

UNIVERSITY OF GLOUCESTERSHIRE

UNIVERSITY COUNCIL

Minutes of the meeting held on 4 February 2020 at 11 am, in FW015, Fullwood House, Park Campus.

Academic Board Membership (for C.20.01 and 02): University Council Membership:

| | | | |
|----------------------|---|---|---|
| Dr Matthew Andrews | ✓ | Peter Bungard | ✓ |
| Rob Blagden | ✓ | Phoebe Crook (<i>also on Academic Board</i>) | A |
| Andrea Chalk | ✓ | Paul Davies | A |
| Anne Dawson | ✓ | Nicola de longh (Chair) | ✓ |
| Lorraine Dixon | ✓ | Chris Fung | ✓ |
| Stewart Dove | ✓ | Dai Jones (<i>also on Academic Board</i>) | ✓ |
| Angela France | ✓ | Martin Jones | ✓ |
| Prof David James | ✓ | Stephen Marston (Chair of Academic Board) | ✓ |
| David Last | ✓ | Allen Mawby (from C.20.02) | ✓ |
| Carol Loade | ✓ | Stephen Maycock | ✓ |
| Neil Leighton | ✓ | Dr Andrew Misiura (<i>also on Academic Board</i>) | ✓ |
| Laura Mills | ✓ | Imaani Mitchell (<i>also on Academic Board</i>) | ✓ |
| Dr Richard O'Doherty | ✓ | Karen Morgan | ✓ |
| Amanda Pill | ✓ | Mehjabeen Patrick | A |
| Dr Matthew Reed | A | Daniel Ramsay | A |
| Dr Emily Ryall | ✓ | Pamela Sissons | ✓ |
| Adeela Shafi | A | The Rt Revd Robert Springett | ✓ |
| Richard Salkeld | A | Angus Taylor | ✓ |
| | | | ✓ |
| | | Board Apprentices: | |
| | | Sophie Perrett | ✓ |

In attendance:

| | |
|--|---|
| Ms Kathy Carruthers (for C.20.14) | Head (Student Housing and Welfare) |
| Mr Stewart Dove (for C.20.14-15) | Academic Registrar |
| Professor David James | Dean (Academic Development) |
| Dr Richard O'Doherty | Deputy Vice-Chancellor |
| Ms Clare Peterson (for C.20.01 and 16) | Equality and Diversity Manager |
| Mr James Seymour (for C.20.01) Student Recruitment) | Director (Communications, Marketing and Student Recruitment) |
| Mrs Camille Stallard | Chief Financial Officer |
| Mr Dominic Stone (for C.20.01) | Head (Academic Partnership Services) |
| Ms Miriam Webb (for C.20.01) | Sustainability Engagement Manager |
| Dr Nigel Wichall (for C.20.13) | Director (Estates) |
| Dr Matthew Andrews (Officer) | University Secretary and Registrar |
| Ms Tanya Collins (Minutes for C.20.01-02) | Head (Governance and Secretariat Services) |
| Mrs Penny Gravestock (Minutes) | Assistant Secretary to Council |

C.20.01 The Internationalisation Strategy: Post-Brexit and Post-SSF

C.20.01.1 Received: a presentation on the Internationalisation Strategy post-Brexit and post-Securing a Sustainable Future (SSF).

C.20.01.2 Considered points raised in relation to the following themes:

- a. engaging our communities, staff and students demonstrating cultural competence;
- b. enriching our student experience – internationalising our curriculum;
- c. energising our practice through partnerships;
- d. international (including EU) student recruitment.

C.20.01.3 Noted:

- a. the impact of Brexit was yet to be realised;
- b. the impact of SSF on implementing developmental, enhancement and innovation activities, on resources to focus on new business development, and to fully explore market opportunities, and support the student exchange and study abroad offer;

- c. the University was exploiting existing links and international exchange programmes, starting with a relatively low base / easy hits, where it knew there was demand;
- d. the Internationalisation Strategy, combined with direction from University Executive, had focused efforts on fewer but broader partnerships;
- e. the Growth Partners Working Group was developing stronger relationships with partners;
- f. new government strategy to grow international student numbers by 30% by 2030;
- g. fees / access to loans from 2021/22 needed to be confirmed for EU students;
- h. at around 8% of student numbers, the University was less exposed than other UK HEIs to EU/international student recruitment (12-15% would be typical for competitors of a similar rank and size);
- i. the University's growth target was likely to depend on local demand, the needs of its partners in business, and Professional, Statutory and Regulatory Body constraints;
- j. the University would make best use of the Post-Study Work Visa opportunity which would benefit graduates from 2021;
- k. alternative markets / new possible income streams e.g. International Summer Schools.

