

**MINUTES OF THE BOARD OF TRUSTEES**

**Friday 25 May 2018**

- Present: Ms T Beech, Professor H Brady, Mr D Burn (Chair), Mr R Cowap, Mr L Dube, Professor K Facer, Ms J Goldstein, Dr M Hamlin, Ms I Handa, Sir R Kerr, Professor B Lumb, Professor G Macdonald, Dr J Manley, Mr R Massie, Ms N McCabe, Professor G Orpen, Mr A Poolman, Mr A Raffel, Mr M Saddiq, Ms V Stace.
- In attendance: Ms C Baylon (Director International) for item 9, Dr R Bence (Deputy Chief Information Officer) for item 9, Dr M Bishop (co-opted member of Audit Committee), Ms C Buchanan (HR Director) for item 9, Professor N Canagarajah, Mr S Chadwick, Mr P Finch (Bursar and Director of Estates) for item 9, Ms R Geller, Professor D Gunnell (Professor of Epidemiology) for item 11, Ms S Johnson (Clerk), Mr R Kerse, Ms A O'Grady (Director of External Relations) for item 9, Ms L Robinson, Professor Judith Squires, Mr D Sturley (Chief Information Officer) for item 9
- Apologies: Professor J Iredale, Dr E Lithander. Mr A Willis (Co-opted Audit Committee member)

**1. Welcome and announcements**

- 1.1 The Chair welcomed members of the Board of Trustees to the meeting. It was noted that the meeting had been duly convened and that a quorum was present. In particular, it was confirmed that:
- Notice of the meeting had been given to each member of the Board who was entitled to receive it; and
  - Each member of the Board who was not available to attend was aware of the purpose of the meeting and the matters to be considered.
- 1.2 The Chair welcomed **Dr Mary Bishop**, a co-opted member of the Audit Committee, who would observe the meeting.
- 1.3 The Chair reminded the Board that Robin Geller, the **Registrar and Chief Operating Officer**, had announced her departure from the University in Autumn 2018. The Board of Trustees meeting on 5 October 2018 would be her last in post.
- 1.4 The Chair advised the Board that **Professor Keri Facer** had resigned as an Academic Trustee and her last meeting would be 6 July 2018. Ms Vikki Stace had also indicated that she would be stepping down from the Board at the end of December, a year prior to the end of her term.
- 1.5 The Chair noted that this was the last meeting for the Student Trustees, **Lucky Dube** and **Ishita Handa**, and thanked them for their service.

- 1.6 The Chair informed the Board that there were the following additional reports:
- **Modern Slavery Statement** (reference **BT/17-18/055a**) – to be discussed under the Chair’s report.
  - **Senior Management Structure Proposals** (reference **BT/17-18/056a**) – to be discussed under the Vice-Chancellor’s report.
  - **Addendum to CFO Report: Bond, Guarantee and Indemnity Facility** (reference **BT/17-18/060a**)
  - **Mental Health and Wellbeing Update** (reference **BT/17-18/068**). The Board would be joined by **Professor David Gunnell** for this item.
- 1.7 The Chair informed the Board that **item 10 Office for Students Regulatory Framework – Briefing (BT/17-18/063)** would be discussed after the Vice Chancellor’s report to allow time for the item **Mental Health and Wellbeing Update**.
- 1.8 The Chair proposed that during discussion of the senior management structure members of the Executive would be asked to leave the room and that during discussions on the appointment of Chair to the Board Mr A Raffel would be asked to leave the room, as he was one of the applicants.
- 2. Apologies**
- 2.1 NOTED.
- 3. Declaration of interests**
- 3.1 Members were reminded that they had an obligation to disclose any pecuniary, family or other personal interest that they had in any matter under discussion at any meeting of the Board of Trustees as soon as practicable. Members were reminded of their fiduciary duty to avoid conflicts of interest.
- 4. Minutes of meetings on 15 & 16 March 2018**
- 4.1 CONFIRMED subject to the following amendments:
- 15.03.18** – paragraph 6.10 to be amended to state “reflecting on guidance received from the University’s Director of Legal Services, **and noting that not all Board members accepted that advice**, the Chair expressed his agreement with the VC”
- that the Chair be delegated authority to seek a form of wording for paragraph 6.11 to reflect the changes in 6.10
- 16.03.18** – reference to suicide be changed to ‘sudden death’ as there had not yet been a Coroner’s report.
- 5. Matters arising and actions**
- 5.1 There were no immediate actions arising from the previous meeting and all actions were in hand.
- 6. Chair’s report\***
- 6.1 RECEIVED and NOTED (reference **BT/17-18/055**).
- 6.1.1 The Chair introduced his report and drew attention to the following:
- 6.2 Lay Member and Chair Recruitment**
- 6.2.1 The Chair indicated that there would be an update from the Vice-Chair under item 14 MAGG recommendations.

