

MINUTES

Governing Council	
Date	Friday, 19 January 2018
Time	3.00pm – 5.45pm
Venue	S104, Dovedale Suite, Kedleston Road Campus

Independent Members Mr Stephen Smith, Chair, Strategy, Finance and Planning Committee SFPC (Chair)
 Mr Neil Calvert, Vice-Chair Governing Council
 The Ven Dr Christopher Cunliffe
 Mrs Olivia Dean, Chair Further Education Governance Committee (FEGC)
 Ms Lesley Giles, Vice-Chair, Strategy, Finance and Planning Committee
 Mr Gordon Lammie
 Mr Andrew Lewer MBE MP
 Ms Roohi Mehra
 Mr Stephen Taylor, Vice-Chair of the Audit and Risk Committee
 Dr Ian Webster, Chair of the Audit and Risk Committee (A&R)

Other Members Mr James Eaglesfield, Staff Governor (non-teaching)
 Miss Megan Hill, VP, Academic Affairs, University of Derby Union of Students (US)
 Professor Kathryn Mitchell, Vice-Chancellor
 Miss Grace Suszek, President, University of Derby Union of Students (US)
 Dr Ian Whitehead, Academic Board Nominee

Attendees Professor Nick Antonopoulos, Pro Vice-Chancellor Research & Innovation (PVC R&I)
 Professor Kevin Bonnett, Interim Deputy Vice-Chancellor (DVC)
 Mrs Victoria Hossack, Chief Executive, Union of Students
 Mrs June Hughes, Clerk to Governing Council, University Secretary and Registrar (S&R)
 Professor Judith Lamie, Pro Vice-Chancellor External Affairs (PVC EA)
 Mr Russ Langley, Director Corporate Planning and Performance – Item 8.1 only
 Mr Hari Punchihewa, Deputy Chief Executive & Finance Director (DCE&FD)
 Mrs Katherine Taylor, Governance Services Officer (GSO)
 Professor Malcolm Todd, Pro Vice-Chancellor Academic & Student Experience (PVC A&SE)

Observers Dr Ruth Ayres, Associate PVC Teaching Learning and Academic Governance
 Dr Paula Holt, PVC/Dean College of Health & Social Care

1. Introductions, apologies for absence & late arrivals

Apologies for absence had been received from Mr Chris Hughes, Mrs Gill Howland, Ms Louise Pigden and Dr Joanna Poon. Mr Stephen Smith took the Chair in Mr Hughes' absence.

The Chair welcomed Dr Ruth Ayres and Dr Paula Holt to the meeting who were in attendance as observers, having taken up an invitation sent to all PVC/Deans to observe a meeting of the Governing Council and/or its sub-committees.

Mr Lewer, who had indicated that he would be late to the meeting was further delayed than he had originally anticipated and arrived at 4.40pm.

The Chair indicated that he would take items on the agenda in the following order; items 1 to 4, 7.2 with 17.4, 7.1, 5, 8.1, 6, 6.1 and then 9.1 onwards.

2. Declarations of interest

There were no new declarations of interest.

3. Minutes of the previous meeting

GC/18/1/3

3.1 Accuracy

The minutes of the previous meeting, held on Friday 27 October 2017, were confirmed as a correct record and would be signed by the Chair, subject to the amendment of the following:

Minute number GC/17/4/11.2 – *BME Society* to be corrected to *Afro Caribbean Society*.

Minute number GC/17/4/13.2 – To change the phrase *financial liability* to *financial asset* with regard to the discussion of sale of the Harpur Hill site.

3.2 Matters arising

There were no matters arising.

3.3 Any remaining business from the previous meeting

GC/18/1/3.3

Governing Council noted the updates provided on the items below and that all others had either been completed, were on the agenda of the meeting or not yet due. The S&R briefly presented the item.

GC/17/3/8.4 – the VC reported that a meeting would be arranged with Lord Burlington and the full Union of Students sabbatical officer team when the incoming Chancellor would next be in Derbyshire.

