

# CONFIRMED MINUTES OF MEETING



## Council Meeting

*Thursday 12 May 2022, at 9.30am*

*Council Chamber/Virtual meeting via Zoom*

### Present:

Pamela Chesters, Chair  
Maria Bond  
Tim Ford  
Christine Gibbons  
Professor Dot Griffiths  
Dr Marion Harney  
David Hardy  
Dr Alan Hayes  
Malcolm Holley  
Tim Hollingsworth  
Don McLaverty  
Professor Marcelle McManus  
Calum Mercer  
Charlotte Moar  
Dr Dai Moon  
Sujata McNab (remote)  
Andrew Ross  
Professor Ian White  
Annie Willingham  
Jacob Withington

### In attendance:

Professor Phil Allmendinger, Deputy Vice-Chancellor  
Richard Brooks, HR Director (item 7430)  
Professor Julian Chaudhuri, Pro-Vice-Chancellor, Education  
Gordon Cox, DDAR Director (for item 7429)  
Professor Sarah Hainsworth, Pro-Vice-Chancellor, Research  
Professor Jonathan Knight, Vice-President (Enterprise) (for item 7428)  
Peter Phelps, Climate Action Project Lead (for item 7439)  
Alexander Robinson, incoming SU President (remote attendance)  
Martin Williams, Finance Director  
Professor Cassie Wilson, Pro-Vice-Chancellor, Student Experience  
Mandy Wilson-Garner, Deputy Chief Executive, Students' Union (remote attendance)  
Keith Zimmerman, Chief Operating Officer

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## Secretariat

Emily Commander, Secretary  
Fiona Blackmore, Governance team  
Karen Gleave, Governance team  
Caroline Pringle, Governance team

## Apologies

Catherine Mealing-Jones

## 7423 – Welcome and Quorum

The Chair welcomed members and attendees and made a formal note of attendance to ensure that quorum was maintained throughout the meeting. She extended a particular welcome to the Deputy Vice-Chancellor and the Pro-Vice-Chancellor (Education), both of whom were attending their first meeting of Council in person, and to the incoming SU President who was observing the meeting.

## 7424 - Declarations of Interest

Dr Dai Moon declared an interest in item 7430 (workforce update) as Branch President of UCU.

## 7425 - Minutes of the Previous Meeting – C21/22 – 66

The minutes of the previous meeting of Council held on 23 March 2022 were approved.

**Action: Minutes to be redacted in line with the Framework and published on the website.**

## 7426 - Actions and Matters Arising – C21/22 – 67

Council noted the extract from the action log which provided updates on completed and ongoing actions. There were no comments or questions in relation to this item.

## 7427 – Institutional update – C21/22 – 68

The Vice-Chancellor presented paper C21/22 – 68 and paid tribute to the Student Governors and other SU officers for a superb year. Council noted the institutional update.

The Pro-Vice-Chancellor (Research) gave a [presentation regarding the 2021 REF results](#) which were publicly released on 12 May 2022. The following points were of particular note:

- This was the first time that the University had submitted for 100% of staff.
- The University had worked hard to improve its Grade Point Average (GPA), which had risen to 3.31 (compared with 2.71 in 2008 and 3.17 in 2014) although this had not resulted in Bath increasing its position in the GPA rankings.
- Bath's overall GPA rank was 32. It was ranked 28 for both Research Power and Research Intensity.
- Overall, 40% of Bath's research was ranked as 4\* (world-leading) and 45% of its Research Impact was 4\*.
- When compared with the other Wesley Group institutions, Bath's overall GPA was ranked 3<sup>rd</sup>.

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The Pro-Vice-Chancellor (Research) stated that the REF results showed a strong institutional performance which provided a positive platform on which to build. Going forwards, the University needed to focus on its research impact in order to improve its rankings. They expressed their thanks to colleagues across all academic areas for their efforts.