### **6.3 Modern Slavery Statement**

6.3.1 RECEIVED and AGREED (reference **BT/17-18/055a**)

6.3.2 The Board noted that there was a legal requirement to annually update the Statement and that the changes to the 2016 statement were minor – namely a change in date and the designation of the Vice-Chancellor.

### **6.4 USS Update**

6.4.1 The Chair updated Board members on a meeting which had taken place between Executive and Academic representatives on 21 May 2018. The meeting had been very constructive and considered what scenarios and solutions the University could helpfully consider ahead of the findings of the national Expert Panel. The Chair suggested that the current Pensions Sub-Group, which now had wider and more representative membership, was probably best placed to take this forward and ensure wider university community engagement. It was noted that it was important to ensure that the culture of the institution was aligned with its values and issues of confidence, trust and morale addressed. The Vice-Chancellor indicated that he would be referring to these issues in his report later in the agenda.

### **6.5 Chair's Action**

6.5.1 The Board noted the following actions taken by the Chair since the last meeting:

- Agreed an order in relation to methods of examination and assessment pursuant to Ordinance 17
- Approved the appointment of Internal Auditors – 23 April 2018
- Approved the reduction of the share capital within the subsidiary entity, University of Bristol Services Limited – 23 April 2018
- Approved the submission of the University's application for registration to the Office for Students – 23 April

### **6.6 Board Development**

6.6.1 The Chair raised the issue of Board development in the context of the annual evaluation process undertaken by the Board to review effectiveness. It had been a challenging year for both the Board and Executive with some difficult issues to address. To this end the Chair was of the view that a facilitated session with an external expert would be valuable to look more broadly at decision-making and Board/Executive roles and responsibilities. The Chair asked Board Members to let him know if there were specific concerns that should be included in this session in order to help with planning.

## **7. Vice-Chancellor's report\***

7.1 RECEIVED and NOTED (reference **BT/17-18/056**).

7.1.1 The Vice-Chancellor introduced this report.

7.1.2 The Vice-Chancellor drew attention to the importance of this Board meeting for both the Executive and Trustees to reflect on performance against strategic performance indicators, the delivery of the Strategic Plan and in the context of the wider sector and other institutions. It was also an opportunity to look forward and discuss the priorities for the coming years, the pillars of the strategic plan and also where delivery was slowing down or paused. The Vice-Chancellor also explained that he would be putting forward proposals in respect of the Senior Management Team designed to

ensure strategic capacity going forward. These were outlined in an update report to the Board (BT/17 – 18056a).