GC/17/4/10.1 – The PVC A&SE informed Governing Council that he had been working with the Corporate Planning and Performance team to include the presentation of Joint Honours programmes within the dashboard data for the Academic Quality and Performance report. It was anticipated that this would be available for future reports.

4. Chair's report

GC/18/1/4

The Chair said a few words to set the context for the ensuing meeting. He commented that it was a turbulent time in the sector, with the new Office for Students' regulatory framework in development and the Prime Minister's very recent cabinet reshuffle. The Minister for Education and the Minister for Universities and Business had been replaced.

He said that the University should recognise this alongside the increasing scrutiny of the sector in the media and importantly align this with making key decisions which were right for the institution. The University's performance would have to be maintained at a high level balancing academic excellence and financial sustainability. To do this the organisation would need to demonstrate smart thinking, work at pace and be agile to change.

5. Vice-Chancellor's Report

GC/18/1/5

This item was taken immediately after item 7.1.

The detailed paper was taken as read and the VC briefly highlighted one or two items within her report, including the changes that had taken place during the Prime Minister's recent cabinet re-shuffle. This had seen changes to the Secretaries of State for Education and also for Universities and Business. The VC reported that she had written to Damien Hinds and Sam Gyimah respectively, inviting them to visit Derby.

The other significant change for the University had been the standing down of Patrick McLoughlin, Conservative Party chair. The VC had also written to Mr McLoughlin, as he could assist the city to develop a stronger presence within the Midlands Engine and the national agenda, with both rail and links to the city's science park being opportunities for Derby to establish an industrial footprint central to government interest.

In her report the VC had identified the media interest in VC pay across the sector and added that median levels of pay within the organisation could be an area of concern. The University needed to look at the balance of higher paid roles commensurate with their profile and would look at this strategically within the context of the science park development.

6. Union of Students update

GC/18/1/6

This item was taken immediately after item 8.1.

Governing Council received the President's report with interest, noting in particular the timetable for the forthcoming elections, in which 30 positions were available. The Union was hoping to attract at least 3,500 voters this year.

The Chair asked if the Union and the University publicises the volunteering work undertaken by students and staff at the University. The President responded that the Union publicises the *Cheers to Volunteers* event, but there was consensus from VCE that the University could make more of this good news and link it with Marketing Derby.

The President was pleased to announce that two new members had been appointed to the Trustee Board; Jacqueline Hallam and Michael Spencer, who brought HR and commercial experience respectively.

In response to a question from Dr Christopher Cunliffe, the CEO of the Union responded that a review of No 67 Bridge Street would take place. **[CONFIDENTIAL MINUTE]**.

6.1 Student Affairs Committee (SAC) Update

GC/18/1/6.1

Governing Council received the draft minutes of the meeting on 7 December 2017, without further comment, but noted that Miss Megan Hill had chaired the meeting in Mr Neil Calvert's absence.

7. Items to Approve

7.1 Report of the Nominations Committee

GC/18/1/7.1

This item was taken immediately after item 7.2.

Governing Council considered a report from the Nominations Committee, following its meeting on 11 January 2018. The report set out a summary of the Committee's deliberations and made recommendations to Governing Council for its approval. Nominations Committee had considered a proposal from the President of the Union of Students for the Chief Executive Officer to attend meetings of Governing Council to support the sabbatical officer members. The Committee had

concluded that observer status for this would add little to the meetings and therefore in order to provide effective support to the sabbatical officers it would be more appropriate for the CEO to be an attendee, able to contribute at meetings.

Governing Council APPROVED the recommendation for the Chief Executive (CEO) of the Union of Students to attend and speak at meetings of the Governing Council, for an initial period of one year, at which time the Nominations Committee would be asked to review the effectiveness of the arrangement. Review criteria would be developed. **Action: S&R.**

Papers for the meeting would be provided to the CEO via the BoardPacks application.

