom Yoritaka

In attendance:

Professor Julian Chaudhuri (Deputy Vice-Chancellor - Education and Student Experience) **(DVC ESE)**
Maria Manning (Associate Director of Finance) (vice for Alastair Matthews)
Professor Dafydd Moore (Deputy Vice-Chancellor - International and Planning) **(DVC I&P)**
Professor Jerry Roberts (Deputy Vice-Chancellor – Research and Enterprise) **(DVC R&E)**
Gordon Stewart (Registrar and Secretary) **(R&S)**

Emma Hellingsworth (Clerk to the Board)

Item		Action
20/04/1	<p>Obituaries The Board remembered Professor Phil Dyke, a longstanding member of the University who was a Professor of Applied Mathematics. Professor Dyke died on the 4 June 2020 and will be greatly missed by the Faculty. Joanna Greenhill, an external examiner who died the on 6th April 2020 and who had worked at the University up until 2018 and recent graduate David Allen, a much loved member of the University Hockey Team who died suddenly.</p>	
20/04/2	<p><u>Membership</u></p>	
2.1	<p>Apologies for Absence received from:</p> <ul style="list-style-type: none"> • Alastair Matthews. 	
2.2	<p>Notification of Any Other Business Noted:</p> <ul style="list-style-type: none"> • None received. 	
2.3	<p>Declarations of Interest Noted:</p> <ul style="list-style-type: none"> • None received. 	
2.4	<p>Confidentiality Status of Agenda Items Noted:</p> <ul style="list-style-type: none"> • All items on the agenda are treated as confidential on the grounds of commercial confidentiality 	
20/04/3	<p><u>Minutes</u></p>	
3.1	<p>Minutes of the Meeting of the Board of Governors held on 14 May 2020 (Enclosure A)</p>	

	<p>Decision:</p> <ul style="list-style-type: none"> Minutes were approved as an accurate record of the meeting. 	
3.2	<p>Necessary Redactions</p> <p>Decision:</p> <ul style="list-style-type: none"> None required. 	
3.3	<p>Matters Arising (Enclosure B)</p> <p>Noted:</p> <ul style="list-style-type: none"> The report on matters arising was noted. 	
20/04/4	<p>Chair's Remarks</p> <p>Noted:</p> <ul style="list-style-type: none"> The Chair welcomed the incoming representatives from UPSU, Chukwudi Ezenyi and Verity Lemm. 	
20/04/5	<p>Covid-19 Actions Update</p> <p>Noted:</p> <p>Government/Sector Update</p> <ul style="list-style-type: none"> All government planning is based on Rescue, Recovery and Renewal, with the current focus on Rescue and Recovery. A support package for the sector was launched which will include: <ol style="list-style-type: none"> Stabilising admissions by using student number controls. The University's student number aligns with the plan. Department for Education (DfE) additional allocation. The University applied for 99 additional healthcare students and 10 additional ITT places and is waiting on the outcome. The University was not able to bid for further STEM places, based on the criteria that were set out. The University has challenged these criteria. The Office for Students (OfS) has added a temporary condition of registration (running from the 3rd July to September 2021) that prohibits the use of conditional unconditional offers (which the University does not offer) and the use of negative comparative information about other institutions when marketing programmes. Funded extensions to grants funded through UK Research and Innovation (UKRI) and the National Academies that should have completed in March but were affected by covid-19. The availability of low interest loans with long pay back periods to cover up to 80% of a university's income loss from international students. The details of the scheme have yet to be finalised. A House of Commons Committee considered a petition, signed by over 600,000 students, regarding refunds of fees. The Committee did not consider that there should be a universal refund or reimbursement of tuition fees to all students but that clearer guidance from the Government was required to clarify when refunds, due to the impacts of the pandemic, were appropriate. <p>University Update –Actions and Planning</p> <ul style="list-style-type: none"> The Covid-19 Response Programme Board, chaired by the VC, meets weekly. 	