- 7.1.3 The Vice Chancellor drew attention to the external strains on the sector and reported on the latest Russell Group meeting where several key issues and challenges had been discussed. The consensus amongst Russell Group universities had been that there had never been such an acute level of change and uncertainty in the sector. The Russell Group had met with the Chair of the Post 18 review and had noted that the Chair had a good understanding of the value of the HE sector. However, the final report would no doubt reflect the current political environment and it was highly unlikely that the recommendation within the review would include more money for the sector.
- 7.1.4 The Office for Students (OfS) had now been in place since the 1<sup>st</sup> April and over the coming months it would become clearer what kind of approach would be taken to regulation. Early guidance suggested that the OfS would be taking a 'risk based' approach but exactly what this meant would become clearer over the coming months when institutions were evaluated for registration.
- 7.1.5 UK Research and Innovation (UKRI) was launched on 1 April 2018 and was starting to assert its influence in terms of scale of investment but there was the need for a more proactive approach by the sector in shaping the agenda and the priorities for UKRI, particularly as it relates to the cities agenda and city regions.
- 7.1.6 There was continued uncertainty caused by Brexit, including who will have access to the student loan system from 2018. The Russell Group was continuing to lobby for access to European research programmes. The review of immigration policy was also causing uncertainty. This was reflected in conversations with the Indian High Commissioner when they recently visited the University. The end of post-graduation work visas put the UK at a significant disadvantage compared to the US and Australia.
- 7.1.5 It was noted that the next round of the Teaching Excellence Framework (TEF 3) would be rolled out at subject level. There had been robust discussion at the Russell Group meeting on this issue. There were concerns that the new framework neither assisted students in making choices nor did it achieve what it was meant to in relation to teaching quality. Instead it added a significant bureaucratic burden. In the coming months the Russell Group would be exploring alternative options to put to Government.
- 7.1.6 The University had received a number of prestigious research awards which were a credit to the academic and research leaders in the University. **[REDACTED: likely to prejudice commercial interests]**. More broadly, the University was continuing to grapple with major issues relating to teaching space and challenges around the Fry Building.
- 7.1.7 At the moment, the Mental Health and Wellbeing of staff and students was a very significant focus for the University. A number of important initiatives were underway which were further outlined in the update report to the Board (BT17 -18 068),
- 7.1.8 On a more positive note, student recruitment was going well. The Registrar provided an update on the current figures. **[REDACTED: likely to prejudice commercial interests]**.

- 7.19 In respect of widening participation there was continued progress in relation to the strategic commitment to diversifying the student body. The Board noted that the University was also committed to diversifying the pool of overseas students by increasing recruitment outside of China.
- 7.20 The Board was advised that the new integrated planning process was bringing greater scrutiny to target-setting, and improved market intelligence, so as to ensure that the targets are both challenging and realistic. **[REDACTED: likely to prejudice commercial interests].**
- 7.21 During discussion the following issues were raised/highlighted by the Board:
- there were challenges and risks in respect of ensuring postgraduate targets;
  - there was a need to keep a balance between home and international students and to ensure a wider diversity in each;
  - maintenance of admission standards was important whilst also growing the Institution;
  - whilst targets for BAME students had not been changed in the light of OfS advice it could be possible to set ourselves stretch targets in this area;
  - Bristol Scholars was performing well as an initiative and there had been no withdrawals amongst the first year cohort. A new cohort of 71 students was expected in September;
  - mature student and part time student recruitment remained an issue across the sector but the University was looking at foundation programmes access requirements to assist in addressing this;
  - Temple Quarter was an opportunity to be more innovative in terms of form and delivery of courses; and
  - there had been consideration of other recruitment methods and access requirements to assist in widening participation and this should be kept under review – **[REDACTED: likely to prejudice commercial interests].**

## **7.2 Senior Management Structure Proposals**

- 7.2.1 RECEIVED (reference **BT/17-18/056a**).
- 7.2.2 AGREED by SPECIAL RESOLUTION that the number of Pro Vice-Chancellors would be set at 7.
- 7.2.3 the Vice Chancellor introduced the report and explained the rationale for the proposals. Key issues taken into account were:
- the scale of challenge to the University remained at unprecedented levels, given the public, political and personal expectations affecting staff and students;
  - the demand for excellence in the University across the spectrum, from teaching and learning to student experience, in research and innovation;
  - the financial pressures including pension costs and tuition fee constraints;
  - uncertainties as a result of Brexit and new regulatory frameworks; and
  - the need to foster and develop relationships with the city-region, industrial and governmental partners
- 7.2.4 **[REDACTED: Information intended for future publication].**
- 7.2.5 **[REDACTED: Information intended for future publication].**
- 7.2.6 **[REDACTED: Information intended for future publication].**

