

UNIVERSITY OF GLOUCESTERSHIRE

UNIVERSITY COUNCIL

Minutes of the meeting held on 25 June 2019 at 4.30 pm, in FW015, Fullwood House, Park Campus.

Membership:

Ms Madi Azizi	✓
Mr Peter Bungard	A
Mr Matthew Burgess	A
Mr Paul Davies	✓
Ms Nicola de longh (Chair)	✓
Mr Chris Fung	A
Mr Dai Jones	✓
Mr Martin Jones	✓
Mr Stephen Marston	✓
Mr Allen Mawby	✓
Mr Stephen Maycock	✓
Dr Andrew Misiura	A
Mrs Karen Morgan	✓
Ms Mehjabeen Patrick	A
Mr Daniel Ramsay	✓
Mrs Pam Sissons	✓
The Rt Revd Robert Springett	✓
Mr Angus Taylor	✓

Board Apprentices:

Mr Prince Kamalaneson	✓
Ms Christine Walwyn	✓

In attendance:

Ms Margaret Bird	Director (Human Resources)
Ms Phoebe Crook	Incoming Education Officer of the Students' Union
Professor David James	Dean (Academic Development)
Ms Jess Lawson (for C.19.91)	Head of Planning
Ms Imaani Mitchell	Incoming President of the Students' Union
Dr Richard O'Doherty	Deputy Vice-Chancellor
Mrs Camille Stallard	Director (Finance and Planning)
Dr Matthew Andrews (Officer)	University Secretary and Registrar
Mrs Penny Gravestock (Minutes)	Assistant Secretary to Council

C.19.82 Prayer

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

C.19.83 Welcome and Apologies

Received: apologies for absence from Mr Peter Bungard, Mr Matthew Burgess, Mr Chris Fung, Ms Mehjabeen Patrick, and Dr Andrew Misiura.

C.19.84 Business of the Agenda

Noted: that as there had been no requests to unstar any items on the agenda, papers C/61/19 to C/68/19 would be taken as approved or noted as stated.

C.19.85 Declarations of Interest

Received: declarations of interest from Ms Nicola de longh, Ms Pam Sissons, and the Rt Revd Robert Springett for agenda item C.19.96. It was noted that they would each leave the meeting for the discussions that related to them.

C.19.86 Minutes of the meeting held on 14 May 2019

Resolved: the minutes were agreed as an accurate record of the meeting held on 14 May 2019.

C.19.87 Matters Arising (C/52/19)

C.19.87.1 [C.19.65.3] *CONFIDENTIAL: Financial and Operating Performance Report*
This was considered under Confidential Business.

C.19.87.2 [C.19.69.2] *CONFIDENTIAL: SGS/WISE Campus*
This was considered under Confidential Business.

C.19.88 Chair's Business

Noted: that since the last meeting on 14 May 2019, there had been no uses of the Company Seal, no decisions made by circulation, nor any exercise of delegation.

C.19.89 Vice-Chancellor's Report (C/53/19)

C.19.89.1 Received and noted: a paper updating Council on major developments affecting the University since the meeting held in May 2019. The following were highlighted:

- a. that the recommendations from the Augar Review had been considered by Council at the briefing session immediately before the meeting;
- b. the review of the University's approach to business engagement to ensure that there was a clear strategic direction to enable a response to the consultation by UniversitiesUK regarding knowledge exchange, and the proposals from Research England about the development of the Knowledge Exchange Framework (KEF);
- c. the MadeatUni campaign to counter negative representations of universities in some parts of the media;
- d. the completion of the Oxstalls road junction.

C.19.89.2 This item was considered under Confidential Business.

C.19.89.3 This item was considered under Confidential Business.