	<ul style="list-style-type: none">• The four main stands of work (semester 1 +; campus, people and operations; research and international), each led by a member of the University Executive Group (UEG), remain ongoing.• The University has a sharepoint page for covid-19 which adds communications on a regular basis. UPSU also have a covid-19 sharepoint page. <p>Covid-19 Risk Assessment</p> <ul style="list-style-type: none">• A University risk assessment has been published.• The risk assessment is reviewed frequently and Unions have been involved in its development. <p>Campus, People and Operations</p> <p>The three phase programme of return:</p> <ul style="list-style-type: none">• Phase 1 – mostly research facilities. Priority laboratories have now successfully opened.• Phase 2 – the partial reopening of some buildings, which is currently underway.• Phase 3 – the majority of building space ready for opening during August, with local managers to make decisions on the process of returning staff. To assist with social distancing, the majority of professional services staff are likely to remain working from home until at least the end of September. <p>Plans for local lockdown are underway, in consultation with Plymouth City Council, Devon County Council and Cornwall County Council.</p> <p>Semester 1 + Project</p> <ul style="list-style-type: none">• Detailed guidance was issued to academic staff on blended learning, exams and assessments and PPE in lecture rooms.• Consultants, Atkins, have developed a report on room capacity and layout and the impacts this will have on the timetable.• FAQs are being developed for staff covering areas such as workload, prioritisation and returning to campus. <p>International</p> <ul style="list-style-type: none">• The International market is holding firm but there are variances across countries.• Enrolment for pre- sessional English courses is higher than previous years.• Visa offices are slowly reopening.• Plans for the regional consortium exploring the chartering of flights are progressing well. <p>Research</p> <ul style="list-style-type: none">• Positive evidence of research awards, including ~£500,000 so far for covid-related research. <p>Current and Graduating Students</p>	
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	<ul style="list-style-type: none"> • Noted the large amount of work undertaken by Faculty Registries to support the high number of manual calculations that were required with operation of the Safety Net. • Only a 7% response rate on the student survey though this did provide some useful feedback including the request for more peer to peer discussions. <p>Staff Survey</p> <ul style="list-style-type: none"> • 1577 staff completed the survey which produced some very positive results. • 79% of respondents felt they have been able to deliver their work from home to the level of quality they want and 75% of respondents found working from home in the current circumstances a positive experience. However, whereas professional Service responses were higher, 86% and 84% respectively, Faculty Academic responses to these questions were lower, 68% and 65% respectively. • 84% of respondents were in favour of exploring the possibility of continuing some level of home working after the crisis is over. • 93% of respondents felt connected with their colleagues and 76% felt the University is showing care and concern for staff. • 85% of respondents agreed with the statement that the University is a good place to work. <p>Discussed:</p> <ul style="list-style-type: none"> • That, for future surveys, the University could consider the experiences of different grades and roles. 	
20/04/6	<p>Vice-Chancellor’s Report (non-COVID matters) (Enclosure C)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The recent speech delivered by Michelle Donelan that indicated a shift in government policy away from sector access and social mobility and focusing more on progression, retention and graduate jobs.. • The announcement by Government that suggested a rebalancing of tertiary education away from Higher Education (HE) and more focussed on Further Education (FE). This is likely to be reflected in a White Paper to follow in the autumn. • Student recruitment continues to look positive with large numbers of applications still being received, however, clearing is likely to be very competitive and the final student number will not be certain until the start of term. • The following members of staff were recently promoted to Professor: Faculty of Arts and Humanities: Katharine Willis and Annika Bautz; Faculty of Health: Bing Hu, Phillip Buckhurst, Shouqing Luo and Tom Gale; Faculty of Science and Engineering: Kerry Howell, Mairi Knight and Sean Comber. • Three Senior Research Fellows were promoted and 17 candidates were successfully promoted to Associate Professor. • Research award success in the last two months which will ensure that the University exceeds the research award income generated in 2018/2019. • The National Student Survey (NSS) results were released on the 15th July. The University is in the top 25 (from 125 Institutions) for teaching quality and remained in the top 50 for overall satisfaction. 	