7.2.7 **[REDACTED: Information intended for future publication].**

7.2.8 **[REDACTED: Information intended for future publication].**

## **8. Office for Students Regulatory Framework – Briefing**

8.1 RECEIVED (reference **BT/17-18/063**)

8.2 The Director of Strategy, Planning and Change introduced the report.

8.3 The Board NOTED the report.

8.4 The Board noted the very tight timescale associated with the registration process. A series of documents had been submitted and the Chair had signed these off under Chair's Action due to the required deadlines. The OfS would then carry out a risk assessment on whether institutions would be permitted to register and the approach in terms of regulation and risk.

8.5 The Board were reminded that they had submitted basic personal data and that there would be a further requirement to fill in a Fit and Proper Persons declaration form. All indications were that the OfS would be more rigorous than HEFCE in certain respects and there was clearly a value for money agenda and a more student focussed approach to regulation. The Chair noted that, in his view, the regulator should not just focus on the student experience, but also on assisting HE organisations to achieve their very best.

## **9. University SPIs and Risk Register \***

### **9.1 Strategic Performance Indicators – Progress update**

9.1.1 RECEIVED (reference **BT/17-18/057**) and PRESENTATION

9.1.2 The Director of Strategy, Planning and Change introduced the report and the wider performance picture in relation to other institutions.

9.1.3 The HR Director, Director International, Director of External Relations, Bursar and Director of Estates, Chief Information Officer and Deputy Chief Information Officer joined the meeting for this item.

9.1.4 The Board were invited to ask questions after each presentation

#### **i) Education and Student Experience**

9.1.5 The Pro Vice-Chancellor (Education) presented to the Board. The following key points were highlighted during the presentation:  
**[REDACTED: likely to prejudice commercial interests].**

9.1.6 The Chair asked the student trustees to offer their perspective on BAME issues and the following points were noted:  
**[REDACTED: likely to prejudice commercial interests].**

#### **ii) Research Innovation and Partnerships**

9.1.6 The Pro Vice-Chancellor (Research) presented to the Board.

9.1.7 The following key points were noted:  
**[REDACTED: likely to prejudice commercial interests].**

iii) Staff and Ways of Working

9.1.7 The Registrar/COO and HR Director presented to the Board. The following key points were made during the presentation:

***[REDACTED: likely to prejudice commercial interests].***

iv) Internationalisation and Global Relations

9.1.8 The Director International presented to the Board. The following key points were made during the presentation:

***[REDACTED: likely to prejudice commercial interests].***

v) Physical and Digital Infrastructure and Sustainability

9.1.9 The Bursar and Director of Estates, Chief Information Officer presented to the Board. The following key points were made during the presentation:

***[REDACTED: likely to prejudice commercial interests].***

The Chair informed the Board that Patrick Finch (Bursar and Director of Estates) and Darrell Sturley (Chief Information Officer) would soon be leaving the University and this was the last Board meeting they would present at. On behalf of the Board, the Chair thanked Patrick and Darrell for all they had done for the University in their respective posts.

**9.2 Annual Risk Review and Corporate Risk Register 2018/19**

9.2.1 RECEIVED and AGREED (reference **BT/17-18/058**)

9.2.2 The Treasurer introduced the report and highlighted the following. The Audit Committee had considered the Risk Register in detail and both external and internal auditors had agreed that the process and procedures for dealing with risk were comprehensive. ***[REDACTED: likely to prejudice commercial interests].*** To assist in this there would be a session at the October meeting on 'risk appetite'. ***[REDACTED: likely to prejudice commercial interests].***

**9.3 Revised Risk Management Framework (inc. Policy and Procedure)**

9.3.1 RECEIVED (reference **BT/17-18/059**)

9.3.2 The Treasurer introduced the report.

9.3.4 The Board APPROVED the University's revised Risk Management Framework, including policy and draft procedure, subject to further clarifications around 'risk appetite' following Board discussions in October.