C.19.90 Students' Union Update (C/54/19)

C.19.90.1 Received and noted: an update from the Students' Union. The following were highlighted from the SimOn (Simple Online Feedback Tool) Report, noting 'what worked well' (WWW) and 'what worked less well' (WWLW) on a campus-by-campus basis:

- a. the Park: positive feedback that included aspects of the teaching and running of courses, and the availability of IT equipment and social and learning spaces. Particular concerns regarding the bus service (for example, the University bus not running at weekends) and catering services (around the cost and variety available);
- b. Hardwick: WWW included approachability of staff and the organisation of the course, but there were concerns that students felt isolated from other parts of the University;
- c. Francis Close Hall: students liked aspects of the teaching on their course, and the 24/7 library service. WWLW included issues around timetabling and the organisation of courses, and inconsistencies between lecturers in the use of Moodle and feedback received on assessments;
- d. Oxstalls: the main areas for concern raised were around parking on campus (where a lack of spaces had affected lecture attendance) and catering costs and variety.

C.19.90.2 Considered:

- a. the concerns raised by students about parking. It was noted that the move of the Business School to Gloucester had affected those students who lived in Cheltenham. It was reported that, whilst students were able to apply for University parking permits, private accommodation often had limited parking and so students did have to car share. In response to a query, it was felt that the Students' Union would not be able to coordinate car sharing. It was also noted that bus prices would be rising from September 2019 which would also affect students.
- b. the number of comments received through the SimOn system and how they were addressed. It was noted that issues such as parking or catering would be collated by the Students' Union to enable it to lobby the University where appropriate. Where issues were raised about teaching or assessment (for example), the system allowed individual courses to be identified, and concerns were fed back to Academic Course or Subject Leaders.

C.19.91 Mid-Term Review of University of Gloucestershire 2017-22 Strategic Plan and Operating Plan for 2019-20 (C/55/19)

C.19.91.1 Received: the results of a mid-term review of the University's Strategic Plan for 2017-22, with proposals for some amendments to the targets and goals for the remainder of the planning period. The proposed Operating Plan for 2019/20 was also presented for approval. The Chair introduced the paper and noted that it was the continuation of discussions held at Council's away day in March 2019. The Vice-Chancellor highlighted:

- a. that staff briefings to consider the Plan had been held during June 2019;
- b. the recommendation to re-affirm the University's mission, goals and values;
- c. the following aspects to revisit:
 - the need to find a way of articulating what was special and different about the University, and a 'Golden Thread' was proposed that focused on the central importance of relationships and community to the University's mission;
 - some of the targets and/or the associated indicators as stated in the original Strategic Plan.

C.19.91.2 Considered:

- a. proposals to review the indicator for the target to reach the upper quartile of universities for graduate employment outcomes. It was reported that the new indicator would be set once the outcomes of the new employment survey were released so that the University could establish a sensible level;
- b. the actions the University undertook to support student employability. It was reported that there was a portfolio of activity under My Future Plan that supported the target, and that every year each School agreed an employability action plan to drive up outcomes, including links with employers, work experience, and careers guidance;
- c. whether the target in the Operating Plan of 80% for satisfaction with academic support as reported in the National Student Survey was ambitious enough. It was noted that the current rate was 77%;
- d. a concern regarding targets set for student recruitment, particularly as applications for new undergraduates for 2019/20 were down. It was acknowledged that other areas of recruitment were boosting the University's overall figures;
- e. whether the uniqueness of the University's academic offer should be reflected in the Golden Thread statement;
- f. the intended audience for the Golden Thread. It was confirmed that it was not designed as a strapline or to attract potential students, but was an internal statement of the institution's core purposes. Whilst the statement would not be used at open days, its themes around the University's community were key;
- g. it was suggested that the wording at the start of the Golden Thread statement, 'We aspire', implied that the University was not already doing these things, and it was suggested that 'We are' would be better.

C.19.91.3 Resolved: Council:

- a. approved those aspects of the current strategic plan that remained valid and should be re-affirmed;
- b. approved the proposed "golden thread" statement (subject to reconsidering the wording at the start of the sentence, as referenced in G.19.19.2g above), and noting that it was not a student-facing strapline for the University;
- c. approved a revision to the key targets;
- d. approved the proposed operating plan for 2019/20 subject to suggestions made regarding the indicators as outlined above;
- e. noted the other actions in hand to carry forward the University's strategic goals within the changed operating environment.