	<p>Discussed:</p> <ul style="list-style-type: none"> • The change of government focus on tertiary education could provide opportunities for the University, in terms of reskilling and micro credentialing, and the modularisation of programmes. • The Augar Report drew attention to under funding in the FE sector. • The likelihood of student number controls remaining in place, despite record numbers of university applications. • Positive language from government around funding for the research function of universities. • The Board noted the success of the individuals in the promotions this year and offered its congratulations. 	
20/04/7	<p>Students' Union Update (Enclosure D)</p> <p>Noted:</p> <ul style="list-style-type: none"> • Received the update. 	
20/04/8	<p>Governance</p>	
8.1	<p>Schedule of Delegation (Enclosure E)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Schedule of Delegation was last updated in 2018, further to separating out the Financial Regulations in 2017. • The Schedule of Delegation was received and discussed by UEG and the Audit Committee. <p>Discussed:</p> <ul style="list-style-type: none"> • That the Board receives annual reports on Equality and Diversity and can therefore be assured of compliance with Committee of University Chairs (CUC) guidelines. • HR strategic considerations will be discussed by the Board as part of the Strategic Implementation Plan (SIP) in the autumn. <p>Decision:</p> <ul style="list-style-type: none"> • Approved the updated Schedule of Delegation 	
8.2	<p>University Byelaws Review (Enclosure F)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The University Byelaws were reviewed as a standard, biennial review. <p>Decision:</p> <ul style="list-style-type: none"> • Approved. 	
20/04/9	<p>Finance</p>	
9.1	<p>Interim University Plan and Draft Five Year Financial Forecasts (Enclosure G)</p> <p>Noted:</p> <ul style="list-style-type: none"> • That the University Plan is no longer a requirement of the OfS but is intended to provide assurance to the Board. • The translation of the Plan into the SIP is crucial and this will be discussed in the autumn. • Both documents were discussed at the Finance Committee that took place on the 25th June 2020 and suggested amendments were considered and actioned, as appropriate. <p>Discussed:</p>	

	<ul style="list-style-type: none"> • The importance of quality and financial sustainability. • The importance of the most appropriate staff, particularly at a senior level, to take forward the ambitious agenda. • That the drafts are based currently on no significant government changes. • The University has become more alive to encouraging and preparing students for entrepreneurship. • Whether investment in developing staff is sufficient. This will also be considered during the SIP. • The interim Director of External Relations has drafted a Reputation strategy, that will be discussed at the Research and Innovation Committee. The recruitment of a new External Relations Director is crucial. • Consideration of the University’s relationships within China. • The Board thanked the Chair of the Finance Committee for his assurance report and the DVC I&P for the paper. <p>Decision:</p> <ul style="list-style-type: none"> • The Board was content to support the direction of travel, highlighted in the Plan. • The Board approved the draft Five Year Forecast and draft 2020/21 Plan. 	
9.2	<p>Management Accounts for Period 9 (as reviewed by Finance Committee on 2 July 2019) (Enclosure H)</p> <p>Noted:</p> <ul style="list-style-type: none"> • Little change to the forecast in the Period 9 accounts. • The end of year surplus is likely to be an improvement on the forecast. <p>Discussed:</p> <ul style="list-style-type: none"> • The lease on Inter City Place will be signed imminently. 	
20/04/10	<p>Strategic Risk Register (Enclosure I)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Audit Committee discussed the Strategic Risk Register on the 9th July 2020 and considered how Annex III might be further developed. • That the Board should consider, annually, the operational red risks. <p>Discussed:</p> <ul style="list-style-type: none"> • That the Audit Committee will consider a deep dive of one red risk at each risk-related meeting going forward. 	
20/04/11	<p>The Student Code of Conduct and Disciplinary Procedure and The Student Sexual Violence and Misconduct Policy (Enclosure J)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Student Code of Conduct is a revision of an existing code that was out of date. • The Student Sexual Violence and Misconduct (SVM) Policy is a new policy. • Both the Code and the Policy were discussed at the University Teaching, Learning and Quality Committee and Senate. <p>Discussed:</p> <ul style="list-style-type: none"> • With regard to the SVM Policy, it was discussed that the University has not reported any high profile cases and is in line with the sector in terms of the responses noted to the survey. • Both the Code and the Policy will be reflected in the new Student Charter. 	