In anticipation of the approval the CEO had signed a non-disclosure agreement regarding the information shared with them under the arrangement.

The DCE&FD wished that it be noted in the minutes that the VCE had not been consulted on this proposal and that this should be part of the discussion in any such future proposals should they come forward. The VC clarified that during the Nominations Committee's discussion the matter of VCE attendance and contribution at meetings had been highlighted.

The Committee had also considered the process for the appointment of a Church of England representative on Governing Council. This was in anticipation of Dr Christopher Cunliffe's retirement at the end of July 2018.

Governing Council APPROVED to ask the Clerk to Council to write to the Lord Bishop of Derby, requesting a nomination for a Church of England representative for the Governing Council's consideration. **Action: S&R**

Nominations Committee had also considered the Committee of University Chairs' (CUC) draft remuneration code and in response made a recommendation to Governing Council for the Vice-Chancellor to be invited to attend meetings of the Remuneration Committee as required, but no longer to be a member of it. It was noted that the practice that the VC withdraws from meetings of the Remuneration Committee when their salary and performance is discussed would continue.

This was APPROVED and the S&R was asked to amend the University's Ordinances to reflect the change. **Action: S&R**

Ms Victoria Hossack was invited to join the meeting at this point.

7.2 Report of the Remuneration Committee

GC/18/1/7.2

This item was taken immediately after item 4 and 17.4 was taken at the same time.

Governing Council considered a report from the Remuneration Committee, following its meeting on 11 January 2018. The report was presented by the S&R and the Chair of the Remuneration Committee. The report set out a summary of the Committee's initial consideration of the CUC's draft remuneration code and invited all members of Governing Council to comment on the document, which was open for consultation.

The S&R requested that members of Governing Council who wished to provide their comments to do so to her by 9 February 2018, to allow the University's response to be collated in time for the CUC's deadline of 12 March 2018. A copy of the draft code had been included as an appendix to the report and the accompanying response questionnaire had been included on BoardPacks with the item. The

S&R said that she would ask the GSO to email the questionnaire to governors after the meeting.

Action: S&R

The Chair of the Committee said that it had considered the University was already in a good position with regard to the CUC's draft remuneration code recommendations. The mandatory items were in place and the majority of the good practice procedures were also being followed. He encouraged governors to provide their views on the draft code via the S&R. **Action: All**

In response to a suggestion from Mr Gordon Lammie regarding the VC's membership of the Remuneration Committee, Mr Neil Calvert referred him to the report of the Nominations Committee that would be taken next on the agenda.

Governing Council APPROVED the report and endorsed the confirmed redacted minutes of the Remuneration Committee 12 October 2017 for inclusion on the governance page of the University's website. This was in line with GC's decision on 27 October 2017 to do so for minutes of the Remuneration Committee from July 2017 onwards. **Action: S&R**

8. Items to Endorse

8.1 Annual Strategy Meeting 2017, inc Action Plan

GC/18/1/8.1

This item was taken immediately after item 5. Mr Russ Langley, Director Corporate Planning and Performance (Director CPP) was in attendance to present this item.

In inviting the Director CPP to present the item, the Chair commented that the annual strategy meeting in November 2017 had been the best and most useful event of the four he had attended. The Director CPP circulated a summary of the strategic development work that had taken place in recent months and illustrated how this fits with the shaping of the University's brand and future vision.

Dr Ian Webster commended the improvement in the analysis included in this and other papers on the agenda and asked how the University is addressing the challenge to deliver the required step change. In response the Director CPP said that he was passionate that this programme is not just a form of words. The new PVC/Deans who have been through a similar exercise elsewhere have been key to influencing the change. Performance behaviour is key to its success, which hadn't been the focus of previous change programmes.

Reference was made to the 'STEP Change' programme (Sustained Transition to Excellence Programme), headed up by a steering group comprising the DVC, the PVC/Deans and the Director CPP. There was an update on this at item 9.5 on the agenda.

