

BOARD OF GOVERNORS

Minutes of the Board of Governors meeting held on Wednesday 14 November 2018.

Present: Sonia Mills (Chair), Sandy Forbes, Rob Fraser, Martin Hagen (until G18.11.7.18), Richard Holmes, David Lamb, Clive Lewis (until G18.11.10.6), Jocelyn McNulty, Giang Nguyen (until G18.11.19), Jane Roscoe (until G18.11.19), Professor Steve West (until G18.11.19), Donna Whitehead (until G18.11.9.3), Kalpna Woolf (from G18.11.1.9), Denis Woulfe (until G18.11.10.5).

Apologies: Jenny Body, Professor John Craven, Grant Mansfield, Mark Mason.

In Attendance: Jodie Anstee (Clerk), Martin Boddy (until G18.11.19), Christine Gledhill, Professor Jane Harrington (until G18.11.10.5), William Liew (until G18.11.19), Jon Marchant, Mazars (for G18.11.4), Jo Midgley (until G18.11.19).

G18.11.1 MEMBERSHIP

Government Appointments

- G18.11.1.1 The Chair briefly outlined to Members the profiles of the two candidates – Kalpna Woolf and Grant Mansfield – recommended for appointment as Independent Members of the Board.
- G18.11.1.2 Members noted that if both appointments were approved, this would require Board approval to extend the number of Independent Members to the maximum of 13, as stated in the Instrument.
- G18.11.1.3 Members **approved** the increase in the number of Independent Members from 12 to 13.
- G18.11.1.4 Members also unanimously **approved** the appointment of Kalpna Woolf and Grant Mansfield as Independent Members of the Board of Governors.
- G18.11.1.5 Succession Plan for Audit Committee Chair
Members also noted the need to recruit an Audit Committee Chair Designate to shadow the current Chair, Martin Hagen until the end of his term of office (31 July 2019), at which point the Chair Designate would take up the chairing of the Committee.
- G18.11.1.6 Members further noted that in order to accommodate this succession plan, it would be necessary to temporarily use the Co-opted Member vacancy until 31 July 2019 and that doing so, would increase – also temporarily – the total membership of the Board from 18 to 19, for which Board approval was required.
- G18.11.1.7 Members noted that exceptionally, Board Members would be contacted via email for approval of any recommendation arising from the recruitment process, in order to expedite the appointment. Members **approved** this approach.
- G18.11.1.8 Members endorsed the succession plan and **approved** the temporary increase in the total Board membership 18 to 19, to 31 July 2019.
- G18.11.1.9 Ms K. Woolf was invited to join the meeting and was warmly welcomed by the Board.

G18.11.2 DECLARATIONS OF INTERESTS

None received.

G18.11.3 MINUTES AND MATTERS ARISING

Paper G18/11/01 was received.

*G18.11.3.1 Members approved the minutes of the meeting held on 18 September 2018.

G18.11.3.2 Industrial Strategy Update (G18.09.6.9 refers)
Members noted that the draft Local Industrial Strategy was now anticipated to be complete in the Spring 2019.

*G18.11.3.3 Annual Health and Safety Report 2017-2018 (G18.09.7.3 refers)
Members noted that the supplementary paper relating to fire training data was circulated to Members via email on 2 October 2018.

*G18.11.3.4 Annual Health and Safety Report 2017-2018 (G18.09.7.8 refers)
Members noted that an update on the gap analysis/key risks of the Step Change Review action plan would be covered later in the meeting as part of the Vice-Chancellor's update to the Board.

*G18.11.3.5 Modern Slavery and Human Trafficking Statement (G18.09.10.3 refers)
Members noted that the statement was signed by the Vice-Chancellor and published on the University website.

ITEMS FOR APPROVAL

G18.11.4 Annual Report and Financial Statements for Year Ended 31 July 2018 and Auditors' Completion Report

Paper G18/11/02 was received.

G18.11.4.1 Members noted that the Annual Report and Financial Statements had been considered by both the Finance, Estates and IT (FEIT) Committee (from financial controls and management perspective) and the Audit Committee (examination of accounting standards used in preparing the accounts); both Committees had endorsed the accounts to the Board of Governors from these perspectives for approval, subject to the confirmation that outstanding audit matters were resolved.

