



MINUTES OF THE MEETING OF COUNCIL

Held on Thursday 2nd May 2019

The Chair welcomed Katie Lavery (Director of Student Services), Paul Horrocks (PGR Director, Faculty of Medicine & Health Sciences) and Derek McGhee (Dean of Research, Faculty of Humanities & Social Sciences) to the meeting as observers. It was also noted that it was the last formal meeting for Tom Snape and George Blake, but that they would be in attendance at the next meeting accompanying their successors. The Chair took the opportunity to thank them for their contribution.

For a record of attendance, apologies and absences, see attached list.

1. DECLARATIONS OF INTEREST

Mr Harris declared an interest as he is a consultant to a law firm whose clients include USS and Mr Clark declared an interest as a Trustee of Caudwell Children.

2. MINUTES AND ACTIONS

(i) Minutes

The minutes of the meeting held on 14th February 2019 were approved and signed.

(ii) Actions List

Council received and noted the actions list.

3. STUDENT STORY

Council heard from an off-campus undergraduate student and noted the excellent support she had experienced from staff in the School of Life Sciences. She also praised the staff in the food outlets, the Chancellor's Study Space and her experience as a Senior Mentor. She did, however, note the frustration of having lectures cut short, particularly when she had travelled in from home for them. Council welcomed her enthusiastic and well delivered presentation.

PART 1 – REPORTS & APPROVALS

1A. VICE-CHANCELLOR'S REPORT – COMMERCIAL IN CONFIDENCE

(i) Vice-Chancellor's Report

Council received a report from the Vice-Chancellor, which provided an overview of major issues and activities since the previous meeting, including:

- Keele has been placed 30th in the THE University Impact Rankings out of more than 700 European institutions, and the Complete University Guide has placed Keele second for Forensics and in the top 10 for Medicine and Nursing.

- Council received an update on admissions - Item commercial in confidence
- The Chair had received a letter from the Secretary of State for Education, as had a number of other institutions, expressing his concern regarding the use of conditional unconditional offers - Item commercial in confidence
- Initial high level analysis of the staff survey was presented, which highlighted four key themes as follows:
 - The positive feelings of community and working on a beautiful campus were cited by staff as strengths. Staff were very happy to recommend Keele as a place to study.
 - It was the view of a large majority of staff that poor performance was not dealt with properly by managers.
 - Access to training was well perceived, but a significant number of staff didn't feel that there were sufficient opportunities at Keele for career progression.
 - Staff felt respected but didn't feel there was free-flowing information between leaders and staff. Many didn't feel 'safe' to speak up.

More detailed analysis was in progress to identify where in the University and at what level the issues raised were more prevalent and appropriate action would be taken to address the concerns.
- It was reported that Keele's Equality & Diversity Programme had been shortlisted in the Universities Human Resources Awards 2019.
- A strategy on how our students would be accommodated was being drafted and would be shared with the Business Review Committee at its meeting in June 2019.
- An update on pensions by UUK was provided, which reported a delay in concluding the 2018 valuation of USS.
- An increase in unregulated fees 2020-2021 was presented from the Student Numbers & Fees Group - Item commercial in confidence

(ii) Strategy, KPIs & Risk

The paper provided a commentary on progress against Aim Two of the University Strategy, which was "Through the Distinctive Keele Curriculum provide outstanding discipline-based education and a unique portfolio of personal development opportunities in the context of a sector-leading student experience". The update included the new vision for education, the Keele Institute for Innovation & Teaching Excellence (KIITE), degree apprenticeships, the Access & Participation Plan, the Teaching Excellence Framework and international partnerships.

The key performance indicators were presented, which were updated as the relevant data became available and the table provided identified where changes had been made.

It was reported that the Risk Register had been updated to reflect new, modified or redundant risks and a brief commentary on the changes was provided. A review of performance against the 2015-2020 Strategy, which had been requested by the Business Review Committee, was also presented.

(iii) University Strategy

The final draft of the University Strategy: Our Future was presented for approval. Council commended the high level approach and the clear ethos.

Council **resolved:**

That the University Strategy be approved.

(iv) Our Future: Approach to KPIs

Council received a presentation from the Deputy Vice-Chancellor and Provost and the Director of Strategy Delivery on the proposed key performance indicators to measure progress against the new Strategy.

It was agreed that there was a need for fewer and more focused KPIs. Four high level KPIs, with a small number of indicator metrics were presented relating to (i) building size and reputation, (ii) better research performance and reputation, (iii) effective operation of the University and (iv) the student & staff experience.

A new approach to setting the KPI targets would be adopted, which would achieve the following:

- More specific focus on performance gaps
- Evidence-based understanding of the underlying causes
- Rigorous appraisal of chosen approaches to closing performance gaps
- Small set of key performance indicators
- KPI targets using sector benchmarks and historic performance

Council welcomed the new approach and noted that everything the University does needed to relate back to the Strategy. It was agreed that measures/mechanisms were required to ensure that issues were flagged up to Council at a sufficiently early stage and that a column with an arrow up/down/across would be useful.

Council agreed the direction of travel and noted that the final version would be presented at the next meeting for approval.