C.20.02 Annual Assurance Report

C.20.02.1 Received: a presentation on the Annual Assurance Report 2018/19, approved by Council in November 2019.

C.20.02.2 Considered whether the report currently provided everything it needed to enable Council to fulfil its responsibility in making the annual assurance statement regarding the health of the University's academic provision, through discussion of the following questions:

- a. should the report present additional and / or different areas;
- b. could the areas currently covered in the report be presented in a more effective way;
- c. whether there were any other suggestions to make the report better.

C.20.02.3 Noted whilst the current content and format of the report were generally well received, the following enhancements were suggested:

- a. smarter ways of presenting the report to make it more digestible e.g. inclusion of an Executive Summary, focus on outcomes rather than activity, making it shorter but with easy access to analysis of data underneath to go deeper into the detail, etc.;

- b. greater oversight of assurance on qualifications holding value over time would be welcomed e.g. feedback from External Examiner on whether this had been achieved;
- c. promote awareness of how all the different activities within the report linked together to form the annual statement;
- d. the connectivity of the various touchpoints throughout the year could be brought out more at the start of the report. It was agreed that it would also be useful to link those to each of the Office for Students (OfS) conditions for registration;
- e. a dashboard approach displaying outcomes against each of the OfS conditions to show whether things were going in the right direction (rather than detail of actions);
- f. the inclusion of competitor analysis / benchmarking data;
- g. the inclusion of student feedback and input / quotes from External Examiners;
- h. the inclusion of examples of student outputs e.g. first class degree dissertation;
- i. more graphics / pictures. Clip / video links in digital version of report also suggested;
- j. raise the profile / importance of the report and the annual cycle, with absolute clarity that Council members were responsible for signing off the statement meaningfully;
- k. whether the report could be made more stimulating.

C.20.02.4 Resolved:

- a. the Academic Registrar thanked members for their participation and feedback, and noted that she would be happy to provide any relevant training to members of Council if required;
- b. it was noted that a new look Annual Assurance Report, taking account of the comments and feedback provided, would be developed for 2019/20. The Chair of Council offered to be a sounding board for the new style report.

TO NOTE: Academic Registrar

C.20.03 **Prayer**

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

C.20.04 **Welcome and Apologies**

Received: apologies for absence from Ms Phoebe Crook, Mr Paul Davies, Ms Mehjabeen Patrick, and Mr Daniel Ramsay, and for late arrival from Mr Allen Mawby.

C.20.05 **Business of the Agenda**

Noted: that as there had been no requests to unstar any items on the agenda, papers C/11/20 and C/12/20 would be taken as approved or noted as stated.

C.20.06 Declarations of Interest

Received: declarations of interest from:

- a. Dr Andrew Misiura for the update on industrial relations within the Vice-Chancellor's Report;
- b. Mr Peter Bungard for agenda item C.20.24 as administrator of the Local Government Pension Scheme.

C.20.07 Minutes of the meeting held on 26 November 2019

Resolved: the minutes were agreed as an accurate record of the meeting held on 26 November 2019.

C.20.08 CONFIDENTIAL: Matters Arising (C/01/20)

C.20.08.1 [C.19.142.2] *Vice-Chancellor's Report*

Noted: that the outcome of the recent review of the School of Business and Technology had been circulated to members via email.

C.20.08.2 [C.19.145.3] CONFIDENTIAL: *Major Project Implementation: Review and Lessons Learned*

This item was discussed under Confidential Business.

C.20.08.3 [C.19.174.3] RESERVED BUSINESS: Report from Remuneration and Human Resources Committee

This item was discussed under Reserved Business.

C.20.09 Chair's Business C/14/20)

C.20.09.1 Received: a report from the Chair outlining key meetings and focus areas since the previous meeting in November 2019. Members were asked to notify the Chair of any additional items to be included in future reports.

C.20.09.2 Noted: that, since the last meeting on 26 November 2019, there had been no use of the Company Seal, no decisions made by circulation, nor any exercise of delegation.