G18.11.4.2 The Chief Financial Officer drew Members' attention to the following in particular:

- i. Positive financial performance for the year with an EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) of 13.9%;
- ii. The £2.7m decrease in operating surplus from the forecast earlier in the year was due to:
 - a. Additional FRS102 pensions charge from the Avon Pension Scheme.
 - b. Decisions to forward-spend some essential expenditure prior to the new financial year;
- iii. Student debt provision of £4m (including £3.1m on all historic debts) represented 62% (68% in 2017) of the debt outstanding, which was felt to be a reasonable level. Over half of this debt had been collected since the year-end;
- iv. Going concern, financial viability and sustainability:
 - a. the consolidated financial statements had been prepared on a going concern basis;
 - b. the OfS had introduced Condition D 'Financial viability and sustainability (detailed in paragraph 61 of the report) and would make a judgement as to whether it considered the institution met the condition.

G18.11.4.3 Members noted the clarification that, whilst it was the responsibility of the Board to ensure that the condition was being met at any point in time, any significant change

brought about by government intervention (e.g. fees), would mean a fundamental change in the business model of the sector and that a change in the role of the OfS may need to be considered.

- G18.11.4.4
- c. the University budget for 2018/19 and its financial forecasts to 2022/23 showed that it would continue to meet its financial targets;
 - d. confirmation of cash generation for at least 12 months (Going Concern basis);
 - e. the daily cash flow forecast projections chart provided in section 52 which included the assumptions of a £9250 fee cap and costs increasing at an inflationary rate; it did not include diversification of income activity or activity to increase income;
 - v. two new OfS requirements to report:
 - a. VC pay and the relationship to the median UWE Bristol salary;
 - b. compensation for loss of office to all staff, including severance payments;
 - vi. the employer's contribution to the Teachers' Pension Scheme (TPS) was set to rise by 7.2% from September 2019, equating to an additional £4m for the University;
 - vii. Other pension funds:
 - a. Avon Pension Fund: this was one of the better performing local government pension schemes, the deficit of which was reducing quickly. However, the cost of providing future benefits was increasing.
 - b. Universities' Superannuation Scheme (USS): this was a scheme more prevalent in pre-1992 institutions and the impact on UWE was relatively low
 - c. Students' Union Superannuation Scheme (SUSS): as reported to the Finance, Estates and IT (FEIT) Committee, the SU at UWE participated in this scheme which had closed to new accruals from September 2011. Scheme trustees had been considering options and had identified a potential error which may add approximately £50m to the existing scheme deficit; UWE's exposure was minimal. The Chief Financial Officer would work with the SU CEO and Finance Manager to investigate options and would report back to the FEIT Committee in due course.

G18.11.4.5 Members noted that the Committee of University Chairs (CUC) had expressed concern at its recent plenary about approaches made directly by some older universities to negotiate a different deal with the USS. Members acknowledged that Universities UK (UUK) was the formal body representing the interests of universities.

G18.11.4.6 Members noted the value in establishing a small group to monitor pensions-related matters and agreed that the Chief Financial Officer and David Lamb seek other volunteers among Board Members to join them.

ACTION: Chief Financial Officer/ D. Lamb

G18.11.4.7 The External Audit Partner thanked University staff for their co-operation and noted that the audit had progressed well. He led Members through the Audit Completion Report and highlighted the following:

- i. Subject to the satisfactory resolution of the receipt of an outstanding third-party confirmation of bank balances, the External Auditors anticipated issuing an unqualified opinion;
- ii. Significant findings had been discussed in detail by the Audit Committee on 1 November 2018;
- iii. two low level internal control recommendations had been made, relating to:
 - a. the completion of asset disposal forms
 - b. bank reconciliations;
- iv. the five internal control findings from 2016/17 had been resolved.

