

BOARD OF GOVERNORS

Minutes of the Board of Governors meeting held on Wednesday 16 March 2016.

Present: Gillian Camm (Chair); Jenny Body; Professor John Craven; Sandy Forbes; Rob Fraser; Dr Martin Hagen; Richard Holmes; David Lamb; Mark Mason; Jocelyn McNulty; Simon Moore; Professor Steve Neill (until G16.03.18); Jack Polson (until G16.03.18); Graham van der Lely; Professor Steve West (until G16.03.18).

Apologies: Chris Booy; Professor Alex Gilkison; Sonia Mills.

In Attendance: Delia Bean; Mark Davis (for G16.03.8); Christine Gledhill (Deputy Clerk); Professor Jane Harrington (until G16.03.18); Salam Katbi (for G16.03.1 and G16.03.3); William Liew (until G16.03.6.3); Helen Lloyd Wildman (Clerk, until G16.03.18); Bill Marshall (until G16.03.18); Jo Midgley (until G16.03.18); Nikki Rogers (for G16.03.8); Professor Nick Ryder (for G16.03.1 and G16.03.3).

G16.03.1 The Prevent Duty: Current Legislation and the Responsibilities of the Governing Body

Professor Nick Ryder, Professor in Financial Crime, Salam Katbi, Prevent Regional HE/FE Co-ordinator, South West, and Jo Midgley, Pro Vice-Chancellor, Student Experience

Members noted the following:

- The Prevent Duty should be – and was being – regarded as a matter of safeguarding and duty of care; adopting a forceful approach would not be successful;
- The importance of risk assessment in order for the University to have a full understanding of its student population;
- It was noted that the risk at UWE was low;
- UWE was ahead of many other institutions in ensuring its compliance with the Duty and student engagement was very good. A student consultation event had been held which included face-to-face meetings; conversations were on-going with students who had raised concerns through that consultation and the University continued to work alongside the Students' Union;
- The University had developed a proportionate response, framed upon its values and commitments – freedom of speech, academic freedom and safeguarding – and the fact it had an inclusive, diverse and supportive community;
- Staff training was central to the raising of awareness and was equally concerned with education as it was with procedure and documentation;
- A key area of risk was external speakers, for which a new policy had been developed and would be considered for approval later in this meeting;
- HEFCE was the monitoring authority and would audit the University's level of compliance and an action plan would be developed;
- The acceptance that radicalisation could still occur and the University could only do its best to prevent it;
- UWE's Prevent Task & Finish Group determined the need for a Safeguarding Committee and that Prevent should be incorporated into that; the Prevent Regional HE/FE Co-ordinator was involved in that group;
- The demographic profile of the University's staff was much less diverse than that of its student community;
- Confirmation that the University's Major Incident Plan had been rehearsed and feedback from the external consultation who facilitated the exercise, had been very positive;

- The Single Equality Scheme addressed matters relating to behaviours of speakers internal to the University.

The Board expressed its thanks to the presenters for their informative presentation.

G16.03.2 DECLARATIONS OF INTERESTS

None received.

The Chair proposed that the agenda item to approve a number of policies impacted by the Counter Terrorism and Security Act 2015/Prevent Duty be considered at this point in the meeting. Members accepted this proposal.

ITEMS FOR APPROVAL

G16.03.3 The Prevent Duty

Paper G16/03/02 was received.

G16.03.3.1 External Speaker Policy

Members noted that the University had in place a Gender Segregation Statement, as specifically required by HEFCE. Governors felt that the policy should encompass segregation on other dimensions in addition to gender.

G16.03.3.2 Members **approved** the External Speaker Policy.

G16.03.3.3 Members noted that the requirements of the Prevent Duty did not extend to other countries where UWE may have an interest, however they did apply to the University's FE college partners. Members further noted that the University undertook robust due diligence on new partnerships which was enhanced by an on-going monitoring process that was in place.

