



University Council

Paper no: 2022-10-20-03

Paper title: Minutes of previous meeting and matters arising

Minutes of the Council meeting held on 21 July 2022 in SC1, Stafford Cripps, Cranfield

Present:

Ferguson, Iain (Chair)	Mayhew, Maxine
Atkinson, Helen	Rowlands, Simon
Day, Colin	Saggu, Jaz
Fairweather, Paul	Stokes, Claire
Hart, Ian	Thompson, Chris
Hill, James	Wainwright, James
Hynes, Alice	Watkins, Peter
Holford, Karen	

Apologies: Carter, Caroline; Chen Davison, Lesley

Attending:

- Aspinall, Philip, Chief Operating Officer
- Douglas, Gregor, University Secretary
- Morris, Julie, Governance Officer
- Kelly, Jane, *(for item 7)*
- Perkins, Helen, Director of HR *(for item 7)*
- Pollard, Simon, Chair of CU H&S Committee *(for item 4)*
- Sibbald, Ian, Director of Finance *(for items 7 and 8)*
- Tyrrel, Sean, Pro-Vice-Chancellor, Education *(for item 6.2)*
- Walker, Jon, Director of Communication & External Affairs *(for item 7)*

1. Introduction

The Pro-Chancellor and Chair of Council welcomed members and attendees to the meeting.

2. Disclosure of interest

There were no disclosures recorded.

3. Minutes of previous meeting and matters arising

Received: Paper 2022-07-21-03 setting out the minutes of the meeting held on 6 April 2022.

Resolved: The minutes were approved.

Matters arising

There were no matters arising.

4. Health & Safety (H&S) update

Professor Simon Pollard joined for this item

Received: Paper 2022-07-21-04 setting out the quarterly health and safety report covering the period 1 February 2022 to 31 May 2022.

Noted: The Council lead on H&S introduced this item and expressed the view that the quality, approach and culture of health and safety at Cranfield had been much enhanced during her time at Cranfield. The Chair of the H&S Committee commented on the content of the report as follows:

- (a) ISO 45001 – The University had been successful in its first ISO 45001 recertification. The audit had taken place over four days with visits to Cranfield, Shrivenham and COTEC. An action plan had been developed to address minor weaknesses.
- (b) HSE H&S culture software pilot – the pilot programme had finished with positive feedback and results from colleagues participating; the software would be rolled out to 500 members of staff in the Autumn.
- (c) Gas detection activation – a faulty gas detector alarm had triggered emergency services to attend a member of staff who was feeling unwell. The investigation found that there was no gas leak, internal emergency processes had been followed and remedial action was underway to fix the detector.
- (d) SHEL inspection review – the SHEL inspection processes had been reviewed and, following consultation with senior management and the nominated safety managers, revisions to the processes had been approved for implementation ahead of the new academic year.
- (e) Hydrogen projects - the H&S department was pleased to report it was being alerted to work/bid submissions that involved hydrogen, to enable logging the total site hydrogen inventory.
- (f) RIDDOR accident – Council was made aware of a RIDDOR reportable accident involving a contractor who had fallen from a flat bed lorry whilst assisting a member of University staff to unload goods. The contractor had sustained head injuries and was currently off work because of his injuries. An internal investigation had taken place following which several recommendations had been made. There had been no further contact from the HSE to date; the University insurers had been notified.

Resolved: Council thanked the Chair of the Health & Safety Committee for his report.

Professor Pollard withdrew from the meeting.

5. Chief Executive & Vice-Chancellor's Report

Received: Paper 2022-04-07-05 setting out the Chief Executive's report covering the period November 2021 to March 2022.

Noted: The report was taken as read. The CE&VC provided further updates:

- UUK continued to co-ordinate efforts to support Ukrainian universities in maintaining their education and research capabilities. Cranfield had been identified as able to support in several areas, including: food, logistics and supply chain. Cranfield would be cautious in not over committing resources.

