

UNIVERSITY OF GLOUCESTERSHIRE

UNIVERSITY COUNCIL

Minutes of the meeting held on 10 April 2018 at 11.30 am, Jurys Inn, Cheltenham

Membership:

| | |
|------------------------------|---|
| Ms Johanna Anderson | ✓ |
| Ms Emily Andrews | ✓ |
| Mr Peter Bungard | A |
| Mr Matthew Burgess | ✓ |
| Professor Julian Crampton | A |
| Mr Paul Davies | A |
| Ms Nicola de longh | ✓ |
| Mr Chris Fung | ✓ |
| Ms Vicki Hatton | ✓ |
| Mr Dai Jones | A |
| Mr Martin Jones | ✓ |
| Mr Stephen Marston | ✓ |
| Mr Allen Mawby | ✓ |
| Mr Stephen Maycock | ✓ |
| Mrs Karen Morgan (Chair) | ✓ |
| Professor Andrew Parker | A |
| Ms Mehjabeen Patrick | ✓ |
| Mrs Pam Sissons | ✓ |
| The Rt Revd Robert Springett | A |
| Mr Angus Taylor | ✓ |

Board Apprentices:

| | |
|-----------------------|---|
| Mr Prince Kamalaneson | ✓ |
| Ms Christine Walwyn | ✓ |

In attendance:

| | |
|--------------------------------------|------------------------------------|
| Mrs Ruth Davies | Director (Human Resources) |
| Ms Lindsey Ingle | Financial Performance Manager |
| Professor David James | Dean (Academic Development) |
| Dr Richard O'Doherty | Deputy Vice-Chancellor |
| Mr Alastair Wasilewski (for C.18.41) | Reporting Manager |
| Dr Matthew Andrews (Officer) | University Secretary and Registrar |
| Mrs Penny Gravestock (Minutes) | Assistant Secretary to Council |

C.18.32 Prayer

Mrs Karen Morgan opened the meeting with a prayer.

C.18.33 Apologies

C.18.33.1 Received: apologies for absence from Mr Peter Bungard, Professor Julian Crampton, Mr Paul Davies, Mr Dai Jones, Professor Andrew Parker, and the Rt Revd Robert Springett.

C.18.33.2 Noted: that:

- a. Mrs Karen Morgan would chair the meeting in the absence of Professor Crampton;
- b. Ms Lindsey Ingle was substituting for Mrs Camille Stallard.

C.18.34 Business of the Agenda

Resolved: it was agreed that item C.18.45 would be taken at the start of the meeting, and that item C.18.47 would be unstarred for discussion.

C.18.34 Declarations of Interest

Noted: that there were no declarations of interest.

C.18.35 Minutes of the meeting held on 6 February 2018

Resolved: the minutes were agreed as an accurate record of the meeting held on 6 February 2018. It was requested, however, that a further paper on the Marketing and Communications Strategy should be presented to Council, outlining the key priorities from the action plan with

an indication of costs and progress made. It was agreed that this would be added to the Schedule of Business.

ACTION: University Secretary and Registrar

C.18.37 Matters Arising (C/23/18)

C.18.37.1 [C.18.04.3] *Academic Strategy 2017 - 22*
Noted: that the Academic Strategy had been revised in light of comments made, and had been published on the University's website and publicised through the Vice-Chancellor's newsletter.

C.18.37.2 [C.17.126.2] *Matters Arising: Vice-Chancellor's Report*
Noted: that a presentation on student wellbeing had been considered as part of Council's away day on 9 and 10 April 2018.

C.18.37.3 [C.17.139.2] *Matters Arising: Review of Recruitment to Pathway Joint Venture*
Noted: that an update on recruitment to the INTO Joint Venture would be considered as part of the Financial and Operating Performance Report under agenda item C.18.43. It was reported that a progress report on the review of the INTO Joint Venture would now be presented to Council at its meeting to be held on 15 May 2018, with a full report to be presented in June 2018 to allow decisions to be made for the 2019/20 academic year.

ACTION: Deputy Vice-Chancellor / Director (Finance and Planning)

C.18.37.4 [C.18.15.3] *Postgraduate Taught Experience Survey (PTES) Results and Analysis*
Noted: that an action plan would be presented to Council at its meeting to be held on 15 May 2018.

ACTION: Dean (Academic Development)

C.18.37.5 [C.18.21.2] *Report from the Governance and Nominations Committee*
Noted: that a paper on the University's preparations for the General Data Protection Regulation (GDPR) would be considered under agenda item C.18.42.

C.18.38 Chair's Business

C.17.102.1 Noted: that there had been no decisions made by circulation nor any exercise of delegation since the last meeting, but that the Company Seal had been used in March 2018 as followed:

- a. a deed of covenant with the Rugby Football Association for the Oxstalls playing field and funding;
- b. a sub-sub-underlease for Pittville with Uliving@Gloucestershire Ltd;
- c. the Oxstalls development S278 agreement with the County Council.

C.18.39 Vice-Chancellor's Report (C/24/18)

This item was discussed under Confidential Business.

