

## UNIVERSITY OF GLOUCESTERSHIRE

## UNIVERSITY COUNCIL

Minutes of the meeting held on 3 October 2017 at 4.30 pm, FW015, Fullwood House, The Park

**Membership:**

Ms Johanna Anderson	A
Ms Emily Andrews	✓
Mr Peter Bungard	✓
Mr Matthew Burgess	A
Professor Julian Crampton (Chair)	✓
Mr Paul Davies	✓
Ms Nicola de longh	✓
Mr Chris Fung	✓
Ms Vicki Hatton	✓
Mr Dai Jones	A
Mr Martin Jones	✓
Mr Stephen Marston	✓
Mr Allen Mawby	A
Mr Stephen Maycock	✓
Mrs Karen Morgan	✓
Professor Andrew Parker (from C.17.104)	✓
Ms Mehjabeen Patrick	✓
Mrs Pam Sissons	✓
The Venerable Robert Springett (until C.17.110)	✓
Mr Angus Taylor	A

**Board Apprentices:**

Mr Prince Kamalaneson	✓
Ms Christine Walwyn	✓

**In attendance:**

Mrs Ruth Davies	Director (Human Resources)
Professor David James	Dean (Academic Development)
Mrs Maxine Melling	Pro Vice-Chancellor (Operations)
Dr Richard O'Doherty	Deputy Vice-Chancellor
Mrs Camille Stallard	Director (Finance and Planning)
Mr Duncan White	Executive Director (Estates Strategy)
Dr Matthew Andrews (Officer)	University Secretary and Registrar
Mrs Penny Gravestock (Minutes)	Assistant Secretary to Council

**C.17.95 Prayer**

The Rt Revd Robert Springett opened the meeting with a prayer.

**C.17.96 Council Membership (C/61/17)**

C.17.96.1 Received: a paper to provide an update on issues relating to the membership of Council and its sub-committees. In response to a request from Council at the last meeting, the terms of reference and membership of the University Integrity and Ethics Committee were also included.

C.17.96.2 Resolved: Council:

a. approved that:

- Mr Stephen Maycock should be appointed to Council from 3 October 2017 for four years in the first instance until 2 October 2021;
- Mr Stephen Maycock should join Governance and Nominations Committee from 3 October 2017;
- Russell Shalofsky, Senior Lecturer in Primary Education, should be appointed to Governance and Nominations Committee as a representative of Academic Board for a term of two years in the first instance from 3 October 2017 until 2 October 2019;
- Ms Nicola de longh should be appointed as the Council representative on the University Integrity and Ethics Committee from 3 October 2017;

- Ms Julie Atherton should be appointed as a co-opted member of Finance and General Purposes Committee for the academic year of 2017/18 in the first instance with a possible extension for one further year;
- b. noted:
- the election of Professor Andrew Parker as the new Academic Staff Member from 1 September 2017 for four years until 31 August 2021 and that he would now also become an ex officio member of Academic Board;
  - the agreed apprentice co-opted memberships and the extended terms of office for standard co-opted members to Audit Committee and Finance and General Purposes Committee.
- c. recommended to Academic Board that Professor Andrew Parker should be appointed to Honorary Awards Committee.
- New members of Council and the Board Apprentices were welcomed to their first meeting.

**C.17.97 Apologies**

Received: apologies for absence from Ms Johanna Anderson, Mr Matthew Burgess, Mr Dai Jones, Mr Allen Mawby, and Mr Angus Taylor. Apologies for late arrival were received from Prof Andrew Parker.

**C.17.98 Business of the Agenda**

Noted: that no requests had been received to unstar any item on the agenda, and that therefore paper C/73/17 would be noted as stated.

**C.17.99 Declarations of Interest**

Noted: that there were no declarations of interest.

**C.17.100 Minutes of the meeting held on 27 June 2017**

Resolved: the minutes were agreed as an accurate record of the meeting held on 27 June 2017.