- G18.11.4.8 Members questioned whether the auditors had any concerns with regard to the student bad debt provision and noted that the auditors had addressed this in detail and were comfortable that the bad debt provision had increased proportionately to the change in billing profile.
- G18.11.4.9 Members also noted that a large percentage of these debtors was comprised of UK self-funded students and others not supported by the Student Loans Company.
- G18.11.4.10 Members questioned how, in the view of the External Auditor, the University's financial management compared with the rest of the sector, and noted that Mazars' Education Group had indicated that financial viability and going concern status were key areas of focus among providers. Members also noted the External Audit Partner's observation that there was an enhanced level of analysis and consideration undertaken at the University than was seen elsewhere.
- G18.11.4.11 Members further noted that in relation to the defined benefit scheme assumptions, Mazars' actuary had concluded that the assumptions used in the actuarial report were reasonable; a benchmarking graph was included within the audit completion report.
- G18.11.4.12 The Board thanked the Chief Financial Officer and the External Auditors for their work, and the FEIT and Audit Committees for their respective considerations and scrutiny of the accounts.
- G18.11.4.13 Subject to the receipt of the outstanding third-party confirmation of bank balances, the Board **approved** the annual report and financial statements, representation letter and the annual assurance return for signature by the Chair and the Vice-Chancellor, on its behalf, and dated the date the third-party confirmation was received.
- G18.11.4.14 UWE Students' Union (UWESU) Annual Report and Financial Statements
Members noted the audited financial results of the UWESU for the year-end 31 July 2018.
- G18.11.5 Annual Report of the Audit Committee 2017-2018**
Paper G18/11/03 was received.
- G18.11.5.1 Members welcomed an update from the Chair of the Audit Committee and his summary of the Committee's activity, detailed in the report.
- G18.11.5.2 The Audit Committee Chair's update confirmed the Committee's opinion, that based on reports and other information presented to it, overall the University had adequate and effective arrangements in place for:
- i. risk management, control and governance (the risk management element included the accuracy of the statement of internal control included with the annual statement of accounts);
 - ii. economy, efficiency and effectiveness (value for money), and
 - iii. the management, control and quality assurance of data submitted to HESA, HEFCE/OfS, the Student Loans Company and other funding bodies.
- Members **approved** the report for submission to the OfS.
- G18.11.6 Compliance with the Prevent Duty 2017-2018**
Paper G18/11/04 was received.
- G18.11.6.1 The Pro Vice-Chancellor, Student Experience reminded Members that the Board of Governors held ultimate responsibility for the University's compliance with the Prevent Duty and that the annual data return, risk assessment, action plan and confidential safeguarding report were provided to give assurance to the Board of that compliance.

- G18.11.6.2 The Pro Vice-Chancellor led the Board through the highlights of the report. Members noted the following in particular:
- i. the context within which the University operated continued to be regarded as low risk;
 - ii. staff training was refreshed each year and targeted training put in place if any incidents were to occur, or areas of concern arose;
 - iii. the refurbishment of Wallscourt Farmhouse as a student centre was almost complete. The Sisters of UWE's Islamic Society had confirmed the suitability of the space allocated for their Friday prayers; space had also been identified in the refurbished Laundry (the new Optometry and Clinical Skills Centre) at Glenside and at the City Campus, and the University would further explore options at Bower Ashton;
 - iv. the three areas highlighted for action by the OfS (then HEFCE) were completed or nearing completion;
 - v. External Speakers' policy had been reviewed and was due to be considered by the Learning, Teaching and Student Experience Committee (LTSEC) later that month as part of the approval route through the University's academic governance process;
 - vi. the new OfS requirement for the Board to provide a short paragraph in the annual accountability statement, outlining the mechanisms to which Members had been assured that they are able to sign the statement's declarations satisfactorily (as detailed in Min. G18.11.00 below).

Members **approved** the wording of the paragraph.

G18.11.6.3 Annual Report on Safeguarding Cases 2017/2018

The confidential report was received.

- G18.11.6.4 Members noted that the cases demonstrated that staff were alert to the Duty and the need to raise concerns.