G16.03.3.4 Revised Freedom of Speech Policy

Members noted the correction to references to the Education Act to read "Education Act 1986".

Subject to this amendment, Members **approved** the revised Freedom of Speech Policy.

G16.03.3.5 Revised Safeguarding Policy

Members noted that the Safeguarding Policy had been approved by the Academic Board on 2 March 2016.

G16.03.3.6 Members were reminded that the University was dealing with its responsibilities within the Prevent Duty as a safeguarding issue.

G16.03.3.7 The revised Safeguarding Policy was noted.

G16.03.3.8 Members noted the critical importance of the new Duty being fully understood at all levels within the University and endorsed the Chair's thanks to the Pro Vice-Chancellor, Student Experience and the staff and external advisers involved in working to ensure compliance.

S Katbi and Professor N Ryder left the meeting.

G16.03.4 MINUTES AND MATTERS ARISING

Paper G16/03/01 was received.

Members approved the minutes of the meeting held on 23 November 2015.

- G16.03.4.1 Annual Health and Safety Report
Members noted that the revised table had been circulated to Governors.
- G16.03.4.2 Prevent Agenda
Members noted the earlier presentation and the items for consideration later in the meeting.
- G16.03.4.3 UWE Research Strategy 2020
Members noted that research matters would be discussed as part of the Away Day programme on 17 March 2016.
- G16.03.4.4 Vice-Chancellor's Update
Members noted that the University's response to the HE Green Paper consultation was submitted to HEFCE by the deadline of 15 January 2016.

There were no other matters arising that were not to be dealt with in the business of the meeting.

ITEMS FOR APPROVAL

G16.03.5 Proposal from the Wallscourt Foundation regarding Bower Ashton Building One

This item is recorded as a confidential minute.

REPORTS

G16.03.6 Financial Update *Paper 16/03/04 was received.*

- G16.03.6.1 The Director of Finance and Planning outlined the contents of the report and highlighted the following in particular for Members to note:
- The overall forecasted results for the year would be at least £9.3m surplus, depending on timing of some of the expenditure and accounting adjustments, a higher surplus is possible;
 - The forecasted £4.4m shortfall on student fee income budget, due to the underachievement of recruitment targets – primarily in FBL and some ACE (Education) programmes;
 - This shortfall was compensated in a number of ways including: clawback of budget allocated to faculties where recruitment targets had not been achieved, lower than anticipated utilities' costs due to the warmer winter, underspends in some Services and release of contingency;
 - 2015/2016 balance sheet: cash was being generated, drawdown would start on the EIB loan in summer 2016, planned to be on a floating basis and cash flow was being very carefully monitored;
 - Student Loan Company (SLC) debt recovery rate had improved over the previous year and continued to be closely monitored and controlled. The University's debt collection team was in the process of restructure in order to focus on the recovery of self-funding debts;
 - The fixing of the Lloyds bank loan, as previously agreed by the Board in March 2015.
 - 2016/2017 would be financially challenging as it will be 5th year of the £9,000 tuition fee regime, which will have to absorb increases in base costs including pay awards, pensions, a 3.4% increase in employer's NI contribution. The 2016/2017 budgeting exercise was being approached cautiously, although growth budgets had been released to faculties where recruitment was strong.
- G16.03.6.2 Members noted that the FBL business plan was reviewed at the end of each recruitment cycle.

- G16.03.6.3 Members also noted that they would receive a detailed presentation on student recruitment and growth as part of the Away Day programme on 17 March 2016.

The Director of Finance and Planning left the meeting.