**C.17.101 Matters Arising (C/62/17)**

C.17.101.1 [C.17.75.2] *Matters Arising*

Noted: that the Students' Union Operational Plan would be considered under agenda item C.17.104.

C.17.102.2 [C.17.77.3] *Vice-Chancellor's Report*

Noted: that a paper had been circulated to members via email on 30 June 2017, proposing the removal of the Pro Vice-Chancellor (Operations) post from the University's senior structure following the retirement of Maxine Melling. It was reported that, overall, respondents were content to accept the proposals, and that a subsequent message had been sent to members of the Remuneration and Human Resources Committee with responses to any concerns that had been raised.

C.17.103.3 [C.17.80.1] *Annual Report from Academic Board*

Noted: that a summary document outlining all the information received over the year to allow Council to make its statement on academic standards would be presented at the meeting to be held on 28 November 2017.

C.17.103.4 [C.17.82.1.01] *2016/17 Updated Operating Plan and Key Performance Indicator (KPI) Update*

Noted: that the final Operating Plan report for 2016/17 would be presented to Council at the meeting in November 2017.

C.17.103.5 [C.17.83] *Ethical Approval Process for Partnerships*

Noted: that the terms of reference document for the Integrity and Ethics Committee had been presented in paper C/61/17, and that the Council schedule of business had been updated to include a report from the Committee to be presented at the May meeting each year.

C.17.103.6 [C.17.89.2] *Council Schedule of Business*

Noted: that, following consultation via email, it had been agreed that the meeting and meal would be held on Tuesday, 3 October 2017.

C.17.103.7 [C.17.93.1] *Any Other Business*

Noted: that, on 30 June 2017, Council members were sent a report via email outlining the assessment of fire risk across the estate from the University's Health, Safety, Environment and Quality Manager.

**C.17.102 Chair's Business**C.17.102.1 Noted: that there had been:

- a. two decisions made by circulation:
  - as outlined in the Matters Arising paper, Council members were asked to approve a proposal for the removal of the Pro Vice-Chancellor (Operations) role following the retirement of Maxine Melling. This was approved;
  - the appointment of the University Chaplain. Following circulation of an email to members on 15 July 2017, the appointment of Revd Simon Witcombe was approved;
- b. one exercise of delegation: on 30 June 2017, as agreed at the meeting in February 2017, the Chairs of Council and its Committees and the Vice-Chancellor were asked to approve entry into formal building contract for the Business School Growth Hub Project in the contract sum of £14,701,832 and gross commitment of £21,384,227. This was approved.

C.17.102.2 Noted: that the Company Seal had been used the following times since the last meeting:

- a. 12 July 2017:
  - a number of warranties with subcontractors for the Blackfriars development;
  - a debt waiver form between the University and INTO Gloucestershire LLP to write off the £1.7m debt for the INTO Joint Venture (as previously agreed by Council);
- b. 31 July 2017: a Deed of Variation with Uliving in relation to leasing and maintenance of premises at Pittville (signed by Stephen Marston and Pam Sissons);
- c. the week beginning 7 August 2017:
  - a lease for the Cricket Pavilion at Oxstalls;
  - a sub-underlease for the Reception Building;
  - a Reversionary Lease and Deed of Variation relating to part of the Ground Floor, at Delta Place;
  - Principal Sub-Contract Warranties relating to Pittville Campus.

All these documents (with the exception of the Pittville Deed of Variation) were signed by Stephen Marston and Matthew Andrews.