G18.11.6.5 Prevent Annual Accountability Statement to the Office for Students

Following full and careful consideration of the information provided, Members **approved** the following declaration for signature by the Chair:

Throughout the academic year and up to the date of approval, the University of the West of England:

- has had due regard to the need to prevent people from being drawn into terrorism (the Prevent duty)
- has provided to OfS all required information about the implementation of the Prevent duty
- has reported to OfS in a timely way all serious issues related to the Prevent duty, or now attaches any reports that should have been made, with an explanation of why they were not submitted
- has reviewed, and where necessary, updated its Prevent risk assessment and action plan.

G18.11.7 Annual Provider Assurance

G18.11.7.1 Annual Report of Academic Board to the Board of Governors

Paper G18/11/05 was received.

- G18.11.7.2 Members noted that the Strategic Planning and Performance Committee (SPPC) had met on 16 October 2018 and had considered in detail the Academic Board Annual Report, supported by a quality briefing and a number of other appendices.

- G18.11.7.3 Members noted and **approved** the revised Academic Board terms of reference provided as Annex B of the report.
- G18.11.7.4 Members were reminded that this was the third year of the academic assurance accountability return, and that this year is transitional as the responsibilities previously held by HEFCE are assumed by the OfS.
- G18.11.7.5 Members noted the new requirements in relation to the OfS ongoing conditions of registration, namely:
- i. the provider must have in place adequate and effective management and governance arrangements to:
 - a. operate in accordance with its governing documents
 - b. deliver, in practice, the public interest principles that are applicable to it
 - c. provide and fully deliver the higher education courses advertised
 - d. continue to comply with all conditions of its registration.
- G18.11.7.6 Members also noted that the CUC Higher Education Code of Governance used different language to that of the accountability return and the OfS in stating the academic assurance responsibilities of governing bodies; the Board's compliance with the Code was considered by Nominations and Governance Committee in October and stated in the Annual Report and Financial Statements.
- G18.11.7.7 Members further noted that the CUC Code was currently under review based on the changing regulatory environment.
- G18.11.7.8 Members noted in summary that the multiple requirements covered:
- Academic governance effectiveness.
 - Standards (setting and maintaining).
 - Continuous improvement.
 - Academic risks.
 - Compliance with on-going registration conditions.
- G18.11.7.9 The Deputy Vice-Chancellor and Provost outlined the details of the internal protocols in place to provide the Board with assurance on the above requirements, including:
- Academic governance effectiveness*
- i. in addition to considering the Annual Report of Academic Board, SPPC also received Learning 2020 Strategic Programme updates at every meeting, which monitored progress in the improvement of services in support of the University's academic endeavour;
 - ii. the SPPC agenda included a standing item 'Academic Matters';
 - iii. few governing bodies had the equivalent forum to SPPC.
- G18.11.7.10 *Standards (setting and maintaining)*
- iv. Evidenced in the activity detailed in the Annual Report of Academic Board
- G18.11.7.11 *Continuous improvement*
- v. Evidenced in the activity detailed in the Annual Report of Academic Board
 - vi. SPPC standing agenda items on Learning 2020 and 'Academic Matters'
 - vii. stakeholder input, both internal and external for new programmes and processes; over 60 approvals made by professional, statutory and regulatory bodies (PSRBs);
 - viii. comprehensive programme reviews take place every three years. Areas of concern considered by LTSEC and Academic Board. Areas of significant concern presented to the Board of Governors and, if necessary, thereon to the OfS;
 - ix. Quality Assurance Agency (QAA) regarded the University's Enhancement Framework as a model of good practice;

- x. quality assessment of programmes was undertaken through the Continuous Improvement (CI) tool.

G18.11.7.12 *Academic Risks*

- xi. Assessment of academic risks undertaken by Academic Board and escalated to Board of Governors, where appropriate, or Audit Committee through the strategic risk register
- xii. Student Protection Plan in place, approved by the OfS.

G18.11.7.13 Members noted that providers were required to have in place a Student Protection Plan, approved by the OfS, for the assessment of the regulatory risk presented by the provider and for the risk of study of all of its students (Condition C3). The University would be expected to implement the provisions of that plan if the events set out within it occurred and to report the event to the OfS (closure of individual courses were not required to be reported).

