

Strictly Confidential

COUNCIL

26 July 2018 15:00

Oak 1&2

MINUTES

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Members:	Chair – External member	Dr Jim Glover
	Vice-Chair – External member	Dr Anne Watts
	External member – Treasurer	Mr Tony Stuart
	President & Vice-Chancellor	Prof Max Lu
	Provost & Executive Vice-President	Prof Michael Kearney
	Chief Operating Officer	Mr David Sharkey
	SVP, Global Strategy & Engagement	Professor Vince Emery
	SVP, Advancement & Partnerships	Mr Greg Melly
	President, Students’ Union	Dr Alex Harden
	Member elected by Senate	Professor Rachel Brooks
	Member elected by Senate	Professor Shirley Price
	Member elected by Senate	*Professor Paul Smith
	External member	Mr Vib Baxi
	External member	Dr Mike Goodfellow
	External member	Dr Sally Howes
	External member	Ms Rachel Hubbard
	External member	*Ms Claire Ighodaro
	External member	Mr Peter Maskell
	External member	Dr David McNulty
	External member	Mr Michael Queen
	External member	*Ms Jan Sawkins
	External member	*Mr Nick Standen

*denotes member unable to attend

In attendance: Ms Saskia Cochrane – President, Students’ Union 2017-2018
Mr Phil Grainge - Chief Financial Officer
Ms Sarah Litchfield – University Secretary & Legal Counsel
Professor Jane Powell - Vice-Provost, Education & Students
Professor David Sampson - Vice-Provost, Research & Innovation
Ms Ros Allen - Secretariat Officer (Minutes)

By invitation: Ms Mary Hensher (minutes 18/056 and 18/057)
Professor Caroline Scarles (minute 18/059)
Mr Alan Sutherland (minute 18/054)

A INTRODUCTORY ITEMS

18/046 Welcomes

- .1 The Chair welcomed the new President of the Students' Union, Dr Alex Harden, to his first meeting of Council.

18/047 Apologies

- .1 Apologies were received from Ms Claire Ighodaro, Ms Jan Sawkins, Professor Paul Smith and Mr Nick Standen.

18/048 Declarations of interest

- .1 None

18/049 Minutes

- .1 The minutes of the meeting held 2 May 2018 were **adopted** with the following amendment:
18/036.2 – 'GDPR' to be replaced with 'data' in the first sentence.
Action: RSA to update in Convene Document Library

18/050 Actions Update

- .1 Council **noted** the update as circulated.
- .2 18/028.2.2 – Closed: Council received a short, tabled paper outlining the student viewpoint of the Office for Students (OfS), noting that the summary view was that the new regulator appeared to be out of touch with students. The SU and the University would continue to engage with the OfS and government to work towards the OfS becoming more relevant and responsive to students.

18/051 Chair's Items

- .1 None

18/052 Vice-Chancellor's Report

- .1 Council noted the report as circulated.
- .2 With respect to league tables, it was noted that the University had performed very well in the Shanghai subject rankings. Whilst the national league table rankings had been disappointing this year, it was hoped that improvements to the NSS and other measures would increase the University's rank in 2019. However, it should be recognised that it was very difficult to maintain a top ten place without negatively impacting on other strategic aims. A realistic target would be top 15 in national league tables and top 150 in international league tables.
- .3 Council was pleased to note that the University was the first HE institution to receive the British Standards Institute award for Business Continuity.
- .4 Council members who had attended the recent graduation ceremonies had been delighted,

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finding them inspirational and extremely well-organised. All lay members were encouraged to attend future graduations.

.5 It was noted that the UCU had rejected the latest offer in the pay negotiations. However, no action had been proposed to date. There was discussion of the significant financial implications of a pay rise above what had been budgeted.

.6 It was noted that there would be mention of the local community in the Student Experience Strategy – both in terms of its contribution to the student experience and the contribution of students to the local community.