ITEMS TO NOTE

G16.03.7 New Student Journey System – Technical Pre-Project

Mark Davis, Deputy Director, ITS and Nikki Rogers, Senior Enterprise Architect

G16.03.7.1 Members noted the following:

- The project was commissioned during 2014/2015 as part of a larger plan to examine all IT systems to fit with the organisational strategy;
- The project fell within the remit of both the Ways of Working 2020 (WOW2020) and Learning 2020 (L2020) project boards;
- Full details of the project brief, which was based upon the requirement for a “robust, future-proof, integrated, sustainable and supported Student Information System (SIS)”, as described by the Pro Vice-Chancellor, Student Experience in her communication about the Student Journey Directorate;
- The solution to this was not IT-driven – the brief focused upon the business processes of the student journey and there would be further work required in relation to the interface with academic regulations;
- Findings:
 - on the cusp of a new wave of SIS products - compelling evidence pointing to a significant upheaval in the marketplace in the coming years, with all vendors approached indicating a re-focusing/modernisation of their product
 - traditional products were based upon technologies from the mid-1980s and would not adapt sufficiently swiftly to new approaches, e.g. Cloud, mobile
 - newer products were built to reflect the need to support mobile devices and social media, but early adoption could leave UWE with unsupported product features;
- The importance of the University acquiring its own references, rather than relying on those provided by the vendor.

G16.03.7.2 Members observed the risks in relation to data protection associated with cloud-based products and noted that appropriate agreements were in place and that there was a Head of IT Security in position within the Technical Governance team.

G16.03.7.3 Members also noted that the project was felt to be a business matter and that Governors’ oversight would be achieved through periodic reports on progress by the Pro Vice-Chancellor, Student Experience to the Strategic Planning and Performance Committee (SPPC).

G16.03.7.4 The Board expressed its thanks to M Davis and N Rogers for the presentation, who then left the meeting.

G16.03.8 Corporate Risk Register

G16.03.8.1 Members were reminded of the development of the new Risk Management process and Risk Register, the oversight of which fell within the remit of the Audit & Risk Committee.

G16.03.8.2 Members also noted that workshops were being held with all faculties and services and that a strategic risk workshop had taken place with the Vice-Chancellor’s Advisory Board (VCAB), where the number of strategic risks had been reduced to 5. This had been challenged by the Audit & Risk Committee, although the Committee had appreciated that this was a work-in-progress and had agreed to await the

presentation of the new Risk Register at its June meeting, when the Internal Auditors' review work of the new arrangements would also be considered.

G16.03.9 Strategic Planning and Performance Committee (SPPC)

Paper G16/03/05 was received and noted.

- G16.03.9.1 The Committee Chair commended the quality of the management information being presented at SPPC meetings in relation to the programme strands of Strategy2020.

G16.03.10 Chair's Report

The Chair's report was deferred to the reserved business due to be considered later in the meeting.

G16.03.11 Vice-Chancellor's Update

Members noted that the Vice-Chancellor would provide a comprehensive update on the University's plans within the current and emerging external context as part of the Away Day programme the following day.

ITEMS TO NOTE

G16.03.12 2016/2017 Board of Governors Schedule

Paper G16/03/06 was received and noted.

Members were requested to review the schedule and notify the Governance team of any difficulties of attendance.

ACTION: Governors to notify the Governance team of any difficulties of attendance

G16.03.13* Minutes of Board Committees and Academic Board

Paper G16/03/07 was received and noted.

G16.03.14* Corporate Seal

Paper G16/03/08 was received and noted.

ANY OTHER BUSINESS

G16.03.15 Campus 2020 – Dashboard Report and Update (February 2016)

Paper G16/03/09 was received and noted.

- G16.03.15.1 Members were informed that a full report on the latest developments in respect of the stadium would be provided by the Pro Vice-Chancellor and Company Secretary during the Campus2020 session the following day.

G16.03.16 Research Integrity Annual Report to the Board

Paper G16/03/10 was received.

- G16.03.16.1 Members noted that this was the first time the report had been produced and that it would be published on the University website.

- G16.03.16.2 Members also noted the progress made in response to the 'Concordat to Support Research Integrity', published by Universities UK in 2012.

G16.03.17* Date of Next Meeting

Tuesday 19 July 2016.