



University Council Papers

Paper no: 2018-10-25-03

Paper title: Minutes of previous meeting and matters arising

Minutes of the Council meeting held on 25 July 2018 in Lecture Room 13, Cranfield Management Development Centre, Cranfield University.

Present: Hutton, Dame Deirdre (Chair)

Carter, Miss Caroline
Carey, Mr Anthony
Day, Mr Colin
Fairweather, Mr Paul
Ferguson, Mr Iain
Gregson, Professor Sir Peter
Hunter, Mr Dougie (*from item 4*)
Hynes, Miss Alice (*from item 4*)
Ryals, Professor Lynette
Thompson, Dr Christine
Sparks, Professor Emma (*from item 4*)
Young, Baroness Barbara

Apologies: Mannings, Mrs Moni, Mayhew, Dr Maxine, Thomas, Mr Bill, Braithwaite, Professor Graham, Subramanian, Miss Nithya

Attending: Aspinall, Mr Philip, Chief Operating Officer
Douglas, Mr Gregor, University Secretary
Jones, Professor Simon, PVC-CDS (*for items 5 – 6*)
Richardson, Professor Mark PVC-CDS Designate (*for item 6*)
Morris, Mrs Julie, Governance Officer
Sibbald, Mr Ian, Director of Finance (*for items 5-11*)
Stephenson, Professor Tom, PVC-Research & Innovation (*for item 8.2*)

1. Introduction

The Chair welcomed members and attendees to the meeting.

2. Disclosures of Interest

There were no disclosures of interest.

3. Report from Nominations Committee

Council received recommendations from Nominations Committee for the appointment of a Pro-Chancellor and Chair of Council, appointment of independent members, and appointment of a staff member, sub-committee membership and arrangements for independent members for the following year. No member was present during discussion of their appointment to Council. Council approved the following:

- re-appointment of the current Pro-Chancellor and Chair of Council, Deirdre Hutton, for a further period to 31 July 2019;
- appointment Iain Ferguson as Pro-Chancellor and Chair of Council with effect from 1 August 2019 for the period to 31 July 2022;

- appointment of Alice Hynes for the period 25 July 2018 to 31 May 2021;
- re-appointment of Dougie Hunter for an exceptional third term of one year from 25 July 2018 to 31 May 2019.
- appointment of staff member Emma Sparks for the period 25 July 2018 to 30 September 2019.

Council approved the following appointments to sub-committees:

- Audit Committee: Alice Hynes
- Finance Committee: Caroline Carter and Dougie Hunter
- Remuneration Committee: Caroline Carter and Alice Hynes
- Nominations Committee: Maxine Mayhew
- Honorary Degrees Committee: Colin Day

New and returning members were invited to join the meeting

4. **Minutes of the previous meeting and matters arising**

The minutes of Council held on 12 April 2018 were approved.

5. 5.1 **Health & Safety Quarterly Report**

Professor Simon Jones joined Council for items 5 and 6.

Council considered the quarterly report and explored specific issues as noted below:

- Work related stress The unions had indicated that they remained concerned about staff suffering from work related stress, although the University's management statistics did not show an alarming increase in this area it was reviewing data capture and support.
- Occupational Health There had been a significant reduction in the number of Occupational Health referrals compared to the same period in the previous year. The University had recently appointed new Occupational Health service provision but there appeared to be no correlation between the change in provision, the reduction in referrals or the perceived increase in numbers work related stress. Council recognised that Occupational Health referrals were, by their nature, confidential and that staff were able to self-refer.
- Drug and Alcohol testing
In response to a question on substance abuse testing, Council were advised that drug and alcohol testing was undertaken only in relation to the airport activities. Given the scale of the University's facilities and equipment, Council suggested that the policy on substance abuse testing should be reviewed.
- Higher Health & Safety risk areas
Recognising that the University had a number of unique and specialist facilities Council considered that it would be appropriate to be provided with additional health and safety assurance on higher risk areas. It was agreed that the University Executive would submit a report on levels of assurance on higher risk areas to Council in October. **Action: PJG**

5.2 **Environment Quarterly Report**

Mr Ian Sibbald, Executive member on the Board of Energy and Environment (BEE), joined Council for this item.