B ITEMS FOR CONSIDERATION AND/OR APPROVAL

18/053 Recommendations of the Nominations Committee

.1 On the recommendation of the Nominations Committee, Council approved the appointment of Dr Sally Howes and Mr Peter Maskell for a second term of office as External Members of Council. The second term would run from 1 August 2018 to 31 July 2021.

**18/054 Yeats Budget and Forecast
(Commercially Sensitive)
REDACTED AS COMMERCIALY SENSITIVE**

18/055 Annual report from the President of the Students' Union

.1 Mr Alan Sutherland, CEO of the SU attended the meeting to present the report with Ms Saskia Cochrane, outgoing President of the SU.

.2 Council recognised the excellent progress that had been made over the year with respect to student accommodation, the student experience and student engagement. The Board thanked the SU for their good work in areas such as the Awayday, encouraging engagement with the NSS and contribution to University strategies. Council also appreciated the increased awareness they had been given of the student experience.

.3 The important work that course representatives did was recognised – they were a huge resource that needed to be tapped into.

.4 It was recognised that the Students' Union could be put in a difficult position, sitting between the student body and the University management, particularly in these rather challenging times. Council expressed the hope that the excellent partnership relationship between the University and the SU would continue.

18/056 Education Strategy

.1 Council **noted** the report as circulated and received a presentation.

.2 Council discussed and noted a number of points.

.2.1 The Education Strategy, the Excellence Programme and the Course Architecture project articulated in a number of ways, primarily in the design of the future curricula.

.2.2 There was discussion of how the Strategy future-proofed the University and kept it

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competitive. Measures included building-in thinking about external evaluators likely to drive the University's future success and keeping the institution ahead of the sector in areas such as resilience and the Digital Strategy.

- .2.3 It was recognised that Brexit posed a risk to the global aspect of the Strategy in its potential impact on areas such as the Erasmus Scheme.
- .2.4 The Strategy was most relevant to UG and PGT students. The Doctoral College had identified how to apply the principles of the Strategy to PGR study. There were also a number of actions relating to knowledge and skills that were relevant to all kinds of learning, including CPD.
- .2.5 There were metrics to measure the success of the Strategy. The main barriers to success could be academic staff time and the pressure of work. Delivery of the Strategy therefore needed to be tied in to the People Strategy and reward scheme.
- .2.6 With respect to distance and blended learning, a certain amount could be done at a relatively low cost as a pilot. The University would then review at what level it wished to invest in these areas.
- .2.7 A number of employability activities took place, including several large careers fairs every year, the Professional Training Year and advisory boards with employers.
- .3 Council noted that the Education Strategy had been formally approved by Senate. Council **approved** the Strategy. The Board congratulated Jane Powell and all those involved in an ambitious and optimistic strategy.

18/057 Annual IT Report

- .1 Ms Mary Hensher, Chief Information Officer, joined the meeting.
- .2 Council **noted** the report as circulated.

18/058 Digital Strategy

- .1 Ms Mary Hensher remained in the meeting.
- .2 Council **noted** the report as circulated and discussed a number of points.
 - .2.1 The key difficulties faced in applying the Digital Strategy were:
 - Cultural issues and managing change;
 - The recruitment of the appropriately skilled IT staff;
 - The volume of work and number of concurrent IT projects.
 - .2.2 Due to lack of high quality technical staff, the technical infrastructure had grown reactively, leading to issues. The University was working with external parties to provide a more systematic and modern approach to architecture.
 - .2.3 It was recognised that the five big strategic projects mentioned in the paper needed to be delivered, but when and in what order remained to be finalised. Normally, only one major strategic project should be undertaken at a time – the University was currently doing the HR Programme, GDPR and the Data Strategy.