Mrs Olivia Dean asked the PVC/Dean for the College of Health and Social Care who was present as an observer to comment about how members of her College are responding to this change. The PVC/Dean responded that the change has been coming for a while and was launched in her College last year and was well underway. As part of the restructure a Deputy Dean is now in place and Heads of Schools would be confirmed in post soon. A well communicated and clear strategy has helped to focus her team.

The S&R highlighted that the programme coincides with internal opportunities for the support teams to be enablers to the Colleges and they are being brought together with a common purpose, around a coordinated approach to student experience.

Dr Ian Whitehead commented that he has seen collaboration across the University improving as barriers for working together are genuinely being broken down.

The VC wished to formally record her thanks to the VCE team for their work and dedication to this for the purpose of effective decision making.

Action: For Governing Council to receive an interim update to the April meeting, including the revised website and then for the Strategy, Finance and Planning Committee and Governing Council to receive a more detailed update at the June/July meeting cycles and then receive as a standing agenda item going forward. **Action: VC/S&R**

The Chair thanked the Director CPP and the VCE for their work on this important programme and looked forward to a future update.

The Director CPP left the meeting following this item.

9. Academic Matters

9.1 Academic Quality and Performance [CONFIDENTIAL PAPER]

GC/18/1/9.1

This item was taken immediately after item 6.1.

Governing Council received its regular academic quality and performance paper. The report outlined the main actions being undertaken by the new Corporate Planning and Performance department in terms of presentation and analysis of the academic and quality performance data. It was noted that this would evolve further in the coming months to underpin the University's work around developing a high performance culture.

In presenting his report the PVC A&SE pointed out that generally the University's performance against the TEF metrics is strong, but at subject level the metric outcomes would show areas of poorer performance. [CONFIDENTIAL MINUTE]

Dr Ian Whitehead commented on the quality of information and associated analysis that is now available to programme leads, compared with two years ago. He added that the programme performance checks have been very important in driving this. It takes into account cross institutional disciplines which have observable deliverables, using live data and progress tracking.

Appendix 1B included a flowchart showing the process for Programme Performance checks and their continual monitoring. The PVC A&SE thanked Dr Ruth Ayres, Associate PVC Teaching Learning and Academic Governance and her team for providing this and the reworking of the data sets. Mr Neil Calvert complimented the team for this work, which has given Governing Council considerable assurance in its oversight of academic governance.

Ms Roohi Mehra sought clarification regarding the University's HEA membership and internal criteria for exemption. The PVC A&SE responded that the criteria adopted by the University is common sector practice and gave one or two examples. He confirmed that those staff with an exemption would not be included within the returned figures and therefore would not adversely affect our performance.

In relation to the University's performance with regard to graduate employability Ms Lesley Giles referred to *Good work: the Taylor review of modern working practices*, published in 2017. She asked if the University was also looking at its graduate employability work in terms of employer outcomes.

The PVC A&SE confirmed that the University has compared the recommendations of that review against the University's graduate attributes. There are employer led groups within the institution. Work experience expectations have been set for each College covering local, national and international placement opportunities.

In closing the item the Chair thanked the PVC A&SE for a great piece of work.

9.2 National Student Survey (NSS) 2018 preparation

GC/18/1/9.2

The PVC A&SE had provided a comprehensive paper on the University's work in preparation for the 2017/18 NSS.

The President of the Union informed Governing Council of the activities the Union is undertaking to work more closely with the student experience team and students about the NSS. The VP Academic of the Union said that they arrange for students to visit lectures, as real representatives of the students to encourage them to respond to the survey.

In response to concern expressed by Mr Neil Calvert with regard to the level of activity to promote the NSS among students and in particular the messaging from academics to students, the PVC A&SE assured him that the University adheres to the Ipsos MORI regulations. The VC added that in her experience the University is quite low key in its activity, which is focussed specifically to the different campuses. Ms Roohi Mehra made a general comment about her experience of another institution that was quite aggressive in its campaigning and wished to reassure Mr Calvert of Derby's activities.