Members of Council asked questions and were answered as follows:

- There was a need to use the University's institutes and centres to build supportive research cultures and bring together people with the right expertise.
- The institutions which ranked higher than Bath generally had a higher proportion of 4\* outputs and impact.
- In the 2014 REF Bath submitted disproportionately fewer staff. In 2014 each staff member that submitted had to submit four papers; this time 100% submitted and the average number of papers was 2.7. It was therefore difficult to draw a direct comparison between the results.
- It was difficult to say whether REF results had any direct impact on postgraduate student choice. It was acknowledged that students often went where there were opportunities and that the relevance of the research topics themselves were an important factor.
- Council members would benefit from a briefing note containing a short narrative on the REF results.
- The Pro-Vice-Chancellor (Research) and the Vice-Chancellor would be discussing the targets for the next REF.

Council thanked the Pro-Vice-Chancellor (Research) and all of the management team for their work.

***Action: PVC-R to produce a crib sheet on the REF results for Council members, to be distributed via Convene.***

### 7428 – Performance reporting – C21/22 – 69

The Deputy Vice-Chancellor updated Council on the three KPIs associated with enhancing strategic partnerships, namely:

- Consultancy and contract research income;
- Attendees at public events; and
- Overall performance in the QS World University Rankings.

The Vice President of Enterprise also gave a [presentation to Council](#) regarding the University's enterprise activities in this sphere. They provided Council with updates regarding the University's partnerships with IAAPS, I-Start and the RUH, among others.

Members of Council asked questions and were answered as follows:

- University spin outs were supported through infrastructure in RIS. UCEB managed the intellectual property which arose from University activities and had a fund to support spin outs. The level of spin out activity was at its highest level for two years.

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- Very few individual members of staff formed spin out companies, but most spin outs were led by academics.
- Student engagement with enterprise programmes was strong.
- The new School of Management would include an enterprise space.
- There was a lot of enterprise and partnership activity, but it was quite disparate and 'reactive'. The University was not currently well placed to make decisions about what the portfolio should look like, or what should be prioritised.

**Action: Review Partnerships KPI and bring back any proposed updates to Council.**

### 7429 – Development and alumni relations – C21/22 – 70

The Director of Development and Alumni Relations presented paper C21/22 – 70 which outlined the plans to restructure the team to better align with the strategic aims of the university.

Council indicated its support for the proposed plans. Council members asked questions and were answered as follows:

- There were plans to undertake benchmarking activity by the end of the calendar year.
- The proposed new structure would be more in line with other institutions in the sector.
- The challenges facing the Department of Development and Alumni Relations included the recruitment of both fundraisers and new donors.

**Action: Next year's Annual Report to include wider benchmarking.**

Council noted the annual report from the Department of Development and Alumni Relations.

### 7430 – Workforce – C21/22 – 71

The Director of HR presented paper C21/22 – 71 which provided an update on strategic issues relating to the development of the University workforce.

Council members asked questions and were answered as follows:

- HR was in the very early stages of considering how to review the workload model to ensure it accurately reflected the new ways of working.
- HR would be arranging focus groups with specific staff groups to discuss the outcome of the staff surveys and to develop actions plans.
- It was noted that putting pressure on resources in research areas would affect outputs, and that workload affected research strategy as well as teaching strategy and staff wellbeing.
- There was a need to build community into the protocols and working patterns of teams, so that a balance was struck between flexible hybrid working and a sense of community in the workplace.

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- There would be a need to provide training to managers around managing working patterns and flexible working, as this area became more complicated.
- There was a need to make campus fit for purpose and attractive so that staff wanted to return to the workplace. The long-term maintenance plan needed to focus on converting space, as well as maintenance, and one of the challenges for the incoming Director of Estates would be to focus on the effective use of existing space. The Space Management Group had also re-commenced to consider these issues.
- It was noted that the attitude of academics had shifted and many were keen to move to more collaborative ways of working.

Council noted the quarterly report on workforce issues.

### 7431 – Students’ Union Top 10 – C21/22 – 72

The Pro-Vice-Chancellor (Student Experience) presented paper C21/22 – 72 which provided an update on the delivery of the SU’s Top Ten. The Student Governors welcomed the progress that had been made this year. It was noted that there had been consistent themes in the Top Ten over previous years and that the incoming SU officers should feel able to carry forward some of the issues if this was necessary.

Council noted the report on the Students’ Union Top 10 in 2021/22.

