



## University Council Papers

**Paper no:** 2018-11-15-03

**Paper title:** Minutes of previous meeting and matters arising

Minutes of the Council meeting held on 25 October 2018 in Lecture Room 17, Cranfield Management Development Centre, Cranfield University.

**Present:** Ferguson, Mr Iain (Chair)

Braithwaite, Professor Graham  
Carter, Miss Caroline  
Carey, Mr Anthony  
Day, Mr Colin  
Fairweather, Mr Paul  
Gregson, Professor Sir Peter  
Hunter, Mr Dougie  
Hynes, Miss Alice  
Mannings, Mrs Moni  
Mayhew, Dr Maxine  
Ryals, Professor Lynette  
Thompson, Dr Christine  
Sparks, Professor Emma  
Subramanian, Miss Nithya  
Young, Baroness Barbara

**Apologies:** Hutton, Dame Deirdre, Thomas, Mr Bill

**Attending:** Aspinall, Mr Philip, Chief Operating Officer  
Bradley, Mr Paul, Health & Safety Manager (for item 4)  
Douglas, Mr Gregor, University Secretary  
Morris, Mrs Julie, Governance Officer  
Odedra, Mrs Hiran, Diversity and Inclusion Manager (for item 6.1)  
Perkins, Mrs Helen, Director of Human Resources (for item 6.1 & 6.2)  
Stephenson, Professor Tom, PVC-Research & Innovation (for item 4)  
Tyrrel, Professor Sean, PVC-Education (for item 5)

**1. Introduction**

The Chair welcomed members and attendees to the meeting.

**2. Disclosures of Interest**

There were no disclosures of interest.

**3. Minutes of meeting and matters arising**

The minutes of the meeting held on 25 July 2018 were approved for publication on the University website subject to removal of redactions.

**Matters arising**

**3.1 Governance of MK:U**

Following discussion at Audit Committee in July, the Chair had recommended to Council that, within the agreed governance structure for MK:U, there should

be an independent non-executive Chair of the MK:U Board and that the inaugural appointment should be a member of the Council of Cranfield University. This principle had been agreed by MK Council; subsequently Cranfield University Nominations Committee had recommended the appointment of Mr Colin Day as inaugural Chair of MK:U.

### 3.2 Airpark Update

There had been limited contact with the third party company interested in investing in the Airpark. The Chief Executive and Vice-Chancellor had undertaken to meet with the third party investor to determine their intentions. In the meantime the Director of Finance was in the early stages of pursuing alternative opportunities and a further update would be presented to Council in November.

## 4. **Health and Safety Annual Report 2017-2018**

*Professor Tom Stephenson and Mr Paul Bradley joined Council for this item.*

The annual report covered the period 1 August 2017 to 31 July 2018. During that period there had been continued consolidation of the health and safety management system across the University resulting in a successful OHSAS 18001 audit which saw the University recommended for certification. Council was pleased to note that there had been much improvement in the health and safety culture across the University and that the uptake of the various training modules had increased.

### **Health and Safety Quarterly Update**

Council explored the University's approach to handling near misses and noted that the triage system in place enabled responses/actions to be undertaken as appropriate. Council was encouraged to hear that additional metrics will be introduced into the quarterly reports going forward.

*Professor Stephenson and Mr Bradley withdrew from the meeting*

## 5. **Briefing on Education: Key Developments**

*Professor Sean Tyrrel joined the Council meeting for this item.*

The PVC-Education presented an update on the Education Strategy 2017-2020 emphasising the University's vision to deliver a top ten learner experience through the quality and relevance of Cranfield's education, provision of an outstanding learner experience and outcomes that enhanced the careers of our learners and the performance of the organisations within which they work.

The PVC-Education highlighted the positive messages coming through the Postgraduate Taught Education Survey (PTES) alongside the three areas on which Cranfield must focus improvement: assessment and feedback; organisation and management; and learning and teaching. These areas were recognised as not being quick fixes, particularly when cultural behaviours required fundamental change. However, in refreshing the education strategy the University had prioritised the student experience to enhance student engagement, professionalise academic practice and create a higher quality physical and digital learning environment.

With regard to surveys generally, Council recognised that learners could be subject to survey fatigue and this is an area that was currently being reviewed by the University. Initial feedback would seem to show that it is about co-ordination rather than intensity of questionnaires being circulated.

Commenting on cultural change, the University had demonstrated over the last five years exceptional changes within its research community. For the taught community, the introduction of the PGCap had had a positive impact on early year's academics

and the opportunity of other similar professional enhancements should be made available for all. Fellowship/membership of the HEA was one area where Cranfield was slightly behind trend, but despite that it had increased from 30% to 50% over the last two years.