C.19.92 CONFIDENTIAL: Financial and Operating Performance Report (C/56/19)

This item was discussed under Confidential Business.

C.19.93 CONFIDENTIAL: 2019-20 Budget and Longer-term Financial Projection (C/57/19)

This item was discussed under Confidential Business.

C.19.94 CONFIDENTIAL: Finance Strategy 2019-2022 (C/58/19)

This item was discussed under Confidential Business.

C.19.95 Access and Participation Plan (C/59/19)

- C.19.95.1 Received: the draft Access and Participation Plan, which was to be submitted to the Office for Students (OfS) by 1 July 2019 for consideration and approval by its Director for Fair Access and Participation. It was noted that the Plan was structured in accordance with guidance published by the OfS on 20 June 2019. The University Secretary and Registrar particularly highlighted the section regarding the role of Council.

- C.19.95.2 Considered:
- the University's work to improve access to its provision for students from disadvantaged and underrepresented groups in higher education, noting the link to plans to focus recruitment activity in different geographical regions;
 - whether the objective for the attainment gap was ambitious enough. It was noted that the University's current statistics were considerably wider than the proposed target;
 - confirmation that the Students' Union had been involved in the development of the Plan;
 - the timetable for Council to receive updates, noting that an annual report would be presented to Members for consideration in line with the annual monitoring requirements. It was requested that further information should be included in future reports, assessing what had gone well and less well, and the action the University was taking in response.

- C.19.95.3 Resolved: Council considered and approved the Access and Participation Plan. It was confirmed that the final version as submitted to the OfS would be circulated to members of Council.

ACTION: University Secretary and Registrar

C.19.96 Council and Committee Membership (C/60/19)

- C.19.96.1 Received: an update on the membership of Council and its sub-committees. The Chair of Governance and Nominations Committee reported on the need to appoint a number of External Members during 2020, the skills and expertise required to replace those members coming to the end of their terms of office, and the opportunity to use the appointment process to develop relationships in the community.

Ms Nicola de longh left the meeting.

- C.19.96.2 Noted: an update on the appointment process for the role of Chair of Council. The University Secretary and Registrar reported that the executive search company, Minerva, had confirmed that they had discussed the role with over 100 people, and that there were approximately six potential candidates. It was noted that the benefit of using the company was the ability to reach a group of potential candidates that Council's own search would not have identified.

Ms Nicola de longh returned to the meeting.

- C.19.96.3 Noted:
- that if it was agreed that Ms Pamela Sissons and the Rt Revd Robert Springett should be appointed for a second term of office, then Council would need to appoint six new External Members during 2020. The University Secretary and Registrar outlined the proposed recruitment campaign as recommended by Governance and Nominations Committee, to build on the University's relationships with local companies and public organisations by actively approaching potential candidates;
 - whether there was a need to identify potential candidates with legal expertise, as that was an identified skills gap across Council's membership. It was noted that this had been discussed by Governance and Nominations Committee but that whilst it was important to have amongst the membership those who understood legal matters, it did not necessarily have to be a qualified lawyer;
 - the upcoming vacancies on the sub-committees, and the opportunity to have potential members sit in on meetings prior to appointment to enable them to experience the work. It was noted that an extra meeting of Governance and Nominations Committee was being arranged in September 2019 to discuss committee memberships;
 - the approach made to appoint a new Board Apprentice from September 2019, noting that feedback was being sought from the outgoing Apprentices;
 - recommendations regarding Council member mentoring and the opportunity to introduce a reciprocal mentoring programme;
 - recommendations for the appointment of two co-opted members to Audit Committee.