### 7432 – Appeals policy – C21/22 – 73

The Pro-Vice-Chancellor (Student Experience) presented paper C21/22 – 73 which outlined a new policy and procedure for handling non-academic student appeals. The new policy aimed to create a more consistent approach for student discipline, fitness to study and fitness to practise appeals.

Council members asked questions and were answered as follows:

- Students were allowed to be accompanied by a supporter at any appeal hearing but this person could not speak on their behalf.
- Students could not be prevented from hiring lawyers but they would not be allowed to speak for them at the appeal hearing. Having a lawyer should not give students an advantage in the appeals process.
- There were no concerns about recruiting a sufficient number of independent appeal hearers. Council members could sit as external appeal hearers and there were plans to approach local law firms for staff who may wish to volunteer.

Council approved the new policy and procedure for handling non-academic student appeals, subject to two minor corrections:

- The policy should clarify whether the timeframes refer to working days
- The email address in paragraph 6.1 should be [suadvisor@bath.ac.uk](mailto:suadvisor@bath.ac.uk)

**Action: Launch campaign to recruit to external roles on appeals panel, including Council members in target audience.**

**Action: Publish new appeals process in time for start of AY22/23.**

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### 7433 – Council, Senate, Students’ Union (CSSU) – C21/22 – 74

The Pro-Vice-Chancellor (Student Experience) introduced paper C21/22 – 74 which sought Council approval to disband the Council, Senate, Students’ Union Committee (CSSU). There was now direct SU representation on Council and Senate and the issues which were brought to CSSU could be dealt with more appropriately via other routes and mechanisms. The proposal to disband CSSU had been agreed by the committee and recommended to Council by Senate. The Student Governors and lay Council member of CSSU were supportive of the proposal.

Council approved the disbanding of CSSU on the recommendation of the Senate.

**Action: HoG to make the regulatory changes necessary to disband CSSU.**

**Action: Governance team to work with The SU to resolve outstanding governance/student voice issues.**

**Action: Governance team to include student voice section in weekly digest, where appropriate.**

**Action: PVC-SE to review arrangements put into place upon the disbanding of CSSU.**

### 7434 – Research misconduct – C21/22 – 75

The Pro-Vice-Chancellor (Research) introduced paper C21/22 – 75. Council members asked questions and were answered as follows:

- Financial irregularities, such as the misuse of research funds, would be included under the procedure.
- The University would be unable to take action regarding misconduct which came to light after an individual had left the University’s employment, but it would be expected that journals would withdraw any relevant publications.
- The wording of some of the ordinances, particularly ordinance 25, was archaic and would be addressed by the Governance team.

On the recommendation of the Senate, Council approved amendments to the Procedure for Inquiring into Allegations of Misconduct in Research and Scholarship.

**Action: Amended Procedure for Inquiring into Allegations of Misconduct in Research and Scholarship to be published.**

### 7435 – PGT outcomes – C21/22 – 76

The Pro-Vice-Chancellor (Education) presented paper C21/22 – 76 which outlined the postgraduate degree outcomes and completion rates for 2020/21. Completion rates for 2020/21 were consistent with previous years and degree outcomes were comfortably above the OfS threshold. It was noted that there was an attainment gap between white and BAME students, and that this was not restricted to PGT students. Understanding gaps in degree outcomes was a strategic priority for the University and the Data Insights Group, reporting to the Education Board, would be shaping the future strategy for institutional analysis of data, including degree outcomes, to support enhancement in learning and teaching.

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Council noted the report on PGT outcomes and completion rates in 2020/21.

### 7436 – Scheme of Delegation – C21/22 – 77

Council approved the revised Scheme of Delegation for Finance and Audit.

**Action: Publish new sections of Scheme of Delegation on the website and run a news item to announce it to staff.**

### 7437 – Calendar of meetings – C21/22 – 78

- Council approved the requirement for the Redundancy Committee to meet twice in 2022/23.
- Council approved the Calendar of Meetings of Statutory Bodies for the 2022/23 academic year, on the recommendation of Senate, noting the dates at the end of the academic year which would be subject to the agreement of dates for award ceremonies in 2023.
- Council noted the provisional Calendar of Meetings of Statutory Bodies for the 2023/24 academic year.