- The Marshalls relationship continued to strengthen with the two executive boards meeting regularly and now both communication teams working on campaigns together.
- Cranfield graduation ceremonies had been a great success and it had been a pleasure to welcome graduates and their families back to Cranfield to celebrate.

Resolved: Council thanked the CE&VC for her report.

6. Report from University Executive

Received: Paper 2022-07-21-06 being a report from University Executive

Noted: 6.1 The Chief Executive & Vice-Chancellor introduced this item. Since the report had been drafted University Executive wished to report to Council that from 1 August 2022, Professor Simon Pollard would take on responsibility for risk and resilience.

6.2 Appendix A - Ofsted briefing
Professor Sean Tyrrel joined Council for this item.
 The PVC-E reminded Council that Ofsted's initial monitoring visit was anticipated to be in September.

The PVC-E updated Council on the resources available to them on the discharge of Cranfield's apprenticeship responsibilities on the Council intranet site. All of Cranfield's apprenticeship provision was in scope, including undergraduate apprenticeships at MK:U which were delivered using Cranfield's licence.

Relevant risks, for example around safeguarding, were reported to Audit Committee as required. The University Secretary would liaise with the Chair of Council to identify any additional Council lead(s) for apprenticeship compliance, as required.
Professor Tyrrel withdrew from the meeting.

6.3 Appendix B - Quarterly BEE statement
 Council noted the quarterly report from the Board of Energy and Environment.

6.4 Appendix C – Student protection plan
 Since 2018 the University had published a Student Protection Plan, including refund and compensation policy, to meet the conditions of registration with the Office for Students. The plan had recently been updated, in consultation with the students and staff, to reflect changes in the University's provision (including apprenticeships, and related funding, and MK:U delivery) and the operating environment. University Executive had approved the revised plan but was awaiting confirmation from the Office for Students before publication.

Resolved: Council noted the Student Protection Plan.

- 6.4 Council members explored the University's approach to fee setting, and in particular its use of competitor price benchmarking data. The COO confirmed that benchmarking was undertaken against national and international competitors, inevitably based on fee data from the previous year fees. It would become clear in the new Corporate Plan that Cranfield had changed its focus to setting net fee income targets for individuals, rather than student numbers. This was intended to focus minds on the key drivers for business.
- 6.5 The COO confirmed that Cranfield would introduce an application fee for the first time. In discussion, Cranfield was encouraged to be bolder than it had been in the past and exploit all opportunities to increase its income streams.

7. Corporate Plan

Ian Sibbald, John Walker, Jane Kelly and Helen Perkins joined Council for this item.

Received: Paper 2022-07-21-07 setting out the framework for the Corporate Plan 2022-2027; and a presentation from the Chief Executive & Vice-Chancellor

- Noted: (a) The Chief Executive & Vice-Chancellor presented the Corporate Plan 2022-2027 highlighting that it had been developed through extensive engagement with staff, students, Council, and other external stakeholders.
- (b) The guiding principles were that the plan had to be simple, inspirational, provide confidence and excite future students.

After extensive engagement, the key elements of the plan were:

- *Title:* Ambition 2027 – creating impact together;
- *Vision:* To be valued globally for tackling the real-world issues of today to deliver a sustainable future;
- *Mission:* We work in partnership with business, academia, governments and other organisations to develop and deliver research and innovative education in science, technology, engineering, and management.

The four areas of focus:

- Creating the UK's Applied Research Powerhouse;
- Helping our learners to stand out from the crowd;
- Being an organisation that people want to work for;
- Putting Cranfield at the heart of collaborative work.

The supporting strategies were: Research and Knowledge Exchange; Education; People; Internationalisation; Reputation; Estates; IT; and, Financial;

- (c) Cranfield would track progress against the corporate plan using a set of seven super key performance indicators under the headings: people; student outcomes; research and innovation; partnership and collaboration; reputation; sustainability; and financial growth. The Corporate Planning Director advised that a dashboard would be developed to enable annual reporting on progress against the KPIs. Council recognised that the KPIs

had been chosen carefully and that there were connections between them. Council suggested that a rolling set of communications be developed to keep the KPIs fresh in people's minds and maintain momentum.