Governing Council noted the report and that the Audit and Risk Committee would receive a further update on this to its meeting in March 2018.

9.3 News Reports from the Colleges and UDOL

GC/18/1/9.3

Governing Council welcomed the revised format of this report, the executive summary of which was presented as a series of key themes and recent successes, which aligned with the University's key priorities. The full detail for each College and the University of Derby Online Learning had been included on BoardPacks with the item.

A discussion took place around the use of the news stories for the University's marketing activity and Governing Council was pleased to note the level of coverage the University had received in the Chinese press under the internationalisation section.

Ms Roohi Mehra was particularly interested in the College of Health and Social Care's business engagement activities with the Ministry of Defence and arranged to discuss this with Dr Paula Holt in more detail outside of the meeting.

[Post meeting note: Ms Mehra and Dr Holt contacted one another following the meeting].

Mrs Olivia Dean commented that whilst she had found the report and its content of great interest, she had not been able to find evidence of these great news stories on the University's website and referred back to the importance of the website redesign highlighted in item 8.1.

Ms Lesley Giles also commended the report for its interplay between the University's priorities and achievements. She asked a specific question about the University's workforce strategy with regard to health provision, adding that the NHS needs support to draft this proposal. In response Dr Paula Holt, said that the University is represented on the STPs (Sustainability and Transformation Partnerships) for Derbyshire, Staffordshire and Nottinghamshire, with a specific role supporting the development

and delivery of the overall workforce plan for each region. She had also been asked to join the NHS Constitution board nationally. The University has the largest Nursing Associate pilot in the country, with an excellent retention rate. The University is considered by Health Education England as a HEI that embraces new roles, routes and ways of educating and training people that supports development of the future workforce we require.

9.4 Academic Board meeting summary – 4 October 2017

GC/18/1/9.4

Governing Council welcomed the revised approach to it receiving a summary of the work of Academic Board, rather than copies of the full minutes. The VC commented that the work of Academic Board had transformed this year and it now discusses the larger University themes that are also brought to Governing Council. The biggest challenge for Academic Board next year would be to review the University's curricula to ensure we are delivering the right things across all areas.

9.5 College and UDOL Leadership and structure update

GC/18/1/9.5

The DVC provided a brief verbal update to Governing Council on the College and UDOL leadership and re-structure that he had been overseeing. He was pleased to report that there had been a lot of positive progress with the work, the purpose of which is to establish the Colleges as vibrant academic centres that also include enterprise and research activity. The PVC/Deans would therefore be able to contribute to the direction of the institution.

Governing Council noted that recruitment was still underway for a permanent PVC/Dean to lead the College of Business, Law and Social Sciences. The delay had been due to the VC wishing to ensure the best candidates are attracted and invited for interview. Further development work was underway so that all Deans are able to operate at PVC level and the leadership of the UDOL team had been further strengthened. Deputy Deans are now in place for Colleges except for the College of Life and Natural Sciences. Heads of Schools will be put in place supported by discipline leads and course directors for each college's frontline leadership.

The VCE holds an extended meeting every other week with the Directors and PVC/Deans, further strengthening the strategic transformational change highlighted in item 8.1.

10. Items to consider and discuss

10.1 Student recruitment for 2018/19 [CONFIDENTIAL PAPER]

GC/18/1/10.1

The PVC EA presented the report, an updated version of which was circulated at the meeting. Since publication of the papers the UCAS deadline for applications had closed on 15 January and the tabled paper provided the latest position.

Dr Ian Webster challenged the statement within the report that the University was losing market share and asked the PVC EA to state what she expected the University's overall recruitment position would be in September 2018. **[CONFIDENTIAL MINUTE]** The PVC EA confirmed to Governing Council that the University's additional marketing spend was allocated to specific projects, in response to Dr Webster's second question.

