



MINUTES OF A COUNCIL MEETING

Held on 6th July 2023

ITEM	DISCUSSION	ACTION	WHO
1.	<p><u>Apologies & Absences</u> For a record of attendance, apologies and absences, see attached list.</p>		
2.	<p><u>Declarations of Interest</u> All the staff members of Council and all the staff attendees declared that they were members of the Universities Superannuation Scheme (USS). Lesley Thompson declared that her husband was also a member of USS.</p>		
3.	<p><u>Student Story</u> <i>Item confidential</i></p>		
4.	<p><u>Minutes and Actions</u></p> <p>(i) <u>Minutes</u> Council received and approved the minutes of the Council meeting held on 27th April 2023.</p> <p><i>Item commercial in confidence</i></p> <p>(ii) <u>Actions List</u> Council received and noted the actions.</p>		
5.	<p><u>Matters Arising</u> None.</p>		
PART A – REPORTS & APPROVALS			
6A.	<p><u>Vice-Chancellor’s Update</u> Members received an update on the following:</p> <ul style="list-style-type: none"> ▪ Keele had joined many other institutions in the sector in writing to the Prime Minister to lobby him to sign the Horizon Europe Agreement. 		

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	<ul style="list-style-type: none"> ▪ The NHS Workforce Plan had just been published and it was hoped that there would be an opportunity for us to increase our medical student numbers. ▪ Our local MP had the previous day raised in Prime Minister’s Questions whether Keele could open a Dental School. This had been raised independently of the University. It was something that the University had begun to think about, but very much early thinking, noting that Dental Schools were not straightforward to run. ▪ The marking and assessment boycott undertaken nationally by the University and Colleges Union (UCU) had not had a significantly detrimental impact on students at Keele. Other staff had gone above and beyond to ensure that all students could graduate for which the University was extremely grateful. Fewer than 10% of those graduating would be doing so with a provisional award, which was permitted following a temporary amendment to regulations, and once the remainder of their work had been marked, their final award would be confirmed, and it would either remain the same or go up; classifications would not go down. Council was assured that appropriate levels of quality and moderation had been maintained. The University was still working through progression decisions, but similar temporary arrangements had been put in place to ensure that students’ progression would not be affected by the boycott. The boycott was still in place and strike action to include graduation ceremonies had been agreed nationally. ▪ It was noted that Queen’s University Belfast had left the Universities and Colleges Employers’ Association and made their own local pay arrangements. ▪ UCU maintained their position that the sector could afford to pay more for pay and pensions, but many universities absolutely could not. Talks continued. ▪ The University’s updated key performance indicators (KPIs) were presented and noted. ▪ The University’s revised Equality, Diversity & Inclusion Strategy for 2023-27 was presented, which was an integrated strategy to include both staff and students with a greater emphasis on inclusion. The EDI committee structure had been revised to provide greater oversight and an action plan had been developed with a range of clear measures, including 		

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	<p>benchmarks, that would be reported to Council annually. It was noted that there had been significant consultation prior to submission to Council to provide a richer response. Council welcomed and approved the new Strategy.</p> <ul style="list-style-type: none"> ▪ The Equality, Diversity & Inclusion Annual Report was presented. ▪ Professor Jonathan Wastling, Pro Vice-Chancellor and Executive Dean of the Faculty of Natural Sciences would be leaving Keele on 1st September 2023 to take up a role as Deputy Vice-Chancellor at Brunel University. Professor Pauline Walsh, Pro Vice-Chancellor and Executive Dean of the Faculty of Medicine & Health Sciences would be retiring at the end of the calendar year. Council thanked them both for everything they had done during their time at Keele and wished them the very best for the future. ▪ Council approved two amendments to the membership of the promotions committees: (i) adding two external members to the Professorial & Readership Promotions Committee, and (ii) the Deputy Vice-Chancellor and Provost to Chair the Academic Promotions Committee with the Pro Vice-Chancellor International as an additional member. ▪ Ofsted had visited Keele 13th – 16th June 2023 to inspect the University’s degree level apprenticeship provision. All of those involved in the inspection, including Sally Bucknell, were thanked for their incredible hard work, commitment and performance. The report had not yet been received but Council would be informed of the outcome as soon as we were able to. ▪ Innovation Centre 7 had successfully brought on board its first tenant. ▪ Senate at its meeting on 21st June 2023, approved a refreshed approach to the presentation of Keele’s Graduate Attributes and Curriculum Expectations. All Keele degree programmes would be expected to demonstrate how these expectations were embedded throughout programme design, validation, and review, as appropriate to the nature of the discipline. These Curriculum Expectations would replace the current Curriculum Design Framework, existing Curriculum Expectations and Keele Learning Principles, and would provide a simplified model for programme design, 		