**10. Financial Matters\***

**10.1 Chief Financial Officers' Report**

10.1.1 RECEIVED (reference **BT/17-18/060**)

10.1.2 The Chief Financial Officer introduced the reports as set out below and the Vice-Chancellor set the budget context.

10.1.3 In particular the Vice-Chancellor drew attention to the following medium-term priorities:

***[REDACTED: likely to prejudice commercial interests].***

i) Strategic Partnering Agreement, Student Accommodation Development

10.1.4 **[REDACTED: likely to prejudice commercial interests].**

10.1.5 **[REDACTED: likely to prejudice commercial interests].**

ii) 2018/19 Budget

10.1.5 The Board APPROVED the 2018/19 Budget.

**[REDACTED: likely to prejudice commercial interests].**

iv) Finance liaison with the Students Union (reference **BT/17-18/060**)

10.1.6 The Board APPROVED the Corporate Finance Director (Mick Axtell) being appointed as the Financial Contact with the University of Bristol Students' Union.

v) National Westminster bank mandate (reference **BT/17-18/060**)

10.1.7 The Board APPROVED the proposed amendments to the signing mandate with National Westminster Bank plc and that the authorised signatory lists below become the new signing mandate for the University of Bristol's National Westminster Bank accounts and that this replaces the current mandate.

**Group A Signatories**

**[REDACTED: personal data].**

**Group B Signatories\***

**[REDACTED: personal data].**

vi) Bond, Guarantee and Indemnity Facility (reference **BT/17-18/060a**)

10.1.8 The Board APPROVED entering into an increased Bonds, Guarantees, Indemnities facility with Barclays Bank as set out below:

**[REDACTED: likely to prejudice commercial interests].**

**10.2 Endowment review**

10.2.1 RECEIVED (reference **BT/17-18/061**)

10.2.2 The Board APPROVED the sealing of three Trust Deeds under which the University will become Trustee of three newly created Trust Funds for Bursaries, Scholarships and Prizes respectively, into which individual endowment funds can be transferred and consolidated.

10.2.3 The Board PASSED the following Resolution as Trustee of the individual endowment funds listed in Annex A, Annex B and Annex C of the report to exercise its powers under section 275 of the Charities Act 2011, to replace the purposes of the fund by those of three newly created Trust Funds, and section 268 of the Charities Act 2011, to transfer the property of each endowment fund to the relevant newly created Trust Fund.

“As Trustee of the Funds, the Board is satisfied that their charitable purposes could be carried out more effectively if the Trustee were able to consolidate the Funds by transferring them into three newly created Trust Funds, for Bursaries, Scholarships

and Prizes respectively, and to replace the purposes of the Funds by those of the newly created Trust Funds, in line with the spirit of the original gifts.

Therefore, in exercise of the powers conferred by sections 268 and 275 of the Charities Act 2011, the Board HEREBY RESOLVES as Trustee of the Funds to consolidate the Funds by transferring the Funds into the three new Trust Funds, for Bursaries, Scholarships and Prizes respectively, in line with the spirit of the original gifts.

### **10.3 H H Wills Benefaction Fund**

10.3.1 RECEIVED (reference **BT/17-18/062**)

10.3.2 The Board APPROVED the following Resolution as Trustee of the H H Wills Benefaction Fund to exercise its powers under sections 282 to 284 of the Charities Act 2011 to remove the permanent endowment restrictions from the Fund so that both the capital and income of the Fund may be spent in furtherance of the original purpose of the Fund.

“As the Trustee of the Fund, the Board of the University is satisfied that its charitable purposes could be carried out more effectively if the Trustee were able to use some or all of the Fund's permanent endowment capital as well as its income.