- (d) Council explored the challenges facing Cranfield in the immediate, short, and long term. It was noted that there was further work to be done on process and energy efficiencies.
- (e) Council asked whether Alumni were visible enough in the Corporate Plan. With Alumni being Cranfield's biggest advocates, it was suggested that the alumni strategy could be linked to the Reputation strategy.
- (f) Final comments noted in discussion included:
 - the IT strategy as presented in the paper had been updated; the most recent version would be attached to the minutes for information.
 - It was important that 'inclusion' was not just about accessibility and should be supported through all strategies.

Resolved: Council approved the key messages of the Corporate Plan 2022-2027. The formal launch of the Corporate Plan would take place in the Autumn. In the meantime, a series of roadshows would take place for staff and students to view the final material.

Jon Walker, Jane Kelly and Helen Perkins withdrew from the meeting.

8. Reports from Council Sub-Committees

8.1 Finance

8.1.1 Management Accounts to 30 April 2022

Received: Paper 2022-07-21-08a being the management accounts to 30 April 2022

Noted: The Chair of Finance Committee introduced the management accounts and invited the Director of Finance to cover the detail. In the first nine months, income was above budget at £140.36 million due mainly to increased award bearing income, research, and residential income. The net operating deficit was £0.66 million ahead of budget.

8.1.2 University Budget 2022/2023

Received: Paper 2022-07-21-08b being the proposed budget for 2022/2023

Noted: The Director of Finance summarised the paper noting that two scenario budgets had been prepared with one overarching draft budget based on the best knowledge available at the end of May. The following points were noted:

- 2022/2023 would be a challenging year, but with the assumption that we are able to receive an additional £3 million from REF it was possible to get back to an operating surplus;

- spend would need to be monitored and managed carefully;
- the staff costs reflected the 3.85% average pay rise that had been agreed from 1st August 2022;
- student income growth was from increased numbers with a 3% increase from fees;
- professional development was increasing, but it would not be until 2024/25 that they might reach pre-pandemic levels;
- research income aligned with the existing order book;
- residential income showed significant growth with a 10% rate increase from September 2022; a full year of Baroness Young Hall blocks 1 – 4; and ten months of Baroness Young Hall blocks 5 – 6;
- utility costs were £6 million more than 2020/21; the levy would be reviewed each quarter and if costs were lower the levy will be reduced for the schools;
- the forecast years show a sustainable trajectory towards a 7.5% operating surplus with student numbers (excluding MK:U) held static at 2022/23 levels and growth from price rises;
- The draft budget continued to meet the bond obligations/covenant and showed Cranfield being cash positive throughout;

Council noted that both the Mitchell Hall residential project and the Beacon project remained on hold. In discussion it was agreed that whilst both projects were part of the baseline of the bond, the Beacon project was of higher importance allowing for better and larger teaching facilities. It was noted that the Beacon project was unlikely to commence until 2024/2025.

Resolved: Council adopted the budget noting that variances would happen later in the year reflecting for example the outcomes of student and REF income.

8.1.3 Computer storage business case

Received: Paper 2022-07-21-08c setting out a request for capital expenditure for computer storage.

Noted: The Director of IT had presented the business case for capital expenditure for the University's core server and storage replacement to Finance Committee when it met in June. Finance Committee had considered three options and concluded that it was appropriate to replace the server with a new on-site solution.

Resolved: Council pre-approved expenditure of up to £1million (including VAT) for replacement of the two servers and other associated equipment. The tendering process would commence shortly.

8.1.4 Airport Update

Received: Oral update on matters relating to the Airport

Noted: The Director of Finance reported that:

- (a) Marshall Group continued to develop their plans to transfer Marshall Aerospace & Defence Group (MADG) operations from Cambridge airport to Cranfield airport. MADG would be holding their second round of public consultations in July 2022 with the intention of delivering their planning proposals to Cranfield University by mid-August. Their application should be submitted to Central Bedfordshire by the end of September 2022.
- (b) Cranfield held a public consultation event relating to the Radar and Fuel Farm. The consultation was attended by c100 people and received mainly positive feedback. Planning applications would be submitted accordingly over the summer.

