



Keele
University

MINUTES OF THE MEETING OF COUNCIL

Held on Thursday 5th July 2018

The Chair welcomed Rob Eastwood (Chief Financial Officer) to his first meeting. He also welcomed David Hall (incoming Honorary Treasurer), Ruth Bagley (incoming member of Council), Victoria MacFarlane (Head of Research Strategy Delivery), Russell Reader (Head of PR & Communications) and Christian Mallen (Professor in General Practice & Interim Director of the Institute for Primary Care & Health Sciences) to the meeting as observers. It was noted that Ieuan Smith completed his term as President of the Keele Postgraduate Association (KPA) on 30th June 2018 but that his successor, George Blake, was unable to attend the meeting so Mr Smith was here in attendance.

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.

2. MINUTES AND ACTIONS

(a) Minutes

The minutes of the meeting held on 3rd May 2018 were approved subject to four amendments.

(b) Actions List

Council received and noted the actions list.

PART 1 – THEMED DISCUSSION ITEMS

1A. RESEARCH EXCELLENCE FRAMEWORK PREPAREDNESS & RESEARCH IMPACT

Council received a paper and a presentation from the Director of Research, Innovation & Enterprise on the University's preparedness for the Research Excellence Framework (REF) 2021.

The REF is a UK-wide exercise that takes place every five to seven years to assess the quality and volume of research in UK universities to allocate £2bn of funding, c£7m of which was received by Keele based on the last REF in 2014.

The REF is divided into 34 units of assessment and assessed by panels of academic and 'user community' experts. The panels consider the quality of the following:

- Research outputs (e.g. publications, performance)
- The impact of the units of assessment's research beyond academia
- The research environment (facilities, strategy, postgraduate students)

The presentation focused on impact and a second themed discussion item presented by the Pro Vice-Chancellor (Research & Enterprise) in September 2018 would focus on research outputs and the environment.

Impact would be assessed via short case studies and a description of how the impact was supported (in the environment component). It needed to evidence the impact of the research of the unit of assessment to one or more specific beneficiaries and the nature of that impact. Each unit of assessment would outline what it defined as impact with specific examples within the broad spheres of economy, commerce, culture, healthcare, society, policy, culture, practitioners and environment.

The quality would be assessed on the basis of:

- reach - the extent and breadth of the beneficiaries
- significance - the degree to which the impact has enabled, enriched, influenced, informed or changed the products, services, performance, practices, policies or understanding of commerce, industry or other organisations, governments, communities or individuals.

The impact focuses on the research of the unit of assessment rather than individuals, therefore, case studies are not portable between institutions. The impact must have taken place between August 2013 and July 2020 and research that underpins it must have been carried out between January 2000 and July 2020.

The basic components of an impact case study should include the following:

- Summary of the impact
- Underpinning research
- References to the research
- Details of the impact
- Sources to corroborate the impact

Keele had established a REF Strategy Steering Group chaired by the Vice-Chancellor, an Impact Steering Group and an Outputs & Environment Steering Group to provide University-level oversight and Faculty-level groups. In addition to this, preparations included an initial internal quality audit in 2017 followed by a continuous programme of audit, an academic lead assigned to each unit of assessment and a support programme for unit of assessment leads.

Focusing on the impact element of REF2021, an annual 'celebrating impact' conference had been held, a workshop programme with external speakers had been introduced to support case study development, academic and professional services staff were providing support to researchers, an audit of case study quality had been undertaken and impact acceleration funding had been allocated.

Over the next 12 to 24 months efforts would be concentrated on evidence collection, more stringent peer review of impact case studies, use of external input to assess the likely quality of case studies and the development of a final unit of assessment strategy to achieve a balance of income versus quality profile.

It was noted that academic staff were motivated by making a difference and their research being recognised and supported, so the annual celebrating impact conference had been a huge success. Funding from the REF was required to allow academics the time to undertake research, so how Keele does in 2021 would define the University for the subsequent six years.