Council was pleased to note that:

- the solar farm had been completed on time and to budget. It became operational in April 2018 and had been performing very well.
- there had been an increase in the amount of confidential waste production during the last quarter;
- ISO50001 - Lloyds Register had completed the audit of the University's energy management system and had confirmed that, subject to final ratification, the University had met all the conditions of compliance.

6. **Cranfield Defence and Security (CDS) Update**

Professor Mark Richardson joined Council for this item.

- 6.1 Council noted that adequate progress was being made against the 'New CDS' twelve initiatives except for initiative 2 which was to reduce the CDS footprint at the Defence Academy. Occupancy of the assigned building would be delayed due to issues with fire safety and IT infrastructure. Both of these matters were outside of Cranfield's control, but with a significant increase in space charges effective from 1 August 2018, a discussion with the MoD was anticipated.
- 6.2 Since the announcement of the restated AP contract to staff at CDS in May 2018, colleagues had naturally been unsettled about the future of CDS and this had regrettably led to some staff leaving the University. Staff retention was a key priority and it was encouraging to note that the School Executive was receiving more positively framed engagement from staff.
- 6.3 Council noted the 30% uplift on private venture work, implementation of a streamlined admissions process, the positive student pipeline and an increase in the award of EPSRC funds. In presenting future updates Council commented that it would be helpful to include a gant chart to highlight interdependencies between the initiatives.
- 6.4 Council confirmed its continued support of CDS. Council congratulated Professor Richardson on his appointment as Interim Pro-Vice-Chancellor, CDS and congratulated Professor Jones on his appointment as Vice-Chancellor of National University of Science and Technology in Oman and thanked him for his contributions to the University.

Professors Jones and Richardson withdrew from the Council meeting.

7. **Chief Executive's Report**

In addition to the written report, the Chief Executive and Vice-Chancellor reported on the following:

7.1 *Farnborough International Air Show 2018 announcements*

Cranfield's unique strength of bringing together academia, business and government was at the forefront of the Farnborough International Air Show in July 2018. Important announcements had included:

- a new concept in personal air mobility for fast, efficient and congestion-free urban and inter-city travel entitled 'the Volante Vision Concept' developed in partnership with Aston Martin and Rolls-Royce;
- the Defence Growth Partnership has chosen Cranfield to be the education provider for the Defence Enterprise Export Programme (DEEP); and
- the creation of a National Aerospace Research Consortium (NARC) consortium to provide the global aerospace community with a centralised

point of engagement to the UK's top university aerospace capabilities. Cranfield was one of nine founding member institutions

Cranfield exhibited at the Air Show showcasing the Digital Aviation Research and Technology Centre and the new Digital Control Tower. The Chief Executive and Vice-Chancellor thanked Council members for attending to support the University.

7.2 Graduation Ceremonies

The annual Graduation ceremonies had now all taken place and the Chief Executive and Vice-Chancellor again thanked those members who had attended in support of the University.

7.3 Student recruitment

There had been a number of actions taken to strengthen student recruitment and the projections for 2018/2019 were encouraging. There was a marked increase in international students as a result of closer engagement with international recruitment agents. UK student numbers were on the increase, driven up by Masterships. The drop in EU student numbers was balanced against an increased net fee income as a result of changing previous practice of permitting non-fee paying EU students (ie. those funded previously by HEFCE/RISTA and other bursaries) to full fee paying.

The International Partnerships and Student Recruitment (IPSR) office had focused heavily on enhancing engagement with international recruitment agents. Initiatives included a two day agents conference held at Cranfield, showcasing its student facilities. Council was advised that due diligence on all agents/representatives had been undertaken in accordance with the Agency Manual.

7.4 Staffing matters

The University had suffered significant staff losses in three Schools where groups of staff from key areas had transferred to other institutions. There appeared to be no connection between the three cases but Council was encouraged to hear that a professorial appointment had been made to lead one of the themes. Staff retention remained a high risk area but action was being taken to address the immediate, mid and longer term solutions.

8. **Governance**

8.1 Council assurance cycle

Council approved the revised assurance cycle and the revised approach to academic assurance routes.

8.2 Senate Briefing: Research

Professor Tom Stephenson joined Council for this item.