Therefore, in exercise of the powers conferred by sections 282 to 284 of the Charities Act 2011, the Board of the University HEREBY RESOLVES as Trustee of the Fund to remove the permanent endowment restrictions from the Fund so that both the capital and income of the Fund may be spent in furtherance of the charitable purposes set out in the will of the late H H Wills.”

### **11. Mental Health and Wellbeing\***

11.1 RECEIVED and NOTED the update (reference **BT/17-18/068**)

11.2 The Pro Vice-Chancellor (Education) introduced the report which set out most recent actions being undertaken in relation to staff and student engagement, the Suicide Prevention and Response Team, ongoing student services implementation, activities relating to staff health and wellbeing and oversight of communications.

11.3 Professor D Gunnell joined the meeting for this item.

The following key issues were highlighted:

- a Vice-Chancellors Mental Health and Wellbeing Taskforce had been established to report to the University Management Team (UMT).
- The Taskforce would also provide updates for the Expert Advisory Group that had also been established, chaired by Dr Jacqueline Cornish, NHS National Clinical Director for Children, Young People and Transition to Adulthood. The Advisory Group provided expert advice to the senior management team on the development and implementation of a ‘whole-institution’ strategic approach to supporting student and staff wellbeing and mental health;
- The Task Force is overseeing and co-ordinating four workstreams covering suicide prevention and response; implementation of the new Wellbeing and Residential Life services; internal and external communications; and the remaining aspects of the whole-institution approach. Current and future activities included the commissioning of a mental health survey for all students and the development of a suicide prevention and response plan in-line with UUK work to develop a national suicide prevention and response toolkit which was to be chaired by the Vice-Chancellor;

- The Suicide Prevention and Response Group (previously Incidence Response Team) and the Project Board overseeing the implementation of the new Student Well-being and Residential Life service, both chaired by the Deputy Registrar, would report to the Taskforce; and
  - there had been considerable media attention both local and nationally and some media responses had regrettably been irresponsible given national guidelines on reporting on suicides.
- 11.5 The Chair invited Professor Gunnell to comment on the approaches being taken by the University in response to the recent student deaths and the increase in mental health issues. Professor Gunnell indicated his support for the whole institution approach being implemented by the University and noted the following:
- the last 10 years had seen a rise in depression and self-harming amongst 15 – 19 year olds;
  - a suicide cluster did not necessarily mean that there were poor mental health support services or above average mental health and wellbeing issues. Clusters could be found in relation to young people in different institutional settings for example prison settings. There was often no obvious reason for a cluster;
  - People could potentially over-identify with a suicide, it could be a response to life problems, news reporting could impact as well, and those people who were already vulnerable could be made more vulnerable;
  - There were as yet no obvious personal links amongst the deaths in Bristol but a detailed audit of confirmed and suspected suicides over the last 8 years was being undertaken by a public health registrar supervised by Professor Gunnell;
  - More data was now available about depression and suicidal thoughts in the University and the type of services people wanted to support better mental health and wellbeing;
  - In terms of gauging the success of different initiatives, suicide rates were not a helpful measure. Clusters typically ran over 3 – 6 months then ceased. It would be more helpful to look, for example, at levels of stress/depression on an annual basis and potentially with smaller groups throughout the year at different times to capture mood swings and correlation with heightened times of stress e.g. examinations. The student mental health survey would be helpful in this regard.
- 11.6 The Board welcomed the report and highlighted the following:
- misuse of drugs and alcohol were known to impact on mental health and it would be important to work with expert agencies in this area;
  - phone Apps could be a useful tool in taking the temperature of mental health and wellbeing and to support learning analytics in identify vulnerable pupils.
  - it was important to have a consistent approach to fitness to study and a supportive approach for students who are struggling with academic progress or are being required to suspend or withdraw;
  - the importance of transition support from school to University including effective pre-arrival communications with students, considering enhanced links with schools, and encouraging students to declare any mental health issues before they arrive
  - support for the approach the University was taking in contacting parents if they have concerns about the mental health of a student.
  - The importance of developing key success metrics including service standards.
- 11.7 The Chair thanked everyone for their input during this challenging period and it was agreed to have further updates come to the Board. The Chair and Board also acknowledged the huge amount of communications work which had been

undertaken and thanked University officers in communications for their hard work at a very difficult time.