	<ul style="list-style-type: none"> That one of the aims of the Code and the Policy is to support students at an earlier stage and on a more informal basis, offering greater support around disclosure and therefore improving overall wellbeing. <p>Decision:</p> <ul style="list-style-type: none"> The Board approved both the Student Code of Conduct and Disciplinary Procedure and the Student Sexual Violence and Misconduct Policy. The Board commended the DVC ESE and the team for the work undertaken to revise and write these documents. 	
20/04/12	<p>Away day Planning (Enclosure K)</p> <p>Noted:</p> <ul style="list-style-type: none"> The planned away day for March was postponed due to covid-19; however, the relevance of the content remains. The revised plan will retain a good deal of the original content but will be cut to a one day, physical away day preceded by two zoom sessions. Should the covid-19 situation change again, the physical session may have to revert to zoom. <p>Discussed:</p> <ul style="list-style-type: none"> A step back session to consider the SIP in the context of the 2030 Strategy will take place at the Board meeting in October. <p>Action:</p> <ul style="list-style-type: none"> Ensure sufficient time at the Board meeting in October to discuss the SIP and also any insights on developing government policy Recruitment update will also be included in October Board meeting. 	Chair/Clerk
Items for information		
20/04/13	<p>Health and Safety update (Enclosure L)</p> <p>Noted.</p>	
20/04/14	<p>Prevent Monitoring Outcome (Enclosure M)</p> <p>Noted.</p>	
20/04/15	<p>Safeguarding Policy (Enclosure N)</p> <p>Decision:</p> <ul style="list-style-type: none"> Approved. 	
20/04/16	<p>Committee Minutes</p>	
16.1	<p>Draft Minutes of the meeting of the Finance Committee 25th June 2020 and Summary of Considerations from the Chair of the Finance Committee (Enclosure Oi-ii)</p> <p>Noted.</p> <p>. The written assurance report was clear and helpful and a useful potential model for other committees.</p> <p>Action</p> <p>.The Chairs of the other board committees to provide similar assurance papers relating to their respective committees to future Board meetings</p>	Committee Chairs
16.2	<p>Draft Minutes of the meeting of the Reward and Remuneration Committee 18th June 2020 (Enclosure P)</p> <p>Noted.</p>	

16.3	Draft Minutes of the meeting of the Nominations Committee 11th June 2020 (Enclosure Q) Noted: <ul style="list-style-type: none"> • The Nominations Committee discussed succession planning, the encouragement of appropriate applications to the Board from members of BAME and underrepresented communities, the location of future Board meetings. 	
16.4	Verbal Update of the meeting of the Audit Committee 9th July 2020 Noted: <ul style="list-style-type: none"> • The Audit Committee covered seven main items including: <ol style="list-style-type: none"> 1. The Risk Register and the Covid Risk Assessment - the number of risks had increased as a result of covid-19 and the Committee discussed the development of Annex III or a heat map. 2. The strong assurance finding for the risk management audit and observation from Uniac on assurance mapping, which the University will begin to develop. 3. Reasonable assurance received in respect of financial controls. 4. Opportunities for improvement in student recruitment processes. 5. That the Committee would consider a deep dive of a red risk at each meeting when the risk register is considered (3 times a year). 6. That the Chair would provide a verbal update and short, written assurance report/summary of Audit Committee meetings, to future Board meetings. . 	
20/04/17	Date of Next Meetings Wednesday 7 th October 2020, 1400 – 1700, Rolle 602.	

Appendix 1: Action Plan

Minute	Action	By	Deadline
20/04/12	<i>Away day Planning</i> Ensure sufficient time at the Board meeting in October to discuss the SIP in the context of the Strategy. Recruitment update will also be included in October Board meeting.	Chair/Clerk	Ahead of October 2020
20/04/16.1	<i>Draft Minutes of the meeting of the Finance Committee 11th June 2020</i> That the Chairs of Board Committees should provide short written assurance reports of Committee meetings, to the Board.	Committee Chairs	ongoing