C.18.40 Students' Union Update (C/25/18)

C.18.40.1 Received and noted: the regular update from the Students' Union (SU). The following were highlighted:

- a. the progress against the Operating Plan, noting that the only action showing as 'not organised' was the annual data report which was scheduled to be completed in June 2018;
- b. the outcomes of the full time officers' elections, noting in particular the level of student engagement. The new team was announced as follows:
 - President: Madi Azizi;
 - Education Officer: Maisie Jerrim-Wyse;
 - Sports Officer: Peter Rayward;
 - Welfare Officer: Phoebe Crook;
- c. the range of events organised for International Women's Day;
- d. upcoming campaigns, including those related to Mental Health in Men, Drinks and Drugs Awareness, and Anti-stress;
- e. preparations underway for the Gnomies, Sports, and Student-led Teaching Awards;
- f. attendance at the recent National Union of Students' annual conference.

C.18.40.2 Considered:

- a. a query from Council regarding the role of the Students' Union in providing consumer advice. It was confirmed that the SU was able to signpost professional advisory services, but did not provide the advice themselves;
- b. the work to increase student engagement with the election process, and the high turnout compared with others in the sector;
- c. the extent to which the SU were able to encourage students to become more politically engaged with local and national elections. It was reported that social media was used to raise awareness.

C.18.41 Student Retention and Outcomes (C/26/18)

- C.18.41.1 Received: a detailed breakdown of the completion rates and reasons for non-completion for students registered on full-time Masters Degree and First Degree courses. The report's conclusions were highlighted, noting in particular:
- a. the University's upwards movement in First Degree non-continuation in year two in recent years as calculated by the Higher Education Statistics Agency (HESA), with the associated decreased variance to the sector benchmark;
 - b. that the University's internal measure of course completion showed overall completion rates for first degree cohorts had remained broadly static over the five year period;
 - c. variations in metrics between academic schools and subject communities;
 - d. the correlation between completion rates and admissions entry system (i.e. through the main UCAS process or via clearing);
 - e. HESA's 'projected outcomes' performance indicators which suggested that first degree completion was likely to fall slightly for cohorts who had begun their studies in the last three to four year period. That reinforced the need to identify and address the reasons for the decline (although it was noted that the University was still performing well compared with the sector).
- C.18.41.2 Considered:
- a. the process the University followed to establish the reasons that students failed to complete. It was reported that, when it was evident that a student was in danger of dropping out, they were encouraged to use the Helpzones to get advice and that reasons for withdrawal were recorded where possible (but that sometimes contact was lost). Council discussed the level of persistence in contacting students, and it was noted that there was a structured protocol to follow;
 - b. the work of the Academic Leadership Group to identify reasons for variations seen between subject communities;
 - c. the role of personal tutors to engage with students;
 - d. the extent to which tightening of standards had meant that more students were not achieving their awards;
 - e. the particular issue with completion rates of professionally accredited courses;
 - f. a suggestion that it would be interesting to map the breakdown of course data against complaints and appeals;
 - g. the correlation with entry tariffs. It was noted that the sector's work around widening participation and its effect on entry tariffs were factored into the benchmark figures;
 - h. in response to a query, it was noted that there did not appear to be any link between completion rates and the use of unconditional offers;
 - i. whether there were additional technology-based solutions that the University could use to monitor student engagement.
- C.18.41.3 Noted: recent changes to student retention and course completion rates.
- C.18.41.4 Resolved: Council requested that it should receive an update paper at a future meeting to provide reassurance that measures were being put in place to address the issues raised.
ACTION: Director (Finance and Planning) / University Secretary and Registrar
- #### **C.18.42 GDPR Implementation Update (C/27/18)**
- C.18.42.1 Received and noted: an update on the University's preparations for implementation of the General Data Protection Regulation (GDPR) which would come into effect on 25 May 2018. It was reported that a GDPR Working Group, chaired by the University Secretary and Registrar, was overseeing the programme of work underway to ensure compliance with the new Regulation.