- C.19.96.4 Resolved: Council:
- noted the update on the appointment of Chair of Council;
 - approved the reappointment of Pam Sissons and Robert Springett for a further 4-year term of office as External Members of Council from 29 June 2020;
 - noted the recommendations made by Governance and Nominations Committee regarding the areas of expertise that should be prioritised in the search for new External Members of Council and the recruitment process to be undertaken;
 - noted the process for the appointment of a Board Apprentice for 2019/20;
 - noted the intention to work on a succession plan for members of Council sub-committees;

- f. noted the recommendation for the slight increase in formality of the current new Council Member mentoring scheme;
- g. approved the recommendation to establish a form of 'reciprocal mentoring' for senior staff and Council Members;
- h. approved the approach to the recruitment of co-opted members of the sub-committees, including the following appointments to Audit Committee:
 - David Soutter , 4 years from 1 September 2019;
 - Julie Atherton, 1 year from 1 September 2019.

C.19.97 CONFIDENTIAL: HSBC Term Loan Extension* (C/61/19)

This item was considered as Confidential Business.

C.19.98 CONFIDENTIAL: Appointment of Primary Banking Services* (C/62/19)

This item was considered as Confidential Business.

C.19.99 Risk Management Report: University Risk Register and Action Plan 2018/19* (C/63/19)

Resolved: Council considered and approved the updated Risk Register and Action Plan for 2018/19, as recommended by Audit Committee.

C.19.100 Approval of Statement of Primary Responsibilities, Scheme of Delegations, and Council Role Descriptors for 2019/20* (C/64/19)

Resolved: Council approved the Statement of Primary Responsibilities, Scheme of Delegations, and its suite of role descriptors for 2019/20.

C.19.101 Council and Committee Terms of Reference: annual review* (C/65/19)

Resolved: Council:

- a. considered its terms of reference and made no recommendations for change;
- b. considered and approved the Terms of Reference documents for its committees (including recommendations for change made by individual committees).

C.19.102 Operating Plan and Institutional KPIs 2018/19 – June Late Year Update* (C/66/19)

Noted: the 2018/19 performance to date.

C.19.103 Capital Expenditure* (C/67/19)

Noted: the Capital Expenditure Programme, as considered by Finance and General Purposes Committee on 11 June 2019.

C.19.104 Council Schedule of Business* (C/68/19)

Noted: the Schedule of Business.

C.19.105 Minutes from Council Committees*

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

- a. Governance and Nominations Committee, 5 June 2019;
- b. Audit Committee, 7 June 2019;
- c. Finance and General Purposes Committee, 11 June 2019;
- d. Remuneration and Human Resources Committee, 12 June 2019.

C.19.106 Any Other Business

C.19.106.1 Noted: that two accommodation blocks on the Park Campus would be held for commercial use from September 2019, and that they would be available for members of Council who needed accommodation before a meeting. It was also noted that it was planned to hold the 2020 away day on campus, with the onsite accommodation used for Council members.

C.19.106.2 Noted: that it was the last meeting for the following members and attendees of Council:

- a. Ms Madi Azizi – she was thanked for her work over the past year (along with Maisie Jerrim who had now moved on to another role), and it was recognised how vital the student voice was to Council;
- b. the two Board Apprentices, Mr Prince Kamalaneson and Ms Christine Walwyn. They were thanked for their input and how they had shown Council the importance of the Board Apprentice scheme;
- c. Mr Duncan White, whose contract with the University would be finishing in August 2019. Council thanked him, noting the amount of work to change the estate over the previous four years and the confidence Council had because of his oversight of the developments.

C.19.107 Date of Next Meeting

Extra meeting: Friday, 26 July 2019, at 11.30 am (in FW015, Fullwood House, Park Campus);
 First meeting of 2019/20: Tuesday, 1 October 2019, starting at 3.15 pm and followed by dinner
 (location to be confirmed).

UNIVERSITY OF GLOUCESTERSHIRE**UNIVERSITY COUNCIL****Action list for the meeting held 25 June 2019**

Minute number	Action	Responsibility
C.19.95	<i>Access and Participation Plan</i>	
C.19.95.3	<u>Resolved:</u> Council considered and approved the Access and Participation Plan. It was confirmed that the final version as submitted to the OfS would be circulated to members of Council.	University Secretary and Registrar