**C.17.103 Vice-Chancellor's Report (C/63/17)**C.17.103.1 Received and noted: a paper updating Council on major developments affecting the University since the previous meeting in June 2017. The following key elements were highlighted (noting that the National Student Survey (NSS) and the Staff Survey would be considered elsewhere on the agenda):

- a. the extensive media reporting around Vice-Chancellors' pay, higher education fees, and Value for Money, and the associated reputational damage to the sector;
- b. announcements by the Minister for Universities and Science, Jo Johnson, around changes to the Teaching Excellence Framework (TEF), including:
  - plans to conduct the rating exercises at subject level;
  - the incorporation of a new measure based on employment and earnings outcomes from the Longitudinal Educational Outcomes (LEO) database;
  - the inclusion of an indicator based on the proportion of first/2:1 degrees awarded by institutions over time;
  - a new metric measuring the 'teaching intensity a student experiences';
  - the weighting of the NSS results would be halved in future assessments;
- c. that the new Office for Students would undertake a consultation on the introduction of student contracts between students and universities to set out what students could expect from their providers;
- d. the University's latest recruitment figures. It was reported that a paper setting out the approach to manage the next cycle would be presented to Council at its meeting in November 2017;

**ACTION: Vice-Chancellor/Pro Vice-Chancellor (Operations)**

- e. an update on estates developments, noting in particular that the Pittville site was completed in time for students to move in, and that work was on schedule at Oxstalls and the Gloucester city-centre residences;
- f. the development of the proposal to create an Advanced Renewables Research Centre (ARRC) to host applied research, knowledge exchange, training, incubation and

demonstrator facilities relating to Advanced Renewable Energies. It was noted that, if approved by the Local Enterprise Partnership (LEP) Board in October, detailed proposals would be presented to Council in November 2017;

- g. the Vice-Chancellor's objectives for 2017/18 as agreed with the Chair.

**C.17.103.2** Considered:

- a. the future of the TEF in light of government plans to withdraw the opportunity to raise tuition fees;
- b. the success of achieving the student recruitment targets set in June 2017, with Council commenting particularly on the good rate of conversion and the retention of grade profile;
- c. plans for the student accommodation team to run an open day for second and third year students to support landlords in Gloucester;
- d. the accommodation at Pittville for approximately 100 professional service staff;
- e. confirmation that the University was investigating opportunities under the new Institutes of Technology proposals;
- f. whether there were opportunities for the University to consider becoming a benefit corporation, which required a company to meet standards of social and environmental performance, accountability, and transparency. It was noted that, whilst relatively new in the United Kingdom, it was becoming a stronger movement and would be an opportunity to support the University's sustainability agenda.

**C.17.104 Report from the SU (C/64/17)**

**C.17.104.1** Received and noted: the Students' Union Operating Plan for 2017/18. It was noted that the Plan comprised a number of aims and actions, each owned by a member of staff, that underpinned the following five themes from the Students' Union Strategy:

- a. 'We will ensure you have the best time at University';
- b. 'We will positively impact your academic experience';
- c. 'We will support you to develop your skills and be ready for working life';
- d. 'We will create a stronger University of Gloucestershire student community';
- e. 'We will communicate effectively with our stakeholders'.

**C.17.104.2** Considered:

- a. the work by the Students' Union (SU) to provide a more inclusive freshers' programme, by arranging, for example, a greater number of non-alcoholic events;
- b. the launch of the trips programme;
- c. more interaction with INTO to support the Joint Venture students;
- d. a recommendation from Council that a version of the Operating Plan could be made available for students. It was noted that this would help students identify how the SU was supporting them (and could, therefore, improve NSS results). An example of student representation was given where the University often got credit for what was an SU initiative.

**C.17.105 National Student Service (NSS) 2017: Results, Analysis and Follow-up (C/65/17)**

**C.17.105.1** Received: following a briefing session presented immediately before the meeting, Council received a paper providing an overview of the University's National Student Survey 2017 outcomes, their analysis, and the planned management intervention. The paper explained the changes to the NSS questions, to the sector and to participation rates for NSS 2017 and the resulting limitations of direct comparison with outcomes achieved in previous years. The paper also presented the results, identifying key themes, in particular, exploring four areas where the University may choose to focus its efforts during 2017-18. Members were reminded that it was one of the important sources of information that Council could draw upon when considering the annual assurance statement on academic quality and standards.