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	<p>modification and review.</p> <ul style="list-style-type: none"> ▪ From 18th – 22nd September 2023 Keele would be holding a dedicated welcome week for students. The objectives of the week were to: <ul style="list-style-type: none"> ○ Address priority concerns relating to student engagement, retention and success by ensuring a positive, welcoming and stimulating introduction to the new academic year. ○ Provide a well-paced, extended induction beginning with carefully designed pre-arrival resources and activities. ○ Ensure students were appropriately orientated and prepared to engage academically over the first few weeks of the year, focussing on transition into and through stages of study. ○ (Re-)familiarise students with the campus and its services. ○ Foster belonging and engagement with the Keele community, with peers, staff and the wider students community, including through the KeeleSU and the KPA. ○ Through a balanced programme of academic and social activities, provide a structured starting point for the academic year. The week would include activities aligned to the intentions of Keele’s graduate attributes (covering themes of academic preparedness, digital capability, professional skills and social and ethical responsibility). ○ Provide both inclusive and tailored orientation for student groups, including international, commuters and residential students. <p>The Chair took the opportunity to note that national pay bargaining was under threat more now than ever and it would be damaging to Keele if it ceased. The University respected people’s right to take industrial action and was grateful to those who went above and beyond to ensure that our students were protected. Council supported the executive during this challenging time and noted the need to remain balanced. It was hoped that the current issues would be resolved soon.</p>		
7A.	<p><u>Student Reports</u></p> <p>(i) <u>Report of the Students’ Union (SU)</u> The Union Development & Democracy (UDD) Officer</p>		

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	<p>presented her report, which included:</p> <ul style="list-style-type: none"> ▪ A meeting between the student officers and the Chair of Council ▪ A meeting between a group of students and the Chair of Council at his request ▪ Officer achievements ▪ Union General Meeting ▪ Spiking Policy ▪ Discipline ▪ Cost-of-living ▪ CEO update <p>(ii) <u>Report of the Keele Postgraduate Association (KPA)</u> The President of the KPA presented his report, which included:</p> <ul style="list-style-type: none"> ▪ KPA election update ▪ Outgoing President's update ▪ KPA representation ▪ KPA events ▪ Update from the Vice-President <p>Council thanked Abdelrhman for his contribution and commitment to Council over the last 12 months and wished him every success in the future.</p>		
8A.	<p><u>Finance Report</u></p> <p><i>Item commercial in confidence</i></p>		
9A.	<p><u>Student Accommodation</u></p> <p><i>Item commercial in confidence</i></p>		
10A.	<p><u>Academic Delivery Plan</u></p> <p>(i) <u>ADP Report 7</u> <i>Item commercial in confidence</i></p> <p>(ii) <u>Capital Investment in New Clinical Skills and Simulation Facilities to grow Additional Student Numbers</u> <i>Item commercial in confidence</i></p> <p>(iii) <u>Development of Academic Provision of sport at Keele: Position Statement</u> <i>Item commercial in confidence</i></p>		

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11A.	<p><u>Admissions & Recruitment Update</u></p> <p><i>Item commercial in confidence</i></p>		
12A.	<p><u>Secretary's Report</u></p> <p>The Secretary to Council presented her report as follows:</p> <ul style="list-style-type: none"> ▪ Committee Membership for 2023-2024 was approved on the recommendation of the Nominations & Governance Committee. It was agreed that further clarity would be provided on the process. ▪ An amendment to the terms of reference of the Audit & Risk Committee was approved. ▪ An amendment to the terms of reference of the Pay & Pensions Sub-Group was approved. ▪ The Modern Slavery & Human Trafficking Statement 2021-2022 was approved. ▪ The Incident Management & Business Continuity Policy was approved on the recommendation of the Audit & Risk Committee. ▪ A revised Anti-Money Laundering Policy was approved on the recommendation of the Audit & Risk Committee. ▪ It was noted that Keele would be participating in the Governance Apprenticeship Programme again in 2023-2024. ▪ Council noted amendments to the Student Protection Plan. ▪ Council noted that the University had responded to two consultations from the Office for Students'. ▪ It was noted that Chair's action had been taken on two occasions since the previous meeting. ▪ It was noted that no documents had been signed under Seal since the previous meeting. ▪ Council was presented with information on training and some useful resources. 	To provide further clarity on the committee membership process	Governance Secretariat Manager
PART B – COMMITTEE REPORTS			
13B.	<p><u>Committee Reports</u></p> <p>Council received updates on the recent meetings of the Audit & Risk Committee (including an extraordinary meeting), Senate, Nominations & Governance Committee and Business Review Committee.</p>		
PART C – ANY OTHER BUSINESS			