Council noted the significance of performing well in the REF, not only for the funding and the reputational aspect but the additional funding opportunities that would be available if we performed well and benefit of research-led teaching for our students. A good result in the REF alongside a Gold in the Teaching Excellence Framework and excellent results in the National Student Survey would stand the University in good stead.

Council welcomed the report and it was noted that the REF would be a regular feature on the agenda in the lead up to REF2021.

PART 2 - REPORTS

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

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

- Council received an update on the applications position.
- The appointment of a new Chief Information Officer would be announced in the coming weeks and would start towards the end of September 2018.
- A 2% pay award (up to 2.8% for lower grades) had been offered by the Universities and Colleges Employers' Association but had been rejected by two of the trades unions, including the University and Colleges Union (UCU) who intended to ballot its members for strike action.
- The joint Universities UK and UCU panel established to review the valuation of the Universities Superannuation Scheme was due to report in September 2018. If an agreement on a suitable way forward was not reached by April 2019, the Pensions Regulator would enforce up to a 5% increase in employer contributions, which would cost Keele £3-3.5m. It was noted, however, that the recent increase in gilts should improve the valuation of the scheme.
- It was noted that the three year financial forecasts would normally be presented at this meeting prior to submission to HEFCE by 31st July but that, under the new Office for Students, five years of forecasts were required and the reporting period had changed to September. As a result, the five year financial forecasts would be presented to the next Council meeting.
- The Vice-Chancellor noted that the graduation ceremonies would be taking place the following week and that he looked forward to seeing Council members there.

2B. SECRETARY'S REPORT – COMMERCIAL IN CONFIDENCE

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

- Council **resolved:**

That Sally Bucknell be appointed Deputy Pro-Chancellor for a four year term with effect from 1st September 2018 on the recommendation of a panel of the Nominations Committee.

- The Vice-Chancellor reported that Senate had recently received a report of the Senate Effectiveness Review, which highlighted a number of areas of good practice and included a number of recommendations.

Two amendments to the membership of Senate were recommended for approval, which required an amendment to Statute Section 18. These were to add the three Associate Deans of Learning & Teaching (the three Associate Deans for Research were already members) and to add the Vice-President of the Keele Postgraduate Association. These changes required a Special Resolution by an affirmative vote of no less than three-fourths of those present and voting.

Council approved by Special Resolution that the proposals be submitted to the Privy Council for approval, subject to such changes as the Privy Council may require and which are agreed by the University.

A number of amendments to the University Learning & Teaching Committee were proposed, including renaming it the Education Committee and changes to the committees that sit beneath it, which fall under Regulation 17.

Council **resolved:**

That the amendments to Regulation 17 be approved on the recommendation of the Senate.

It was reported that Senate had debated a number of other themes and recommendations emerging from the Senate Effectiveness Review. The dominant issue from the discussion had been the size, representation and mode of appointment for the currently elected academic members of Senate. It had been clear that there was no appetite from Senators to move away from the current elected process to a faculty-led nominations process, but there was a commitment to explore ways in which the current election process might be enhanced to promote diversity and encourage full participation from the academic community. It had been agreed that further work would be done to reflect on Senate's feedback over the summer.

- As previously reported to Council, the University had embarked on a large scale review of its regulatory framework with a view to creating a more user-friendly set of academic Regulations. The first phase was endorsed by Senate in March 2018, which included a new University Policy Framework, which sets out standards for the University's governance documentation and a new set of Keele Academic Regulations and Policies (KARP) to be implemented in September 2018. A key change to the proposed framework was to delegate responsibility for the approval of new and revised academic Regulations from Council to Senate. This was supported by Council, noting that the academic Regulations would ultimately remain the responsibility of Council despite being delegated and that a brief note of amendments would be included in the Senate report to Council to ensure appropriate oversight.

Council **resolved:**

That authority be delegated to Senate to approve new and revised academic Regulations from September 2018.