Appendix 2: Declarations of Interest

Colin Drummond OBE DL	Somerset NHS Foundation Trust Calvert Trust, Exmoor	Chairman (non Exec)	Financial
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	(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	Honorary Vice-President President Trustee	Non-financial Non-financial Non-financial Non-financial
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)	Consultant Honorary Professor Member Wife is a director Committee Member (Director)	Financial Non-financial Non-financial Indirect financial Non-financial
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	Non-financial Non-financial
Chukwudi Ezenyi	University of Plymouth Students' Union UPSU Trustee Board (Company No.10676070/Charity No.1172830)	President Trustee Chair	Financial Non-financial
Professor Simon Gaskell	Higher Education Statistics Agency, Data Landscape Steering Group University of Manchester Halpin Partnership Advisory Board Board of the Quality Assurance Agency for Higher Education CVCP Properties PLC (Company number 03029225) Simpson, Thacher and Bartlett LLP Hawkins\Brown Architects	Chair Honorary professor Member Chair Chair of the Board of Directors Daughter as partner Son as partner	Non-financial Non-financial Financial (occasional fee) Non-financial Non-financial Not to SJG Not to SJG
Verity Lemm	University of Plymouth Students' Union UPSU Trustee Board (Company No.10676070/Charity No.1172830)	Vice President Activities Trustee	Financial Non-financial

Michelle Hanson	Sodexo Trustee Services Ltd (Company No. 02999749)	Trustee and Chair	Non-Financial
	The Springfields Academy (part of Reach South Academy Trust)	Governor	Non-Financial
Kate Jackson	Trethawle Enterprises LLP	Partner	Financial
	Trethawle Renewables (Company No.08244980)	Director	Financial
	Clean Earth Trethawle Turbine (Company No.08244545)	Director	Financial
	Menheniot School Association (Charity No. 1061162)	Chair and Trustee	Non- Financial
	Helm Ticketing	Non-Executive Director	Financial
Professor Kevin Jones	Engineering Council (Company No.RC000150)	Trustee	
	Mayflower Autonomous Ship (Company No.10003369)	Director	
	UTC Plymouth (Company No.07645326)	Governor	
	Plymouth Stem Board	Chair	
	PSP Ltd (Company No.03157625)	Member of the board	
	UoPEL (Company No.03707827) Shugenkai	Member of the board President	
Bruce Mann CB	Lodestone 1452 Ltd. Clients are:	Director	Financial
	<ul style="list-style-type: none"> • Emergency Planning College/Serco, providing advice and training in emergency preparedness and response. • Cornwall Council and STP, on estate matters. • Southampton Council and public sector partners, on estate matters. • The Government of Saudi Arabia, in building better emergency preparedness and response capabilities • Q5 Ltd, Associate Partner, on public sector strategy and transformation. • JLL Ltd, on public sector estate matters. (Company no.10671993)		
Dr Ursula Ney	Proteome Life Sciences plc	Non-Executive Director	Financial
	Department for Education – review of Further Education Colleges	Sister leading review	
	Scancell plc (Company No. 11285913)	Non-Executive Director	Financial
Dinah Nichols CB	The Land Trust (Charity No.1138337)	Trustee	Non-financial
	South West Lakes Trust (Charity No.1079966)	Trustee	Non-financial

Simon Perry	Advisory Board of Arowana International Limited (Company No.10837371)	Member	Non-financial
	Richmond Holdings (Jersey) Limited (holding company for Parkdean Resorts) (Company No.BR012993)	Director	Financial
	Richmond UK Top Holdco Ltd which is a UK subsidiary of Richmond Holdings (Jersey) Ltd. (Company No.1053978)	Director	Financial
	Forest School, London	Governor	Non-financial
	Advisory Board of Anmut Limited (Company No.11285913)	Member	
Professor Judith Petts CBE	Heart of the South West LEP Board (Company No.08880546)	Director	Non-financial
	Marine Biological Association (Company No.RC000865/Charity No.1155893)	Trustee	Non-financial
	UUK Audit and Risk Committee – from October 2020	Member	Non-financial
Isobel Rossiter	None		
Tom Yoritaka	Coinweb	Global Advisor	Financial
	ConXHub	NED & Interim Chief Strategy Officer	Financial
	Research Institute in Secure Hardware & Embedded Systems, Centre for Secure Information Technologies	Member of the Advisory Board	Non-financial
	Tech London Advocates	Member of the Advisory Board	Non-financial
	UCL EDUCATE Ventures	Founding General Partner	Financial
	Nexus FrotierTech	Board Observer & Global Advisor	Financial
	L Marks	Corporate Mentor	Non-financial