**C.17.105.2** Considered: an analysis of the NSS results, the planned intervention and the approach to preparations for NSS 2018. Members noted that high scoring areas would be encouraged to share good practice across the institution.

**C.17.105.3** Resolved: in response to a specific query, it was agreed that a separate project would be undertaken to investigate results from the Social Work strand, and that an update should be presented to a future meeting.

**ACTION: Deputy Vice-Chancellor**

**C.17.106 Staff Survey 2017 (C/66/17)**

C.17.106.1 Received and noted: the Staff Survey results for 2017, and details of communication and action planning activity. It was noted that the University had used Capita to run Staff Surveys since 2011, with subsequent surveys run in 2013, 2015 and 2017. This was the third staff survey in a row to show improvements in overall staff satisfaction, and we are proud to have made significant progress since 2011. It was reported that overall satisfaction was now at 79%, 89% said the University was a good place to work and 87% said they were proud to work there (not 97% as stated in the Executive Summary). It was also noted that there were still areas for improvement and that the University would continue to build further on the progress made in the areas of workload and bureaucracy, change management, communication and co-operation, and career progression.

C.17.106.2 Considered:

- a. confirmation received that the Staff Review and Development process included an element of performance appraisal;
- b. that the survey had contained a number of sector benchmarking questions in additions to institution-specific ones, and that allowed some consistency to be able to monitor trends;
- c. whilst it was acknowledged that communication was likely to be an issue at all institutions, it was noted that such a big area of concern for staff could not be ignored. It was also noted that the issue was likely to include lateral communication within departments as well as up and down management lines. Details of communication methods (such as Vice-Chancellor roadshows, newsletters, and Staff News) were outlined, and it was acknowledged that work was required to establish what element of communications were the issue;
- d. the apparent contradiction between staff thinking that the University was a good place to work whilst also feeling negative about the next twelve months. It was noted that there were a number of sector developments leading to unease, in addition to concerns about student recruitment and the amount and rate of change seen at the institution. There was also concern amongst academic staff about the level of bureaucracy in the University's processes;
- e. whether the University would consider running the survey each year. It was noted that, in addition to the cost factor, there would be concern that survey fatigue would become an issue.

**C.17.107 People and Culture Strategy (C/67/17)**

C.17.107.1 Noted: that, following an update on the development of a new People and Culture Strategy in June 2017, the Strategy had been redrafted to reflect the outcomes of the NSS results and staff feedback from the 2017 Staff Survey and incorporated updated thinking on the responses to both of these surveys. Council received the updated Strategy with an action plan focussed on achieving demonstrable shifts in behaviour leading to a more empowered workforce who took responsibility and who were developed and supported to achieve their full potential. It was noted that there was an emphasis on the leadership and management skills and behaviours needed to inspire and motivate staff to perform to the best of their ability and to effectively deal with under performance. There were also actions to address improvements in communication and to successfully managing change initiatives. It was reported that it had been assumed that in year one there would be no additional costs but it was anticipated that during the lifetime of this strategy and action plan, additional resources would be needed to invest in learning and development.

C.17.107.2 Considered:

- a. how University Executive Committee viewed its role in delivering the Strategy. It was noted that Executive was working closely with the Director (Human Resources) to identify priorities and to undertake workforce planning to enable the University to be agile moving forward. It was also reported that members of Executive were looking at their own behaviours and were committed to a programme of development, in addition to that required in individual departments;
- b. a query that had been raised at Remuneration and Human Resources Committee that the title was misleading as the Strategy was concerned only with staff and the workforce, whereas 'People' at the University included students;
- c. the need to ensure that the University's values were exhibited across all campuses and that the focus was on enabling staff to realise their potential;
- d. support for the content of the Strategy but a concern regarding what would be communicated to staff from the costs section;

- e. work with the Communications team to establish a suitable way to communicate the Strategy to staff. It was agreed that it was important to have something short and compelling about the strategic vision.