Mr Stephen Taylor said that it would be important in a position of flat performance to understand areas of suboptimal performance, so that the cost balance is well understood and managed. The DCE&FD concurred with the point and reiterated a point made at previous meetings, that growth areas are not always ones that perform the best financially and that this needs to be understood and carefully managed. He added that recruitment for the College of Health and Social Care was showing growth and projecting good margins.

The VC said that from the analysis of the University's data, it is likely moving into a new competitor bracket and therefore presenting new areas of challenge.

Mr Neil Calvert said that he was aware of a general view among young people that there are a lot of apprenticeship opportunities available, which was a false view. The VC drew Governing Council's attention to an apprenticeship event being run by the University in partnership with the Derbyshire and Nottinghamshire Collaborative Outreach Programme (DANCOP). This was to inform young people about the actual availability of apprenticeships and alternate routes available to them.

Mrs Olivia Dean expressed her concern over institutions making unconditional offers to school and college leavers, as this sends a poor message with regard to the importance of achieving good grades. The S&R reassured Mrs Dean that the University makes these on a very specific basis and only as an exception. These have been offered for Humanities and Arts subjects and a small number for the first time for Business subjects.

The Chair thanked people for their comments and questions and concluded the item by asking that Governing Council is kept informed of the recruitment position and commensurate financial effects.

11. Performance reports

11.1 Buxton and Leek College – Principal's report

GC/18/1/11.1

No further comment was received on the Principal's report that had been taken to the Further Education Governance Committee's meeting in December 2017. Governing Council had received a presentation from the Principal of Buxton and Leek College (BLC), Mr Len Tildsley at its seminar ahead of the meeting.

The presentation had provided Governing Council with an overview of the sector in which the University's FE provision operates, including a projection of BLC's demographic group over the next 10 years. An analysis of BLC's competitor group was given, along with the type of FE provision delivered by the University. Of particular note was that for its Ofsted group the University is the only HE institution offering a broad range of 'general' Further Education. It would be essential for BLC to achieve a 'Good' rating in the forthcoming Ofsted re-inspection. The original visit had taken place in September 2016.

The presentation concluded with a summary of key FE sector developments. The most significant opportunities and challenges for BLC include apprenticeships, the number of high level needs students it supports and the growth in access to higher education.

11.2 Human Resources annual report 2016/17

GC/18/1/11.2

The DCE&FD briefly introduced the HR annual report for the period 2016/17, commenting that the Director HR had completed his first year in post. Part of that role was the ownership and development of the University's high performance culture and HR is more than just an advisory service to the University. Significant changes were taking place within recruitment, induction and on-boarding, professional development and equality and diversity.

The Chair offered a general comment that this annual report was an improvement on ones received in previous years and HR now seemed to be seen as a more strategic function of the University.

Dr Ian Webster, concurred with the Chair's comment in the main part. He requested that an appropriate set of key performance indicators be set for the HR department in order to be able to effectively assess the performance of this area. **Action: DCE&FD**

The VC said that KPIs are being considered by VCE in terms of the University's recruitment strategy.

Dr Christopher Cunliffe suggested the University may wish to monitor for a possible correlation between the work around establishing a high performance culture and the impact on levels of stress and anxiety related absence. Furthermore consideration should be given to what support is provided to staff as well as students of the University.

11.3 Equality and Diversity annual report 2016/17

GC/18/1/11.3

The DCE&FD presented the report, highlighting that this is an area that requires attention and a refocus of the established Equality and Diversity Committee would take place. Of note were the following equality and diversity areas that would be given focus at a strategic level including, the gender pay gap, recruitment processes and staff and student engagement. A report on gender pay gap reporting would be provided for the next cycle of Committee and Governing Council meetings.

Action: DCE&FD

12. Business, finance and estates

12.1 Deputy Chief Executive & Finance Director's report [CONFIDENTIAL PAPER] GC/18/1/12.1

Governing Council considered the report from the DCE&FD. The key item to note was the Forecast 1, based on the full enrolment position for September 2017, which was only a few students short of the record high intake in 2016. **[CONFIDENTIAL MINUTE]**.