C.20.10 CONFIDENTIAL: Vice-Chancellor's Report (C/02/20)

C.20.10.1 Received and noted: a paper updating Council on major developments affecting the University since the meeting held on 26 November 2019. The following were highlighted:

- a. an update on the University's approach to the Coronavirus through regular updates on advice via the website, and by contacting individually those students with home addresses in China to remind them of the Government's advice;
- b. the progress made in appointing a new Director of Human Resources and the appointment of a recruitment agency to find a new Head of the Business School;
- c. the latest policy developments since the last meeting and the general election, noting in particular the anticipated announcement regarding funding changes;
- d. the work underway to prepare for the Research Excellence Framework (REF) for which the deadline was 27 November 2020.

C.20.10.2 This item was considered under Confidential Business.

C.20.11 Students' Union Update (C/03/20)

Received and noted: the Students' Union update. The following were highlighted:

- a. the update on recent staff appointments;
- b. the upcoming Full Time Officer elections;
- c. campaigns run by Officers to date;
- d. the Operating Plan update. It was noted that progress had been affected by staff changes and that it was hoped that the new appointments would help accelerate activity.

C.20.12 CONFIDENTIAL: Financial and Operating Performance Report (C/04/20)

This item was discussed under Confidential Business.

C.20.13 Estates Strategy: mid-term progress update (C/05/20)

C.20.13.1 Received: a mid-term reflection on progress to date with the University Estates Strategy for 2017-2022, and to realign objectives based on the progress achieved and the wider operating context. The Director (Estates) highlighted:

- a. the significant developments successfully completed;
- b. the upgraded quality of teaching space;
- c. the focus on the development of social learning space through the latter part of the Strategy;
- d. work done to identify opportunities to reduce operating costs;
- e. the University's work in Carbon management;
- f. the positive impact of development through the capital programme on the condition of the University's estate and performance in building condition metrics;
- g. improvements being made to the institution's resilience planning, for example with back-up generators;
- h. plans to initiate consultation for the next iteration of the Strategy in spring 2021.

C.20.13.2 Noted: the progress achieved to date.

C.20.14 Accommodation Strategy

C.20.14.1 *Accommodation Strategy 2020-2025 (C/06a/20)*

C.20.14.1.01 Received: the proposed Accommodation Strategy for 2020-2025, which included the University's vision for the provision of high-quality accommodation, details of the halls of residence portfolio, and nine strategic goals.

C.20.14.1.02 Resolved: Council approved the Strategy as recommended by Finance and General Purposes Committee.

C.20.14.2 **CONFIDENTIAL**: *Accommodation Strategy: Operational and Financial Context (C/06b/20)*

This item was considered under Confidential Business.

C.20.15 Annual Report: Student Engagement (C/07/20)

C.20.15.1 Received: the Student Engagement annual report for 2019/20, outlining the approaches currently adopted within the University to achieve high quality participation within engagement activity, developments to enhance existing approaches over the past twelve months, and highlighting areas that the University was exploring to improve over the next year. The Student Registrar highlighted engagement in learning, the co-curricular, and the extra-curricular activity, and work to elicit and respond to the student voice.

C.20.15.2 Considered:

- a. the number of staff across the University and Students' Union (SU) who had contributed to the report;
- b. that it was positive for students to see the University and the SU working closely together;
- c. the large numbers of students engaging in extra-curricular activity;
- d. the University's plan to analyse the effects of not delivering an academic timetable for undergraduate students on Wednesdays in response to concerns raised that students who participated in sport struggled to attend. It was noted that this would need to be balanced with value for money concerns.

C.20.15.3 Noted: the Student Engagement annual report for 2019/20.

C.20.16 Equality, Diversity and Inclusion: An Update on Progress (C/08/20)

C.20.16.1 Received: a paper setting out the current governance arrangements for equality, diversity and inclusion at the University, detailing achievements, progress to date, and priorities for 2019/20. The Equality and Diversity Manager highlighted:

- a. how activity fitted with the University's Strategic Plan;
- b. that, since the paper had been written, the University had achieved Level 3 of the 'Disability Confident' standard, which made it one of five Leaders in the county;
- c. the actions in place since 2017 which had had a positive impact on the gender pay gap;
- d. the successful re-accreditation by the Workplace Wellbeing Charter;
- e. the need to embed activity more widely across the University. It was reported, therefore, that a champion would be identified within each school and department to help progress the work.