C.17.107.3 Resolved: Council approved the People and Culture Strategy for 2017-2022 which was one of the key enablers to delivery of the University's Strategic Plan. It was requested that further thought should be given as to how the Strategy would be communicated with staff.

#### **C.17.108 UoG Internationalisation Strategy (C/68/17)**

C.17.108.1 Received: the proposed Internationalisation Strategy 2017-2022 which drew on the internationalisation framework previously shared with Council, staff and the SU, and the consultation feedback generated by this. It was reported that the University had tried to take on board concerns about its capacity and appetite for taking significant strides in all areas of internationalisation. The strategy confined itself to the following three goals, each with four actions:

- a. 'Engaging our communities – staff and students demonstrate intercultural competence';
- b. 'Enriching our student experience – our internationalised curriculum enhances graduate attributes';
- c. 'Energising our practice through partnerships – international collaboration enriches our work.

It was noted that there were therefore twelve priorities altogether, and achievement of these could be phased across the five years of the strategy period as appropriate. Heads of School will be asked to engage in the internationalisation agenda in their annual Business Plans.

C.17.108.2 Considered:

- a. support from Council members for the content of the Strategy, commenting in particular on mix of vision and action;
- b. a recommendation to give consideration as to how it should be communicated to multiple audiences;
- c. on receiving feedback that the Strategy would benefit from establishing baseline metrics, it was noted that the work to incorporate the Strategy into the business planning process with Schools would enable baselines to be identified;
- d. clarification around the University's work with multinational companies to identify their needs from graduates, and the relative timing of the three goals;
- e. whether the Strategy could be revised to reflect comments raised and to edit the wording within it, and be presented again to Council in November 2017. It was emphasised, however, that there had been a long period of development and consultation and that it was imperative that work with the Schools should start. It was therefore agreed that an update should be given in a year's time.

C.17.108.3 Resolved: Council approved the proposed Internationalisation Strategy, and requested that an update should be given at the meeting of Council in October 2018.

**ACTION: Deputy Vice-Chancellor**

#### **C.17.109 Estates Strategy (C/69/17)**

C.17.109.1 Received: the proposed 2017/22 revised Estates Strategy, drafted following the publication of the new Strategic Plan in February 2017 and designed to support the Plan's central theme of transformation through provision of an organisational learning environment that enabled staff and students to achieve their full potential.

C.17.109.2 Noted: that the draft document had been developed in conjunction with relevant stakeholders, considered and approved by the University Executive Group and then hosted on the University intranet for wider consultation. It was reported that, following consideration at the meeting held on 19 September 2017, members of Finance and General Purposes Committee had recommended the Strategy for approval by Council subject to figures from 2016/17 being included in the 'Estate Investment Metrics and Affordability' section to reflect the increased investment for that year, and some additional detail related to the University's plans to reduce road congestion. It was noted that these amendments would be incorporated following consideration of the Strategy by Council.

C.17.109.3 Considered:

- a. assurance given that sensitivity analyses were undertaken around the affordability of capital expenditure in light of risks related to student recruitment and fees uncertainty;

- b. whether there was sufficient reference to Information Technology (IT) provision in the Strategy;
- c. the intended audience for the document. It was noted that the Strategy would be in the used as marketing material in the public domain and, as such, it would not be appropriate to include too much financial detail, but that metrics would be monitored by Finance and General Purposes Committee.

C.17.109.3 Resolved: Council approved the new Estates Strategy 2017/22, subject to the additional information required by Finance and General Purposes Committee and some further reference to the University's IT provision.