- *The Director of HR attended the meeting for this item.* Council received a new Academic Probationary Procedure and guidance document on Probationary Personal Development Planning, which was recommended for approval by Senate.
- *The Director of HR attended the meeting for this item.* It was reported that the Committee of University Chairs (CUC) HE Senior Staff Remuneration Code had been published on 5th June 2018 along with guidance on severance payments for senior staff and an outline structure for a remuneration annual report to the governing body. A briefing on the requirements would be presented to the Senior Remuneration Committee in the autumn.
- The 2017 annual statement from the Office of the Independent Adjudicator for Higher Education was received.
- It was noted that, following the Council Effectiveness Review, the biennial reviews of Council members would become annual reviews and would be completed over the summer.
- Council **resolved:**

That the amendments to the following Regulations be approved on the recommendation of the Senate:

- (i) Regulation 17D.1: Student Liaison Committee
- (ii) Various Regulations to amend references to the Head of Student Services to the Director of Student Services
- (iii) Various Regulations to amend references to the Director of Finance to the Chief Financial Officer
- (iv) Various Regulations to amend references to the Higher Education Funding Council for England to the Office for Students
- (v) Regulation 2D, 3A and 3B: Research Degrees
- (vi) Regulation 7: Academic Appeals
- (vii) Regulation 8: Academic Misconduct
- (viii) Regulation 20: Student Discipline
- (ix) Regulation 17: Promotions Committees

- Council **resolved:**

That the following appointments be approved:

- Professor Michael Watkinson, Head of School of Chemical and Physical Sciences, effective 1st April 2018
- Dr Jim Grange, Head of School of Psychology, until September 2020
- Professor Raphael (Rafe) Hallett, Director of the Institute for Innovation and Teaching Excellence, effective 1st April 2018

- Council approved that the rewards and promotions presented be approved.
- Council noted that 11 documents had been signed under seal since the previous meeting.

PART 3 - STRATEGIC UPDATE REPORTS

3A. ITEM COMMERCIAL IN CONFIDENCE

3B. ITEM COMMERCIAL IN CONFIDENCE

PART 4 – COMMITTEE REPORTS

4A. COMMITTEE REPORTS – COMMERCIAL IN CONFIDENCE

Council received and noted reports of the following meetings:

- Business Review Committee – held on 7th June 2018
- Senate – held on 20th June 2018
- Audit & Risk Committee – held on 28th June 2018

PART 5 – OTHER BUSINESS

5A. OTHER BUSINESS

The Chair noted that it was the last meeting for Tony Crouch and Ieuan Smith. They were both thanked for their contribution and commitment to Council during their terms of office.

Mr Barnes noted that it was the last meeting for Ralph Findlay as he would be stepping down as Pro-Chancellor and Chair of Council on 31st August 2018. He had been on Council since 2013, Chair since 2014 and had previously chaired the Business Review Committee, Senior Remuneration Committee and Nominations Committee. He had provided outstanding leadership to Council, excellent chairing of meetings and invaluable counsel to the Vice-Chancellor. He had also steered the Council through some difficult and significant decisions and had the ability to succinctly summarise the matters before Council in order to aid discussion and decision making. He was pleased to note that Ralph would be joining colleagues for the Council dinner in September 2018, which would give us a further opportunity to thank him and wish him well but, for today and to be recorded in the minutes, on behalf of Council, thank you.

COUNCIL ATTENDANCE – 5th July 2018

Ralph Findlay	Pro-Chancellor
Professor Alistair Ulph	Deputy Pro-Chancellor
Richard Barnes	Deputy Pro-Chancellor
Richard Callaway	Deputy Pro-Chancellor
Tony Crouch	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

	Sally Bucknell
A	Paul Clark
	Andrew Harris
	Sajid Hashmi
A	Manali Lukha
A	Simon Ramery
	Sherree Schaefer
	Dame Jo Williams
	<i>Vacancy</i>

STUDENT REPRESENTATIVES

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

SECRETARY TO COUNCIL

Dr Helen Galbraith	Secretary to Council
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IN ATTENDANCE

Rob Eastwood	Chief Financial Officer
Phil Butters	Director of Estates & Development (item B)
Rachel Adams	Director of Human Resources (item 2B)

SECRETARIAT

Fiona Dumbelton	Governance Manager
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Key

A = Absent