8.2 **Audit**

Received: Oral report from the Chair of Audit Committee

Noted: The Chair of Audit Committee reported that Audit Committee had met the previous day and had considered:

- (a) PWC's annual external audit strategy memorandum. There had been no fundamental changes to the scope of the audit from that of previous years, albeit that PWC would step away from work on Cranfield Aerospace Solutions Ltd following the reduction of the University's shareholding.
- (b) an Internal Audit advisory report on 'Due diligence on International Research Partners'. Advisory reporting was a new initiative led by Internal Audit. This approach had been welcomed by Audit Committee.
- (c) the draft Internal Audit plan for 2022/2023.

8.3 **Nominations Committee**

8.3.1 Staff membership of Council

Received: Paper 2022-07-21-08d setting out recommendations for the appointment of staff members of Council.

- Noted:
- (a) Following a recent call for nominations and subsequent election, the staff of Cranfield University had elected two members to join Council with effect from 1 October 2022 as follows: Helen Atkinson and Connie Greening.
 - (b) In accordance with Statute 2.1.3 Nominations Committee considered the pool of nominations and recommended to Council that James Hill and Jane Hubble were appointed to fill the remaining two staff places on Council.

Resolved: Council noted the election of Helen Atkinson and Connie Greening and approved the appointment of James Hill and Jane Hubble as staff members of Council with effect from 1 October 2022. Council thanked Christine Thompson for her contributions to Council over the previous six years.

8.3.2 Received: Paper 2022-07-21 setting out the membership of Nominations Committee.

Noted: Council noted that Senate had appointed Professor Richard Kwiatkowski and Professor Claire Kelliher as their representatives on Nominations Committee. Council thanked Professor Jackie Akhavan and Professor David Denyer for their contributions to Nominations Committee.

8.4 Remuneration Committee

Noted: Remuneration Committee was due to meet on 21 July. In the absence of the Chair, that meeting would be chaired by Mr Simon Rowlands and the focus of discussion would be target setting for 2022/2023 for members of the University Executive.

8.5 Council Advisory Group, Defence & Security (CADS)

Received: Oral report from the Chair of CADS.

Noted: The Chair of CADS advised that:

- (a) The Director of Defence and Security at CDS had been split into two separate roles. An appointment had been made to the post of Director of Security; recruitment for a Director of Defence continued.
- (b) Cranfield remained interested in Next Generation Technical Training (NGTT) and continued to explore opportunities to partner with major companies and/or other consortia.
- (c) The Academic Provider (AP) contract was due to end in 2028, but it was likely that MOD would start the process to replace it two or three years earlier. MOD appeared to be favouring consortia more often and CADS would therefore be encouraging Cranfield to position itself as a trusted provider singly or in partnership.

9. Emeritus Professor

Received: Paper 2022-07-21-09 setting out a proposal to confer the title of Emeritus Professor on three individuals.

Resolved: Council approved the recommendation from Senate that the title of Emeritus Professor be conferred upon Richard Carter, Sir Peter Gregson, and Stan Maklan.

9. Any other business

9.1 Council noted that several changes were being made within the Cranfield organisation as follows:

- *Theme titles in SWEE* - in consultation with faculty and the University Executive, the PVC-SWEE was implementing changes to theme titles;
- *Theme title in SATM* – ‘Manufacturing’ had been changed to ‘Manufacturing and Materials’
- *Information Services* - the Library and IT had been demerged;
- *International Partnerships and Student Recruitment (IPSR)* – IPSR had undergone reorganisation and had changed name to ‘Student Recruitment and Admissions (SRA)’. This professional unit would now report into the Chief Operating Officer.

9.2 This was the last meeting for Mr Paul Fairweather, Dr Maxine Mayhew and Dr Chris Thompson. Council thanked each for their tremendous contributions to Council and the University.

Julie Morris
Governance Officer
25 August 2022