**ACTION: Executive Director (Estates Strategy)**

#### **C.17.110 Financial Report – preliminary year end outturn and budget update (C/70/17)**

C.17.110.1 Received: a report detailing the latest draft outturn position for 2016-17 and an update on the budget for 2017-18. The following were highlighted:

- a. in accordance with accounting standards guidelines for external reporting the results were being presenting under FRS102;
- b. results showed a good performance against forecast with an operating surplus of £3.2m, 3.9% (pre-exceptionals);
- c. capital expenditure for the year was £13.7m, which was 17% of turnover. As well as the annual investment in maintenance, the expenditure had been incurred across a range of strategic projects; the Business School, Sports and nursing facilities (all located at the Oxtalls campus), Pittville administration building and a range of IT investment projects;
- d. although new enrolments were lower than the original target, they appeared higher than the final agreed budget that included a £2.3m risk adjustment to income. The situation with returning students and postgraduates would be confirmed in the coming weeks and the University was reasonably confident it would achieve the budget presented to Council incorporating the £1.7m savings requirements.

C.17.110.2 Noted: the preliminary 2016-17 year end outturn and 2017-18 budget update.

#### **C.17.111 Council Schedule of Business (C/71/17)**

C.17.111.1 Considered: the Schedule of Business;

C.17.111.2 Noted: that there were plans that the meeting of Council in February 2018 would be followed by a trip to Pittville for a lunch event, and that the away day in April 2018 would be held at the Jurys Inn in Cheltenham.

#### **C.17.112 Publication of Council Minutes (C/72/17)**

C.17.112.1 Noted: it was confirmed that non-confidential minutes of Council were not currently published on the University's public-facing web-site, which was increasingly uncommon in the sector. It was noted that publishing such minutes was now generally considered to be good practice in relation to open and transparent governance.

C.17.112.2 Considered: a concern that the current style of the minutes was unintelligible without the supporting papers and that additional narrative would be required to make them understandable.

C.17.112.3 Resolved: approved the publication on the University's public-facing web-site of confirmed non-confidential minutes of Council meetings, subject to changing the style of the minutes to include additional detail about individual supporting papers. This would be effective from the meeting held on 3 October 2017 onwards.

#### **C.17.113 Register of Council Members' Interests\* (C/73/17)**

C.17.113.1 Received: a summary of the declarations of interest that were relevant and material to the Company received from members of Council for the 2017/18 update.

C.17.113.2 Noted: the declarations of interest received from its members in the 2017 update.

#### **C.17.114 Minutes from Council Committees and Academic Board\***

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

- a. Academic Board, 5 July 2017
- b. Finance and General Purposes Committee, 19 September 2017
- c. Audit Committee, 22 September 2017

**C.17.115 Any Other Business**

No other business was raised.

**C.17.116 Date of Next Meeting**

Tuesday, 28 November 2017 (TC004, Francis Close Hall).

**C.17.117 RESERVED BUSINESS: Report from Remuneration and Human Resources Committee**

This item was discussed under Reserved Business.

## UNIVERSITY OF GLOUCESTERSHIRE

### UNIVERSITY COUNCIL

#### Action list for the meeting held 3 October 2017

Minute number	Action	Responsibility
C.17.103	<i>Vice-Chancellor's Report</i>	
C.17.103.1	It was reported that a paper setting out the approach to manage the next cycle would be presented to Council at its meeting in November 2017;	Vice-Chancellor/Pro Vice-Chancellor (Operations)
C.17.105	<i>National Student Service (NSS) 2017: Results, Analysis and Follow-up</i>	
C.17.105.3	<u>Resolved:</u> in response to a specific query, it was agreed that a separate project would be undertaken to investigate results from the Social Work strand, and that an update should be presented to a future meeting.	Deputy Vice-Chancellor
C.17.108	<i>UoG Internationalisation Strategy</i>	
C.17.108.3	<u>Resolved:</u> Council approved the proposed Internationalisation Strategy, and requested that an update should be given at the meeting of Council in October 2018.	Deputy Vice-Chancellor
C.17.109	<i>Estates Strategy</i>	
C.17.109.3	<u>Resolved:</u> Council approved the new Estates Strategy 2017/22, subject to the additional information required by Finance and General Purposes Committee and some further reference to the University's IT provision.	Executive Director (Estates Strategy)