ITEM	DISCUSSION	ACTION	WHO
14C.	<p><u>People Strategy</u></p> <p>Council received a presentation on the development of the new People Strategy 2024-2029.</p> <p>The existing Strategy covered the period 2016-2020, and since 2020 the University has focused on: the transformation of the professional services; wellbeing; financial stability; business continuity; sustainable employment; pay fairness and the cost of living.</p> <p>The aim of the new Strategy was ‘To be an employer of choice for people who share our values and have the skills, experience and behaviours that will deliver our strategic ambitions.’</p> <p>There had been considerable changes to the external environment since the previous Strategy was approved, most notably the pandemic and the effect that had had on how people thought about work and the challenging economic climate for the University and its staff.</p> <p>It was agreed that our future employees would, amongst other things, be looking for:</p> <ul style="list-style-type: none"> ▪ Flexibility – prioritising balance in their lives and the ability to work remotely and have flexibility. ▪ Values that aligned to their own. ▪ Diversity and an inclusive culture. ▪ A more personalised employment experience. ▪ Organisations that prioritised their well-being. ▪ Opportunities to develop professionally and career opportunities with faster progression. <p>The approach being taken to develop the new strategy included:</p> <ul style="list-style-type: none"> ▪ The need to be flexible – it would be challenging to see five years ahead, but we needed to not tie ourselves into activities that wouldn’t support the delivery of our ambitions. ▪ Agreeing a set of principles that supported an annually reviewed People Plan. ▪ Having a diverse organisation in terms of types of role. <p>The Strategy needed to be understandable to anyone who read it and they should be able to see how it applied to them.</p>		

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	<ul style="list-style-type: none"> ▪ It should focus on responding to the key questions that posed challenges to the University in the coming years. ▪ The plans should be data informed with KPIs and benchmark data to demonstrate progress. <p>The University had already developed a Professional Services Values & Behaviours Framework, which had been embedded in reward mechanisms, and would be co-creating an Academic Values & Behaviours Framework with academic colleagues over the coming year. Both of these initiatives would support the ongoing development of a modern and mature colleague/employer relationship.</p> <p>Council noted that the University needed to explore whether it had the appetite to be visionary and radical, to promote thinking about what super transformation would look like and to be at the forefront of the sector.</p> <p>The next steps would be to progress a number of new workstreams (colleague engagement, reward, leadership & colleague development, health & wellbeing, recruitment and values & behaviours) and use colleague engagement surveys and events to inform the workstreams. A People Strategy session would also be held at the April 2024 Council Away Day.</p> <p>Council welcomed the opportunity to engage with the early thinking and would play a key role in the development of the new Strategy.</p>		
PART D – ANY OTHER BUSINESS			
15D.	<p><u>Any Other Business</u></p> <p>It was noted that it was the last meeting for Manali Lukha, Abdelrhman Rayis, Helen Simpson, Jessica Okoro and Lucy Robinson (who had unfortunately had to send her apologies). All were thanked enormously for their contributions to Council and the University.</p>		
16D.	<p><u>Date of Next Meeting</u></p> <p>The date of the next meeting would be 14th September 2023.</p>		

ATTENDANCE LIST – 6th July 2023

	Mike Farrar	Pro-Chancellor
A	Richard Barnes	Deputy Pro-Chancellor
	Sally Bucknell	Deputy Pro-Chancellor
	Richard Callaway	Deputy Pro-Chancellor
	David Hall	Honorary Treasurer
	Professor Trevor McMillan	Vice-Chancellor
	Professor Mark Ormerod	Deputy Vice-Chancellor and Provost

MEMBERS OF UNIVERSITY STAFF

A	Dr Abbie Rutter	Senate Member
A	Dr Masi Noor	Senate Member
A	Dr Shalini Sharma	Senate Member
	Emma Colley	Appointed by the Professional Services Staff

LAY MEMBERS APPOINTED BY THE COUNCIL

A	Ruth Bagley
	Tracy Bullock
	Jane Burns
	David Brown
	Tim Forman
A	Hifsa Haroon-Iqbal
	Manali Lukha
A	Andrew Macleod
A	Sherree Schaefer
	Dr Lesley Thompson

STUDENT MEMBERS

	Jade Cioffi	Union Development & Democracy Officer, Students' Union
	Rachana Dhaka	President, Keele Postgraduate Association

SECRETARY TO COUNCIL

	Clare Stevenson	Secretary to Council
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IN ATTENDANCE

	Dr Mark Bacon	Chief Operating Officer
	Frances Hewison	Chief People Officer
	Helen Simpson	Interim Chief Financial Officer
A	Lucy Robinson	Governance Apprentice
	Jessica Okoro	Governance Apprentice
	Abdelrhman Rayis	Previous President, Keele Postgraduate Association
	Simon Greenhalgh	Incoming Lay Member of Council

SECRETARIAT

	Fiona Dumbelton	Governance Secretariat Manager
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Key A = Absent