G18.11.7.14 *Compliance with on-going registration conditions*

- i. Initial compliance with the conditions of registration have been assessed by the OfS in order to approve the University onto the Register of Providers.
- ii. Mapping to evidence areas for compliance with the ongoing conditions is detailed in Appendix D of the Annual Report of Academic Board.

G18.11.7.15 Members questioned the strictness of the language used by the OfS (e.g. 'comply with *all...*', '*fully deliver*') and noted that the OfS was still establishing itself as the sector regulator, was positioning itself as a different type of regulator, and had yet to test the Regulatory Framework.

G18.11.7.16 Members also noted that some institutions had time-limited conditions attached to their OfS registration. UWE Bristol's registration did not have any ongoing conditions of registration imposed upon it.

G18.11.7.17 Members further noted that it was the responsibility of the Board to ensure continued compliance with the conditions of registration. Members also noted that all areas for which assurance was required were identified and assurance evidenced in the information provided.

G18.11.7.18 Annual Statements of Assurance

Following full and careful consideration of the Academic Board Annual Report, Members **approved** the following statement of assurance:

As a Governor and on behalf of the Governing Body, I confirm that for the 2017-18 academic year and up to the date of signing the return:

- i. The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.
- ii. The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.
- iii. The standards of awards for which we are responsible have been appropriately set and maintained.

ACTION: Vice-Chancellor to sign the declaration on behalf of the Board for submission to the OfS

Dr. M. Hagen left the meeting.

- G18.11.7.19 Institutional Knowledge Exchange Strategy: Plan for Higher Education Innovation Fund (HEIF)
Paper G18/11/06 was received.
- G18.11.7.20 Members noted that the University received annual HEIF grant funding from UK Research and Innovation (UKRI – previously HEFCE), primarily intended to fund Knowledge Exchange activities. In order to ensure accountability and alignment with national strategy, institutions in receipt of this grant funding were required to submit a long-term plan for its use – up to 2020/21.
- G18.11.7.21 Members noted that the plan was submitted to Research England in July 2018 and confirmation of its acceptance had been received by the University the following month.
- G18.11.7.22 Members noted the proposals set out in the Plan, including:
- i. alignment of strategic focus with the priorities set by the Industrial Strategy;
 - ii. building on successful initiatives such as Future Space, Health Tech Hub and the Launch Space graduate incubator;
 - iii. collaborative activity to advance HE-HE collaboration in Knowledge Exchange, including:
 - a. Bristol VR Lab
 - b. West of England Creative Industries Consortium
 - c. Bristol and Bath Innovation Cluster.

G18.11.8 Annual Report of the Remuneration Committee

Paper G18/11/07 was received.

- G18.11.8.1 The Chair outlined to Members the business undertaken by the Committee through the year.
- G18.11.8.2 Members noted in particular the Committee's focused attention on the national debate regarding Vice-Chancellor and senior staff pay and preparations for the CUC Higher Education Senior Staff Remuneration Code and the OfS Accounts Direction 'Guidance on preparing and publishing financial statements', both of which were published in June 2018.
- G18.11.8.3 Members noted that work in this regard continued, to ensure compliance with both the CUC Remuneration Code and the provisions of the Accounts Direction.
- G18.11.8.4 Members noted the annual report and **endorsed** the Committee's approach to remuneration detailed therein.

ITEMS FOR DISCUSSION

G18.11.9 Vice-Chancellor's Report

- G18.11.9.1 Members received an update from the Vice-Chancellor on the following:
- i. Hartpury University – a statement outlining the change in the University's relationship with Hartpury – a 'reportable event' under the new regulatory framework – had been sent to the OfS;
 - ii. Health and safety –
 - a. 42 accidents had been reported this academic year to the end of October 2018 (33 last year), none of which were RIDDOR reportable
 - b. risk descriptors had been prepared for further development and agreement by the University's Health and Safety Committee, as per the key risks identified in the annual report, and included a strengthened focus on wellbeing, for both students and staff
 - c. an internal audit review on H&S management, classified as 'medium risk' had been considered by Audit Committee on 1 November 2018

- d. the development of Step Change 5-year road map, action plan for 2018/19 and gap analysis; resource implications would be further considered by the Directorate before the end of the calendar year.