**12. Estates Committee**

12.1 RECEIVED and NOTED the (reference **BT/17-18/064**)

**13. Senate**

13.1 RECEIVED and NOTED the report. (reference **BT/17-18/065**)

**14. Audit Committee**

14.1. RECEIVED and NOTED the report. (reference **BT/17-18/066**)

**15. MAGG**

15.1 RECEIVED and NOTED (reference **BT/17-18/067**)

15.2 The Board APPROVED, on the recommendation of the MAGG, the Terms of Reference for the Finance & Major Projects Committee with a minor change that the the DVC would not be a required attendee but invited to attend.

In addition The Board of Trustees/Finance and Major Projects Estates Committee could ask the Director Estates to consult the Advisory Group on a specific issue and report back thereon to the Board/ Finance and Estates Committee.

15.3 The Board NOTED the various appointments.

15.4 The Board NOTED the report from the 'virtual' MAGG meeting which took place in the week commencing 8 May 2018.

15.5 The Board APPROVED the recommendation from the MAGG of the following Board of Trustees appointments:

2 Student Trustees from 1 July 2018 - Jolene Cook and Sally Patterson

2 Academic Trustees from 1 August 2018 - Sheila Ellwood and Keith Syrett

2 Professional Services Trustees from 1 August 2018 - Kate Ashley and Mia Khan

15.6 Mr Andreas Raffel withdrew from the meeting while the Vice-Chair updated the Board on the recruitment process for the new Chair of the Board. The Vice-Chair drew attention to issues of equality and diversity which had been very carefully considered by the shortlisting panel. Whilst there had been a low number of female applicants for the role of Chair the shortlisting panel had agreed to go ahead with the current applicants given the efforts that had been made to produce a broad pool. The Vice-Chair noted that the pool of suitably qualified female candidates was smaller than for male candidates and top quality female candidates were typically being offered a wide range of interesting roles.

15.7 In terms of the Lay Member recruitment there had been 10 female and 2 male applicants for the professional services, academic and student Trustee positions. The Chief Operating Officer and the Deputy Vice-Chancellor both confirmed that shortlisting processes for Professional Services and Academic trustees. Professional Services Trustee positions were advertised and then there was a shortlisting panel of the Chief Operating Officer, representatives from central divisions, a Union and a Faculty representative. Similarly, there had been an advert for the Academic Trustee

and the Standing Senate Committee had carried out the shortlisting. It was noted that the Board may wish to revisit the shortlisting process at some point in the future.

## **Standing items**

### **Equality and diversity implications**

The Chair reflected that the Board had considered several reports with equality and diversity implication - the International Strategy, BAME targets for staff and students, the diversity of the University as a whole, steps being taken to widen participation and outcomes for that cohort of students as well as outcomes for students with protected characteristics. The Board noted that it needed to satisfy itself that matters submitted to it had taken appropriate account of matters of equality and concluded that they had.

### **Communications and consultation**

The Chair noted that the theme of communication had been a thread throughout the meeting in particular the current staff survey and associated staff engagement strategy, the challenging communications around the recent student deaths and mental health and welfare and the need for strong communications at senior level both externally and internally. The Chair would reflect, with the Executive, on how the day's discussions might be appropriately communicated to the wider University community.

### **AOB**

The Board agreed that a future focus on 'People' as part of the Strategic Plan objectives would be extremely useful and included in that succession planning and addressing the gender pay gap.

### **Next meeting**

The next meeting of Board of Trustees will take place on 6 July 2018.