(a) The Pro-Vice-Chancellor Research & Innovation presented his briefing covering the following topics:

- an overview of research and innovation at Cranfield;
- the funding landscape, increasing research grants and research pipeline;
- supporting funding bids, activity costing and pricing;
- the Cranfield University Research Ethics System (CURES) approval process;
- knowledge transfer partnerships;

- a breakdown of research student numbers;
 - Postgraduate Research Education Survey (PRES) results for 2017 and the actions to address two areas of improvement for Cranfield in research culture and supervision;
 - Journal paper outputs – towards 400 Research Active Staff; and
 - REF 2021
- (b) Council welcomed the research briefing and focused their discussion on the University's preparations towards REF2021. It was acknowledged that draft guidance documents from REF had only just been released, notably:
- draft guidance of submissions:
 - setting out the draft framework and generic criteria for assessment in REF2021;
 - content, data requirements and related definitions for submissions; and
 - policy and practical matters in preparing submissions.
 - draft codes of practice
 - fair and transparent identification of staff with significant responsibility for research;
 - determining who was an independent researcher; and selection of outputs.
 - Equality and diversity
 - Measures to improve the representatives of the panels for REF 2021;
 - Interdisciplinary research
 - procedures to support interdisciplinary research

(c) Council thanked Professor Stephenson for his presentation.
Professor Stephenson withdrew from the Council meeting.

9. Financial matters

9.1 Management Accounts to 30 April 2018

[Redactions applied]

9.2 Cranfield Conference Centre Ltd (CCCL)

Council approved the refurbishment spend of up to £1.4m and a loan facility of £1.2m for the kitchen facilities in Cranfield Conference Centre Ltd.

9.3 Airport Update

The Director of Finance provided an update on the Airport. The following points were noted:

- (a) [Redactions applied].
- (b) the 106 agreement had now been signed following discussion with the Robinson family to amend the overage clause in their agreement to revalue the land each time planning permission was requested.
- (c) the formal cooling off period (judicial review) would conclude on 30 July if no challenge from the Parish Council or other interested party was made before close of business on 30 July;
- (d) the Department of Transport had granted the application to cease access to the airfield via Merchant Lane and this had been published.

9.4 Governance of MK:U

Council endorsed the investment of £100 into the 'share capital' of MK:U and the proposed corporate structure, noting the need to secure Cranfield's interests in the drafting of the Memorandum and Articles of Association. Following discussion at Audit Committee earlier in the day further consideration should be given to non-executive members of the MK:U Board.

10. **Operating Plan 2018/2019**

10.1 Operating plan for 2018/2019

The Chief Executive and Vice-Chancellor presented the Operating Plan for 2018/2019 which included summaries of the school-specific plans in the Annexes. It was noted that the key priorities identified during the Council Strategy day (in April 2018) had been further developed in consultation with the University Executive and the wider Senior Management Team.

Council congratulated the University on developing an Operating Plan focused on resilience and selective growth. Council commented that the plan remained challenging but that they thought that the University was operating effectively and applying the right balance of caution/risk. Council requested regular reporting on progress against the operating plan, including leading indicators at the October meeting. The Operating Plan for 2018/2019 was approved.

10.2 University Budget 2018/2019

The Chair of Finance Committee advised Council that the Committee had reviewed the proposed budget for 2019/2020 in detail. Finance Committee had summarised the key income and expenditure risks and the potential impact on the operating surplus. Following earlier discussion on matters related to the Airport, Council satisfied itself that the University had sufficient contingencies and approved the budget.

11. **Report from the University Executive**

11.1 Amendments to Ordinances

Council approved amendments to Ordinances to:

- Ordinance 3, Terms of Reference of Finance Committee
- Staff Ordinances to meet new GDPR regulations

11.2 Student Charter

It was noted that the Student Charter had been substantially unchanged for a number of years. The revised terms of reference of the Student Experience Committee included provision for evaluation of the Student Charter. Council approved the Student Charter noting that for 2019/2020 there would be a benchmarking exercise against Student Charters at other institutions.

11.3 Ethics Code

In the interests of openness and transparency Council approved the proposal to publish all linked to documents on the University website rather than on the intranet only.

11.4 Annual Report from Cranfield University Research Ethics Committee (CUREC)

Council noted the annual report from CUREC.

12. **Any other business**

There were no further items of business.

J Morris
30 July 2018