G18.11.9.2 Members questioned the management of health and safety within student residences and noted that all were covered in terms of security, although of equal importance were disciplinary codes and the way in which teams worked together; a further risk existed in relation to students living in nominated accommodation. Members also noted that part of the focus of the University's Mental Wealth Strategy would be upon how to ensure communications and data-sharing between teams. An update would be provided at the next meeting.

ACTION: Vice-Chancellor

- G18.11.9.3
- iii. Emissions Reduction Pledge – Members endorsed the pledge in principle, but supported the proposal that further modelling work be undertaken before signing to ensure that delivery of the pledge by the University could be secured;
 - iv. External Developments –
 - a. Fees –
 - i. recently leaked funding baseline of £6500-£7500 fees and implications, with uplift for certain areas
 - ii. OfS Chair had stated that the OfS had no ability to bail out institutions in financial difficulties; a view endorsed by the Minister, who had also expressed concern that a drop to £6500 would lead to a student number cap
 - iii. an uplift to £9250 would cost the Treasury in the region of £2bn-£2.5bn and there was likely to be selective areas for that uplift – depending on curriculum mix, some institutions would fare better than others. The Vice-Chancellor served on a VC working group to monitor this and the matter was a key agenda item for the OfS Board meeting taking place on 6 December 2018;
 - iv. if the changes took place, the remit of the OfS would need to be reconsidered; any change to its powers would require amendment to primary legislation.

Ms D. Whitehead left the meeting.

G18.11.9.4 Members noted the fee income modelling scenarios and the shortfall in income that this could create for the University, which would require a fundamental rethink of the University's structure and curriculum.

G18.11.9.5 Members also noted that the impact on each of the Faculties would be different; the Faculty of Health and Applied Sciences (HAS), for example, would not be impacted upon as heavily as the Faculties of Business and Law (FBL) and Arts, Creative Industries and Education (ACE). Members noted that programmes within the Arts and Creative Industries fields were also high-cost, due to the smaller class sizes and the niche specialist spaces required.

G18.11.9.6 Members further noted that the University would continue to use its strategic planning processes to plan for and mitigate the risks, based on robust student number plans and assumptions. Members endorsed the University's approach to plan around resilience.

G18.11.9.7 Members noted that often mergers were used as a measure when institutions failed, and that these could be problematic unless support from the government was available. Members also noted that in the current market climate, it would be a risk to assume that institutions would be willing to assist in this manner.

G18.11.9.8 Members questioned whether government and the OfS fully grasped the impact upon the sector and noted the different role of HEFCE as a 'buffer' between the sector and government. Members noted that this was not the role of the OfS and that the 'sector voice' was that of UUK as the sector's lobbying organisation.

G18.11.10 Strategy 2030

Paper G18/11/08 was received.

G18.11.10.1 Members noted that these external developments would be factored in as the Strategy 2030 continued to be developed and the planned timing of publication of the draft would be adjusted accordingly.

G18.11.10.2 The Vice-Chancellor led the Board through the initial working draft and highlighted the following for Governors' attention:

- i. The range of engagement sessions taking place during the October-December period on the framework and key themes of Strategy 2030, as considered by the Board of Governors in July;
- ii. Creating a strategy that was bold in its ambitions, dynamic, interesting and able to articulate the positive impact the University had on students' lives – "transforming futures" and focusing on UWE's values;
- iii. The University's priorities should not be insular, but of relevance – "regional" references may be replaced with "local";
- iv. Enterprise, entrepreneurial skills and innovation were critically important – creating opportunities for staff and UWE partners, as well as for students – tried to align this with what was emerging from the Industrial Strategy to provide an inspiring strategy for students;
- v. Research with impact – some of which would be 'blue sky', most would be applied and immediate.