- C.18.42.2 Resolved: it was recommended that a discussion should be held with the internal auditors to consider a review of the University's compliance to GDPR.
ACTION: University Secretary and Registrar
- C.18.43 Financial and Operating Performance Report (C/28/17)**
- C.18.43.1 Received: a report reflecting the University's financial performance for the first seven months of the year, together with staff and student numbers. It also contained the outcome of the second forecast exercise that took place during February 2018. The Financial Performance Manager highlighted:
- the year to date financial position, in particular the operating surplus and variance seen in the forecast to year end due to the expenditure profile for non-pay costs;
 - the potential effect of the pensions valuation on the year end figures, as the results were currently unknown;
 - the INTO Joint Venture's results for the first six months to January 2018.
- C.18.43.2 Noted: the financial performance to the end of February 2018 and Forecast 2.
- C.18.44 Risk Management Update (C/29/18)**
- C.18.44.1 Received: the Risk Register and the associated action plans and narrative that had been updated since presentation to Audit Committee on 16 March 2018. The University Secretary and Registrar highlighted the highest rated 'red' risk related to student recruitment, and noted the actions the University was taking in addition to those highlighted in the plan.
- C.18.44.2 Considered:
- the reports to Council and Finance and General Purposes Committee to allow members to be assured that bank covenants would not be breached;
 - the University's process to ensure that its financial model was correct.
- C.18.44.3 Noted: the narrative and accompanying actions plans for the University's risk Register.
- C.18.44.4 Resolved: in response to a query as to whether Risk 4: Poor Financial Performance should be rated as 'red' due to its link with student recruitment, it was agreed that University Executive Committee would consider its impact and likelihood again.
ACTION: University Secretary and Registrar
- C.18.45 Council Membership (C/30/18)**
Resolved: Council approved the recommendation of Governance and Nominations Committee to appoint Mr Matthew Burgess for a second term of office of four years from 1 May 2018 to 30 April 2022.
- C.18.46 Council Schedule of Business (C/31/18)**
- C.18.46.1 Considered: the Schedule of Business. Members were reminded that this was their opportunity to ensure that the strategic issues they wished to discuss were built into Council's planning.
- C.18.46.2 Resolved: it was agreed that:
- two briefing sessions on the Business School and brand development would be added to the Schedule;
 - there should be regular opportunities for members of Council to meet without members of Executive being present (as was done for Audit Committee).
- ACTION: University Secretary and Registrar**
- C.18.47 University of Gloucestershire Postgraduate Research Experience 2016-17 (C/3218)**
- C.18.47.1 Received: a paper setting out the context for the 2017 Postgraduate Research Experience Survey (PRES) and its analysis. Council also received responses to concerns and issues raised through the PRES within the Research Degrees Committee Action Plan for 2017/18. The Dean (Academic Development) highlighted the particular issues related to building a sense of community for postgraduate students, and the measures being put in place.
- C.18.47.2 Noted: the contents and actions contained in the report.

C.18.48 Minutes from Council Committees and Academic Board*

Noted: the minutes from the following meetings would be available from <https://infonyet.glos.ac.uk/departments/registry/committees/Pages/default.aspx>

- a. Academic Board, 14 March 2018;
- b. Audit Committee, 16 March 2018;
- c. Finance and General Purposes Committee, 20 March 2018.

C.18.49 Any Other Business

Received: thanks from members of Council for those involved in delivering the successful away day programme.

C.18.50 Date of Next Meeting

Tuesday, 15 May 2018 (TC217, Oxstalls Campus, Gloucester).

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Action list for the meeting held 10 April 2018

| Minute number | Action | Responsibility |
|---------------|---|--|
| C.18.35 | <i>Minutes of the meeting held on 6 February 2018</i> It was requested, however, that a further paper on the Marketing and Communications Strategy should be presented to Council, outlining the key priorities from the action plan with an indication of costs and progress made. It was agreed that this would be added to the Schedule of Business. | University Secretary and Registrar |
| C.18.37 | <i>Matters Arising</i> | |
| C.18.37.3 | [C.17.139.2] <i>Matters Arising: Review of Recruitment to Pathway Joint Venture</i> <u>Noted:</u> that an update on recruitment to the INTO Joint Venture would be considered as part of the Financial and Operating Performance Report under agenda item C.18.43. It was reported that a progress report on the review of the INTO Joint Venture would now be presented to Council at its meeting to be held on 15 May 2018, with a full report to be presented in June 2018 to allow decisions to be made for the 2019/20 academic year. | Deputy Vice-Chancellor / Director (Finance and Planning) |
| C.18.37.4 | [C.18.15.3] <i>Postgraduate Taught Experience Survey (PTES) Results and Analysis</i> <u>Noted:</u> that an action plan would be presented to Council at its meeting to be held on 15 May 2018. | Dean (Academic Development) |
| C.18.41 | <i>Student Retention and Outcomes</i> | |
| C.18.41.4 | <u>Resolved:</u> Council requested that it should receive an update paper at a future meeting to provide reassurance that measures were being put in place to address the issues raised. | Director (Finance and Planning) / University Secretary and Registrar |
| C.18.42 | <i>GDPR Implementation Update</i> | |
| C.18.42.2 | <u>Resolved:</u> it was recommended that a discussion should be held with the internal auditors to consider a review of the University's compliance to GDPR. | University Secretary and Registrar |

| Minute number | Action | Responsibility |
|----------------------|---|------------------------------------|
| C.18.44 C.18.44.4 | <p><i>Risk Management Update</i></p> <p><u>Resolved:</u> in response to a query as to whether Risk 4: Poor Financial Performance should be rated as 'red' due to its link with student recruitment, it was agreed that University Executive Committee would consider its impact and likelihood again.</p> | University Secretary and Registrar |
| C.18.46 C.18.46.2 | <p><i>Council Schedule of Business</i></p> <p><u>Resolved:</u> it was agreed that:</p> <ol style="list-style-type: none"> a. two briefing sessions on the Business School and brand development would be added to the Schedule; b. there should be regular opportunities for members of Council to meet without members of Executive being present (as was done for Audit Committee). | University Secretary and Registrar |