The DCE&FD referred to the section in his report on ethical investment, which he had taken as an action from the last meeting. He had included within the report an extract from the University's approved investment policy, which deals with Socially Responsible investing.

Ms Roohi Mehra who had raised the enquiry at the last meeting, thanked the DCE&FD for its inclusion, but clarified that her concern had been from the point of view of the University's reputation in terms of the activities of the organisations that it invests in.

Governing Council acknowledged that VCE should keep a watching brief on the subject of ethical investing in its broadest sense, not just from a financial viewpoint.

The Chair asked a question regarding forecasting and if the DCE&FD was concerned about the position with regard to income from student recruitment. He responded that it is a concern and that to date resources have not been restricted, so the cost base is disproportionate to the student numbers they deliver. If income is not realised the cost base would have to be reviewed.

In response to a question raised by Mr Stephen Taylor regarding the DSRL operating figures, the DCE&FD confirmed that the reported operating loss relates to the point in the year when the income from accommodation utilisation can be realised in the accounts. Mr Taylor asked a supplementary question regarding the cashflow projection and it was confirmed that the 'pinch' points in the year are related to the timing of when the Student Loan Company sends the University student fee payments. It was noted however that the projected cashflow gap between the base budget and the lower scenario widens as the five year forecast extends. The DCE&FD said that if the income as per the base budget projection is not achieved during the plan period, as a result of no student number growth, the overall cash balance will start to diminish and reflect a position closer to the lower scenario. The overall trend serves to illustrate further the need to diversify income streams from just FTUG.

12.2 Estates projects update**GC/18/1/12.2**

The DCE&FD made no further comment on his report and invited questions on the estates projects update. In response to a question from the President regarding the purchase of Agard Court for student accommodation, the DCE&FD said that this was in response to the increased demand for en-suite accommodation. The intention would be to increase the number of en-suite rooms within the estate and reduce the amount of accommodation without that facility over the lifecycle of those residences.

13. Strategic Developments**13.1 External Affairs: International partnerships [CONFIDENTIAL PAPER]****GC/18/1/13.1**

The report was received without further comment.

13.2 Business Gateway**GC/18/1/13.2**

The report from the PVC EA had been provided in response to a request at the last Governing Council. The report provided Governing Council with an insight into the development of the Business Gateway. A summary of the key points from the government's Industrial Strategy Green Paper was given along with an outline of the aims and objectives, structure, roles and governance of the Gateway, appendix 3.

The PVC EA added that she would be working with the PVC R&I with regard to the Gateway's aim to navigate enquirers wishing to work with the University to the right contact.

In closing the Chair noted this paper provided governors with a good overview of the work in progress, particularly with regard to the University's work to make itself more accessible to small and medium sized enterprises.

13.3 Research Excellence Framework (REF2020)**GC/18/1/13.3**

Governing Council received the paper provided by the PVC R&I highlighting the key decisions made by HEFCE in determining the architecture of the next REF. The report included the University's target for REF2020 and an account of the key activities being undertaken to support the delivery of our targets in the areas of research outputs, environment and impact. The timescales were also included within the context section.

In the last REF the University had not scored well, coming 119 out of 128 submitted institutions. In order to yield a good outcome in the REF2020, the University would need to achieve a 3* rating and is one of the Tier 1 KPIs for 2017/18.

Among the key activities being undertaken is an activity for external reviewers to run a mock assessment exercise and the relaunch of the Knowledge Exchange Office to the University Research and Knowledge Exchange Office.

The VC emphasised the risk to the University's income from its Research and Enterprise activities and the large proportion of teaching staff in its staff base, which would need to be rebalanced to achieve 3* in the REF. Not achieving this outcome would affect the University's reputation as a first choice institution for research.

Mr Andrew Lewer also stressed the importance of the University's success in this area, particularly as the University had done so well in achieving a Gold rating in the TEF.