C.20.16.2 Considered:

- a. what needed to be done to enable broader ownership of the activity to embed it better across the University, noting in particular that the central team was very small;

- b. the key areas in which the University wished to improve, for example, closing the attainment gap for Black and Minority Ethnic (BME) students and improving retention rates for certain sectors of the student community;
- c. the development of the Reciprocal Mentoring Scheme to partner BME students with senior managers at the University to share experience and help aid understanding with an aim of enabling change.

C.20.16.3 Resolved: Council received and considered the update.

C.20.17 Council Membership: approval of new External Members (C/09/20)

C.20.17.1 Received: recommendations from the Governance and Nominations Committee after undertaking a recruitment exercise to fill a number of vacancies for External Members of Council. The University Secretary and Registrar reported on the successful process and recommendations for five appointments, with a further two vacancies to be filled for which three candidates were to be invited back for a second interview.

C.20.17.2 Considered:

- a. the opportunity to look at other ways to work with those who had not been successful at interview;
- b. the importance of maximising links with local employers;
- c. the need to ensure a greater diversity across the membership of Council whilst still focussing on the skills required to be a member;
- d. the process undertaken for this round of recruitment, noting that suggested names for potential candidates had been received from staff and that a recruitment consultant had not been used.

C.20.17.3 Resolved: Council:

- a. approved the appointment of Ingrid Barker, Stephen Gardiner, Steve Mawson, David Soutter, and Peter Warry as External Members of Council for a term of four years in the first instance;
- b. delegated the Secretary to work with the Chair and confirm the timings for their appointment with each candidate, noting that the outcome would be reported to Council at a later date;
- c. noted that a second round of interviews was being arranged to allow recommendations to be made for filling the final two vacancies at the March 2020 meeting of Council.

ACTION: University Secretary and Registrar

C.20.18 Annual Council Away Day 2020 (C/10/20)

C.20.18.1 Received: the proposed programme for the away day on Monday, 30 and Tuesday, 31 March 2020. The University Secretary and Registrar reported that the programme had been developed in discussion with the Chair, and that all new Council Members would be invited to attend.

C. 20.18.2 Considered:

- a. the proposed programme for the Away Day;
- b. the offer of accommodation on campus for those who would like it;
- c. those invited to attend the event, including members of the Executive, Heads of School, and the Chancellor. It was suggested that representation from the Students' Union Experience Officers and Subject Representatives could be included to ensure that the student voice was heard.

C.20.19 Council and its Committees: meeting dates for 2020/21 and 2021/22* (C/11/20)

Resolved: Council approved recommendations made by Governance and Nominations Committee for revisions to dates for 2020/21 and the new dates for 2021/22.

C.20.20 Council Schedule of Business* (C/12/20)

Noted: the Schedule of Business.

C.20.21 Minutes from Council Committees*

Noted: that the minutes from the following meetings would be available from <https://connectglosac.sharepoint.com/sites/UniversityCommittees>:

- a. Governance and Nominations Committee, 11 December 2019;
- b. Finance and General Purposes Committee, 21 January 2020.

C.20.22 Any Other Business

Noted: that it was the last meeting for Mr Angus Taylor who would finish his term of office at the end of February 2020. Mr Taylor was thanked for his work and support for the University, Council, and the Finance and General Purposes Committee.

C.20.23 Date of Next Meeting

Council Away Day: Monday 30 and Tuesday 31 March 2020 at the Park,
Cheltenham

All staff and student members of Council and all those in attendance (with the exception of the President of the Students' Union, the University Secretary and Registrar, and the Chief Financial Officer) left the meeting.

C.20.24 RESERVED BUSINESS: Report from Remuneration and Human Resources Committee (C/13/20)

This item was discussed under Reserved Business.

UNIVERSITY OF GLOUCESTERSHIRE

UNIVERSITY COUNCIL

Action list for the meeting held 4 February 2020

| Minute number | Action | Responsibility |
|----------------------|---|------------------------------------|
| C.20.17 | <i>Council Membership: approval of new External Members</i> | University Secretary and Registrar |
| C.20.17.3 | c. noted that a second round of interviews was being arranged to allow recommendations to be made for filling the final two vacancies at the March 2020 meeting of Council. | |