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- .2.4 There was discussion of whether the project governance and approach could be changed to deliver projects faster and, potentially more cheaply, albeit with a greater risk. This could be considered as part of the discussion of the Data Strategy at the Awayday in October.
- .2.5 Council asked for further consideration to be given to how the Strategy would pick up on outward engagement and promoting the University. There should also be consideration of adding 5G to the Strategy.
Action: Mary Hensher to report back to Council.
- .2.6 Recruitment was underway for a Digital Transformational Director. Once in place, they would convene the Student Advisory Panel (SAP) and Academic Advisory Panel (AAP). The SU would be asked for nominees for the SAP.

18/059 General Data Protection Regulation (GDPR) implementation

- .1 Council **noted** the report as circulated, noting that a regular report would be provided to Council in future.
- .2 Ms Sarah Litchfield was receiving SIRO (Senior Information Risk Owner) training. It was noted that board level training in GDPR would be provided at the Awayday.
- .3 It was recognised that the University was ahead of many organisations in its response to GDPR, but there was still a long way to go.

**18/060 Learning Hotel (COMMERCIALLY SENSITIVE)
REDACTED AS COMMERCIALLY SENSITIVE**

**18/061 Medical Programme
REDACTED AS COMMERCIALLY SENSITIVE**

18/062 OJEU status and revised Procurement Policy

- .1 It was noted that Executive Board had approved the procurement policy with the following amendment to paragraph 3.2.5 regarding exceptions to the policy – Deviation from this policy in relation to a significant* procurement and/or partner selection must be approved by the University's Executive Board, taking advice from the Director of Procurement and other stakeholders as required. All other exceptions to this policy must be approved in writing by the Director of Procurement.
**significant may be defined in both monetary and non-monetary terms on the advice of the Director of Procurement and the CFO.*
- .2 Council **approved** the Procurement Policy (as amended by Executive Board) and the OJEU status.

18/063 Balanced Scorecard and Strategic Implementation Report

- .1 Council **noted** the report.

18/064 Student accommodation update

- .1 Mr David Sharkey gave a verbal update.

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- .2 Phase 2 of Student Residences remained on track to deliver on time and to budget. Professor Steve Baker was thanked for his management of the project and arranging the tour for Council members.
- .3 Planning for Phase 3 had begun, but any decision on funding had been deferred. Mr Phil Grainge had discussed Phase 3 with the Chief Financial Officer of Guildford Borough Council but paused any further discussion on a potential financial arrangement with regard to Phase 2.
- .4 The University had given letters of support to four potential developments of student accommodation in Guildford and were meeting regularly with the developers.

C ITEMS FOR INFORMATION ONLY

18/065 Minutes (COMMERCIALY SENSITIVE)

- .1 Council **noted** the summary/minutes of the Audit and Assurance Committee, Executive Board, the Finance Committee and the Senate.

18/066 Equality and Diversity report

- .1 Council **noted** the latest report.

18/067 Health & Safety report

- .1 Council **noted** the latest health and safety report.

18/068 Advancement report

- .1 Council **noted** the report.

18/069 Blackwell Park report (COMMERCIALY SENSITIVE)

- .1 Council **noted** the report.

18/070 Criminal Finances Act

- .1 Council **noted** the paper.

D CLOSING ITEMS

18/071 Any Other Business

- .1 Noting it was Saskia Cochrane's last meeting, Council recorded its formal thanks to her for her excellent work and contribution over the previous year, noting in particular her balanced and sensitive approach and professionalism.
- .2 Noting that Dr Jim Glover was stepping down as Chair of Council at the end of July, Mr Michael Queen and Professor Max Lu expressed the heartfelt thanks of Council and the University for his great commitment to the University over the past seven years. It was noted that there would be a formal farewell dinner in November. Dr Glover took the opportunity to thank all those he had worked with and wish Mr Queen the very best in his new role as Chair

of Council.

18/072 Dates of next meetings

- .1 These were noted as
8-9 October and 22 November 2018
31 January, 2 May, 25 July, 7-8 October, 25 November 2019.

Dr Jim Glover
Chair