Governing Council was cognisant of the importance of this activity and that a full and detailed analysis of the University's REF2020 work would be taken to the next Audit and Risk Committee and Governing Council.

14. Risk Management

14.1 Super risks

GC/18/1/14.1

In presenting the report the VC highlighted to Governing Council the challenge provided to the University's VCE at the Audit and Risk Committee in December, particularly with regard to the embeddedness of risk management and mitigation throughout the organisation. She assured Governing Council that the strategic risks identified were the right ones and that the mitigating action in place will affect change to reduce the residual risk scores.

She acknowledged that the University's internal auditors had concluded that cognisance of the level of risk being undertaken perhaps was not always fully realised at the next level down from the VCE.

Dr Ian Webster, Chair of that Committee commented that he was aware of the amount of work required to translate this risk awareness to others in the organisation, but assured the VC that it would be worth the effort required and would bring the residual risk levels down.

15. To Note

15.1 HESES 2017 return overview

GC/18/1/15.1

The report was noted without further comment.

15.2 HESA student return 2016/17

GC/18/1/15.2

The report was noted without further comment.

15.3 Prevent duty monitoring – annual submission 2017

GC/18/1/15.3

The report was noted without further comment.

15.4 Safeguarding policies and guidance

GC/18/1/15.4

The report was noted without further comment.

15.5 University response to the Office for Students' consultation

GC/18/1/15.5

In presenting the item the S&R wished to acknowledge the work of Dr Ruth Ayres, Associate PVC Teaching Learning and Academic Governance in preparing the University's response to this consultation. A copy had been included with the papers and the VC commended it to governors.

Governing Council thanked Dr Ayres for her work on this.

15.6 University response to QAA consultation UK Quality Code for HE

GC/18/1/15.6

The report was noted without further comment.

15.7 Slavery and Human Trafficking Statement 2018

GC/18/1/15.7

The report was noted without further comment and that it would be placed on the University's website.

16. Chairs' reports**16.1 Further Education Governance Committee (FEGC)****GC/18/1/16.1**

Mrs Olivia Dean informed Governing Council that she had attended a parliamentary reception with the Principal of Buxton and Leek College and two of the University's FE students. Whilst there they had met with Mr Andrew Lewer, MP, who was in attendance. She had received extremely positive feedback from the students who had indicated how much they had enjoyed and valued the opportunity to attend the event in Westminster.

16.2 Audit and Risk Committee (A&R)**GC/18/1/16.2**

The Chair of A&R had no further comment to make.

16.3 Strategy, Finance and Planning Committee (SFPC)**GC/18/1/16.3**

The Chair of SFPC had no further comment to make.

17. Information Matters for receipt (as located on the shared drive).

17.1 Confirmed minutes of the FE Governance Committee on 11 October 2017.

17.2 Confirmed minutes of A&R, held on 12 October 2017.

17.3 Confirmed minutes of SFPC, held on 19 October 2017.

17.4 Confirmed minutes of RemCom, held on 12 October 2017 (redacted).

This item was taken at the same time as item 7.2.

Governing Council endorsed that the approved redacted minutes of the Remuneration Committee's meeting 12 October 2017 be published on the website.

18. Any Other Business

The VC informed Governing Council that she had been in touch with the first and second Chancellors of the University; Sir Christopher Ball and Professor Leslie Wagner. She was delighted to be able to confirm that they would both be able to attend the installation ceremony of Lord Burlington the fourth Chancellor on 15 March 2018.

19. Date and time of next meeting(s)

Date: Friday 20 April 2018

Seminar: 2.00pm – Digital Pedagogy - TBC

Meeting: 3:00 pm

Venue: S104 - Dovedale Suite, Kedleston Campus, DE22 1GB

20. Future meetings

Thursday 17 May 2018, 6pm - informal

Friday 6 July 2018, 2pm (seminar), 3pm meeting

Signed: _____

Chris Hughes, Chair, Governing Council

Date: _____