1B. FINANCE REPORT – COMMERCIAL IN CONFIDENCE

(i) OfS Letter re Financial Sustainability

Council received a letter sent to all Chairs of Council from the Office for Students. The OfS had published a report setting out its concerns about the financial sustainability and viability of institutions where plans were underpinned by unrealistic student number growth and that the aggregate planned growth across all institutions was not likely to be achievable.

The OfS had asked that the letter be shared with governing bodies to inform financial decision making.

Council noted the letter.

(ii) Financial Sustainability Plan & Project Executive Group Update

Item commercial in confidence

(iii) Draft 3 Year Budget Update

Item commercial in confidence

1C. SECRETARY'S REPORT – COMMERCIAL IN CONFIDENCE

Council received a report from the Secretary to Council, which included the following:

- Council received a report from the Nominations Committee on appointments to Council and **resolved:**

That David Brown and Lesley Thompson be appointed to Council for a three year term commencing on 1st September 2019

And that Neil Clatworthy be appointed as a Co-opted member of the Audit & Risk Committee for a three year term commencing on 2nd May 2019.

- Council received and approved the Council committee membership for 2019-2020 on the recommendation of the Nominations Committee.
- Item commercial in confidence
- Council received and noted the Research Excellence Framework Code of Practice.
- Council received assurance that the SU elections had been conducted fairly and properly. The KPA elections had not yet concluded so a further update would be provided at the next meeting.
- Council approved amendments to Ordinance XXIX: The Administrative Directors.
- Council approved the promotions presented.
- Council noted that Chair's action was taken on 4th March 2019 to make the necessary amendments to the Ordinances to reflect the change back from a Chief Financial Officer to a Director of Finance.
- Council noted that 20 documents had been signed under seal since the previous meeting.

The Secretary noted that some members had received their papers for the meeting electronically and that further work would be undertaken in this regard to improve efficiency and achieve cost savings over the coming months.

PART 2 – COMMITTEE REPORTS

2A. COMMITTEE REPORTS – COMMERCIAL IN CONFIDENCE

The Committee noted the reports from the following meetings:

- Equality, Diversity & Inclusion Oversight Group - meeting held on 30th January 2019
- Senate – meeting held on 13th March 2019
Council received from the Pro Vice-Chancellor (Planning & Advancement) details of the work of the Academic Staffing Strategy Group, which included three inter-related proposals:
 - The introduction of a new job family focused on education and scholarship, enjoying a parity of esteem with a parallel career path focused on education and research

- The introduction of academic role expectations as a comprehensive framework that sets out clearly the tasks and activities on which the tasks and activities on which the academic workforce in each unit will need to deliver as a team
- The development of a translation process to facilitate applications from colleagues who would wish to be considered for another career path

Council also noted the establishment of the new School of Social, Political & Global Studies and Council **resolved:**

That the necessary amendment to Ordinance VI be approved.

- Occupational Health & Safety Oversight Group – meeting held on 3rd April 2019
- Business Review Committee – meeting held on 4th April 2019
- Senior Remuneration Committee – meeting held on 4th April 2019
Council approved amendments to the terms of reference of the Senior Remuneration Committee.
- Nominations Committee – meeting held on 4th April 2019

PART 3 – OTHER BUSINESS

3A. DECLARATION OF A CLIMATE EMERGENCY

Council received a motion from the Deputy Vice-Chancellor & Provost proposing that Keele University declared a climate emergency.

It was noted that it would help maintain Keele's position as one of the UK's leading universities for sustainability, it would be in line with our world-leading sustainable energy transition work (SEND, HyDeploy) and it would lead the University to set a new carbon reduction target of carbon neutrality by 2030. It was also noted that it would be a proactive declaration without any direct lobbying by staff and students.

Council **resolved:**

That the motion be passed by a unanimous vote of all members present and voting.

Dame Jo Williams	Pro-Chancellor
Richard Barnes	Deputy Pro-Chancellor
Sally Bucknell	Deputy Pro-Chancellor
Richard Callaway	Deputy Pro-Chancellor
Professor Alistair Ulph	Deputy Pro-Chancellor
David Hall	Honorary Treasurer
Professor Trevor McMillan	Vice-Chancellor
Professor Mark Ormerod	Deputy Vice-Chancellor and Provost

MEMBERS OF UNIVERSITY STAFF

Professor Nicholas Forsyth	Senate Member
Dr Rebecca Leach	Senate Member
Professor Peter Andras	Senate Member
Vanessa Hooper	Appointed by the Non-academic Staff

LAY MEMBERS APPOINTED BY THE COUNCIL

Ruth Bagley
Paul Clark
Andrew Harris
Sajid Hashmi
Manali Lukha
Simon Ramery
Sherree Schaefer
Vacancy

STUDENT REPRESENTATIVES

Tom Snape	Union Development & Democracy Officer, KeeleSU
George Blake	President, Keele Postgraduate Association

SECRETARY TO COUNCIL

Dr Helen Galbraith	Secretary to Council
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IN ATTENDANCE

Paul Buttery	Interim Director of Finance
Rachel Adams	Director of Human Resources
Dr Mark Bacon	Director of Strategy Delivery (item 1A(iv) and 1B)
Professor Shane O'Neill	Pro Vice-Chancellor (Planning & Advancement) (item 2A)

SECRETARIAT

Fiona Dumbelton	Governance Manager
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Key

A = Absent