**Action: Calendar of Meeting to be published on website.**

**Action: Diary placeholders to be sent for 2022/23.**

### 7438 – Size of Council update – C21/22 – 86

The Chair of Council presented paper C21/22 – 86 which provided an update on the consultation regarding Council's size. An 'Ask Me Anything' session had been held with members of Academic Assembly. Another was due to be held with Senate.

The following points were raised in discussion:

- Future reports on Council size should include that at least one lay member should be from the alumni.
- The Chair of Academic Assembly thanked the Chair of Council for her time spent engaging with the AMA.
- The feedback from the AA AMA would be presented to Senate and then Council, along with the feedback from the Senate AMA session.

Council noted the update on Council size and agreed that the Chair of Academic Assembly should be one of the academic posts on Council.

### 7439 – Climate Action Framework – C21/22 – 79

The Climate Action Project Lead presented paper C21/22 – 79 which provided an update on delivery against the Climate Action Framework.

The following points were raised in discussion:

- The pandemic had impacted progress towards achieving the University's targets. As a university, Bath had a responsibility to be working in the climate action area and there was a need to re-focus on this activity.
- It was important that the climate emergency remained at the top of the University's agenda; there was a need for a whole institution approach.

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- An audit report assessing CAF's progress against its objectives would be going to ARAC, with a review to identify CAF's resourcing needs. Council would benefit from seeing how these plans would be integrated into the wider strategy.

Council noted the update on delivery against the Climate Action Framework.

**Action: Record of decisions on Climate Action Framework to be put onto Convene for Council members.**

**Action: CAF report to come to Council after ARAC.**

### 7440 – Finance – C21/22 – 80

The Chair of Finance Committee presented paper C21/22 – 80. He informed Council that operational risks would be brought to Finance Committee going forwards. The Committee would also be looking at the Treasury Management Strategy and funding, and the DVC would be providing regular updates on the planning process.

Council noted the report and the unconfirmed minutes of the meeting of Finance Committee held on 28 April 2022.

**Action: Update website to show that DVC is a regular attendee at Finance Committee.**

### 7441 – Audit and Risk Assurance Committee (ARAC) – C21/22 – 81

The Chair of ARAC presented paper C21/22 – 81. At its most recent meeting ARAC committee members had deep-dived research risks and discussed enhancing the approach to risk management.

Council noted the report and the unconfirmed minutes of the meeting of ARAC held on 30 March 2022.

### 7442 – Nominations – C21/22 – 82

The Chair of Nominations Committee presented paper C21/22 – 82 which provided an update on the most recent meeting of Nominations Committee.

Council noted the report and the unconfirmed minutes of the meeting of the Nominations committee held on 21 April 2022.

**Action: Ensure job description for new lay member of Council reflects the need for campus presence.**

### 7443 – Redundancy – C21/22 – 83

The Chair of the Redundancy Committee presented paper C21/22 – 83.

Council noted the report. It approved each of the cases set out for redundancy, in accordance with Part II of Statute 25, Section 11(2), and authorised the Director of Resources to dismiss the academic staff concerned in accordance with the provisions of Part II of Statute 25. Section 12.

**Action: Proceed with cases for redundancy as approved by Council.**



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### 7444 – Ethics – C21/22 – 84

Council noted a report from the University Ethics Committee. There were no comments or questions in relation to this item.

### 7445 – Remuneration – C21/22 – 85

Council noted a report from the Remuneration Committee. There were no comments or questions in relation to this item.

### 7446 – Senate minutes

Council noted the unconfirmed open [Senate minutes](#) from its meeting on 6 April 2022.

### 7447 – Programme of Meetings for 2021/22 – C21/22 – 87

Council noted that the next meeting would be the final meeting of the academic year. Council noted the draft business for the next meeting.

- Wednesday 13 July, 1.00pm (Council Chamber)

### 7448 – Any Other Business

The Chair noted that it was the last Council meeting for the Student Governors, Annie Willingham and Jacob Withington. Council thanked them for their leadership and contributions over the past year, which had been invaluable to Council's decision-making. The Chair presented them with certificates.

The meeting finished at 12:32pm.

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*Sections of one of the agenda items have been redacted either because they pertain to information relating to individual staff or students, or because they are still commercially confidential.*

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