G18.11.10.3 Members noted that areas of focus were still being crafted and would predicate on how ambitious the Board wished the strategy to be, given the external context already discussed.

G18.11.10.4 Members endorsed the draft document and the view that the University should be as ambitious as possible in an external environment that presented difficulties, and to speak to others with whom it would not normally engage, internationally or on the street, for example – and explore how the University can prepare its graduates for transferring their skills throughout the life of their career.

G18.11.10.5 Members also suggested the following for consideration:

- i. There was currently no specific reference to 'work' or 'employment' in the document;
- ii. The investment in Engineering and the Business School and the benefits of those buildings were not sufficiently represented;
- iii. The potential of a medical curriculum.

Professor J. Harrington and Mr D. Woulfe left the meeting.

G18.11.10.6 iv. Industrial Strategy – demonstrate how the University was connecting with high quality manufacturing and design.

Mr. C. Lewis left the meeting.

G18.11.10.7 The Vice-Chancellor thanked Members for their comments and requested any further suggestions be shared with him via email.

G18.11.11 Corporate Scorecard

Paper G18/11/09 was received and noted.

REPORTS

G18.11.12 Update from Student Governor Forum

- G18.11.12.1 The Student Nominee and Chair of the Student Governor Forum summarised the topics discussed at the meeting held on 7 November 2018. These included:
- i. The successes and more challenging aspects of Welcome activities
 - ii. 'Bring Your Own Bowl' campaign to raise awareness of food waste
 - iii. The appointment of a Sustainability Champion
 - iv. Production of the first edition of 'BHM' (Black History Month), written and designed by UWE students, copies of which were available for Board Members
 - v. UWE's successful hosting of the British Universities and Colleges Sport (BUCS) Annual Conference and the Raising and Giving (RAG) Conference (August 2018)
 - vi. The UWE Bristol Business Case competition, the theme of which was 'UWE Sustainability Strategy 2030'
 - vii. Results of Green Spaces Survey.
- G18.11.12.2 Members noted that the Business Case competition inspired a competitive environment for students and that the Student Governor Forum Chair was preparing a report on the exercise for presentation to the University's Sustainability Board.

G18.11.13 Updates from Committee Chairs, Minutes of Board Committees

- G18.11.13.1 Strategic Planning and Performance Committee, 16 October 2018
Paper G18/11/10i was received and noted.
- G18.11.13.2 Nominations and Governance Committee, 16 October 2018
Paper G18/11/10ii was received and noted.
- G18.11.13.3 Finance, Estates and IT Committee, 11 October 2018
Paper G18/11/10iii was received and noted.
- G18.11.13.4 Stadium Sub-Group Confidential Minutes, 18 September 2018
Paper G18/11/10iii was received and noted.
- G18.11.13.5 Audit Committee, 16 October 2018 and 1 November 2018
Paper G18/11/10iv was received and noted.

G18.11.14 Feedback from Committee of University Chairs' (CUC) Plenary

- G18.11.14.1 Members noted that the Deputy Chair had attended the plenary in the Chair's absence and received an update from the Deputy Chair on areas of discussion at the event, including:
- i. student mental health and the prevention of student suicide
 - ii. the need for the CUC to be proactive in providing guidance to institutions on handling the media and on governing bodies' responsibilities with regard to academic assurance
 - iii. plans to launch a new Quality Code and to update the CUC HE Code of Governance.

ITEMS TO NOTE

- *G18.11.15 Capital and Major Projects Programme**
*Paper *G18/11/11 was received and noted.*
- *G18.11.16 Board of Governors Meeting Schedule 2019-2020**
*Paper *G18/11/12 was received and noted.*
- *G18.11.17 Academic Board Minutes**
*Paper *G18/11/13 was received and noted.*
- *G18.11.18 Corporate Seal**
*Paper *G18/11/14 was received and noted.*

RESERVED BUSINESS

G18.11.19 This item is recorded as a confidential minute.

G18.11.20 **Dates of Future Meetings**

19-20 March 2019	inc. Away Day	Hare and Hounds, Tetbury
4 July 2019	13:00 – 18:00	Bower Ashton Campus