*Professor Tyrrel withdrew from the Council meeting.*

## 6. Governance

### 6.1 Diversity Monitoring Statement

*Mrs Hiran Odedra and Mrs Helen Perkins joined Council for this item.*

This was the first annual report following the 'Fit for the Future (FTFF)' exercise. Whilst overall staffing numbers had changed, representation from the diversity perspective had largely remained the same. Equality impact assessments had been carried out during the FTFF process to ensure that there were no detrimental impacts on any particular staff group that could not be justified for legitimate business reasons.

The first Gender Pay Gap report had highlighted that the main reason for the University's pay gap was the uneven distribution of male and female staff (with male outnumbering female staff in higher grades). After carrying out extensive research it had been agreed that the University's Athena Swan action plan would address key issues to help close the gap in the longer term. The key areas of focus were:

- to attract and recruit more female/diverse staff, particularly in senior roles;
- look at ways to retain and develop diverse talent through career development, mentoring, etc., and
- to promote Cranfield as a more flexible and inclusive employer through imagery and promotion of flexible working in job advertisements and recruitment campaigns.

Council approved the Annual Diversity and Inclusion Report for publication and the ongoing actions and commitments to address priority areas in line with the Athena Swan action plan.

*Mrs Odedra withdrew from the Council meeting.*

### 6.2 Amendments to Ordinances

Council approved amendments to the Terms of Reference of the Remuneration Committee.

*Mrs Perkins withdrew from the Council meeting.*

### 6.3 Prevent Annual Statement

Following consideration of the annual report, and having satisfied themselves that the University's Prevent Standing Group had representatives from across the University including the staff and student communities as well as external professional advisors, Council authorised the Chair to sign the OfS assurance statement:

"Throughout the year and up to the date of approval, Cranfield University:

- has had due regard to the need to prevent people being drawn into terrorism (the Prevent duty);
- has provided to OfS all required information about its implementation of the Prevent duty;
- has reported to OfS in a timely way all serious issues related to the Prevent duty, or now attaches any reports that should have been made, with an explanation of why they were not submitted;

- has reviewed and where necessary updated its Prevent risk assessment and action plan.'

Council suggested that it would be reasonable to consider tenure of those members of the Prevent Standing Group and perhaps to write this into the Group's terms of reference.

Council noted that there were no proposed amendments to the Council Statement on Freedom of Speech, Meetings and Events, but this will be kept under review in the light of HEPI, OfS or other relevant guidance.

## 7. **Chief Executive's Report**

The Chief Executive and Vice-Chancellor presented his report highlighting that:

- the University had been very pleased to welcome new students at both Cranfield and Shrivenham sites over the past two months. Early indications were that student numbers were broadly in line with the operational plan as approved by Council in July;
- the PVC-CDS continued to face a number of challenges at CDS but his approach to full communication and engagement with colleagues at Shrivenham had been well received. The PVC-CDS continued to be supported by the University Executive and his update to Council was scheduled for Council in November 2018.
- Links between SoM and CDS had been enhanced through a number of joint appointments;
- UKVI refusal rates had been greatly improved and was testimony to Cranfield's early intervention with prospective students.
- there were no outstanding employment cases following FTFF; this exercise was complete.

## 8. **Report from University Executive**

The University Executive had continued its pattern of alternate strategy and operational meetings and had held workshops focused on the key priorities identified in the operating plan which, in regard to International Student Recruitment had led to the launch of a major project 'Project 500', led by the PVC-International.

With regard to:

### 8.1 Office for Students

Cranfield received notification from the OfS that it had accepted Cranfield on to the register of English Higher Education providers. Council's attention was drawn to the continuing requirements placed on HEIs in order to maintain registration.

### 8.2 Modern Slavery Statement

Council noted the amended Modern Slavery Statement that had been published on the University website.

## 9. **Any other business**

Council noted the following items:

- The PVC-International and the PVC-CDS were attending Purdue University to sign a high-profile agreement for the provision of defence courses to the American MoD.
- Council welcomed the Education and Research briefings. Possible future briefing topics could include: the aerospace and AI agenda; cyber security; rankings; OfS and Research England; and research integrity.

- As the next meeting of Council was not due until Easter 2019, Council asked that the University considered preparing a report for circulation in January/February to include the LE1 results; key business activities; and an outline agenda for the Council strategy sessions in April.

J Morris  
5 November 2018