

Minutes of Council
Burwalls, Leigh Woods, Bristol, BS8 3PD

24 October 2008

- Present: Mr Jim Foulds (Chair), Professor Malcolm Anderson, Mrs Alison Bernays, Mr John Bramhall, Professor David Clarke, Mr Chris Curling, Professor Rosemary Deem, Mr Robert Dufton, Mr Stuart Goldsmith, Mr Colin Green, Councillor Royston Griffey, Ms Ruth Jackson, Dr Stephen Lyne, Mr Tony Macdonald, Mr Robert Massie, Mrs Dinah Moore, Mr David Ord, Mrs Cindy Peck, Mr Tim Ross, Mr Tim Stevenson, Professor Eric Thomas, Mrs Cathy Waithe, Professor Avril Waterman-Pearson and Mr Tobin Webb.
- In Attendance: Mr Derek Pretty, Sir James Tidmarsh, Professor Len Hall, Mr Patrick Finch, Ms Alison Alden, Mr Ian Crawford, Mr Andrew Nield, Ms Helen Galbraith, Ms Kelly Archer, Mr Guy Gregory, Ms Carolyn Donoghue
- Apologies: Professor Paula Booth, Mr Denis Burn, Mr Bob Morton, Mr George Morton, Mr James Wadsworth.
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Session 1

1. Apologies for Absence / Announcements

- 1.1 The Chair welcomed colleagues to the meeting and noted the apologies received. The Chair welcomed Ruth Jackson, Vice-President of the University of Bristol Union, to her first formal meeting of Council. Dr David Newbold was also welcomed to his first Council meeting. Dr Newbold had been elected to Council for a three-year period from 1 August 2008. Professor Paula Booth had also been elected for a three-year period from 1 August 2008 but unfortunately she had not been able to attend this meeting.
- 1.2 The Chair welcomed the new Bursar, Mr Patrick Finch. He also welcomed Mr Andrew Nield who would be taking up the post of Finance Director when Ian Crawford retired on 1 January 2009. Professor Len Hall was attending his first Council meeting in his new capacity as Pro Vice-Chancellor. Carolyn Donoghue, Faculty Manager from the Faculty of Medicine and Dentistry would sit in on the meeting as an Observer.
- 1.3 The Chair reported that the University had two new Deans in post: Professor Clive Orchard, Dean of the Faculty of Medical and Veterinary Science; and Professor Peter Mathieson, Dean of the Faculty of Medicine and Dentistry.

2. Minutes of the Last Meeting

- 2.1 CONFIRMED: The minutes of the meeting held on 4 July 2008.

3. Matters Arising and Actions Register
Action Register

- 3.1 There were no outstanding actions.

Matters Arising

3.2 *(i) Council Skills Audit*

The Chair thanked those members of Council who had already returned their skills audit forms to the Secretary and reminded others about the importance of this exercise in terms of ensuring that Council retained an appropriate spread of expertise in future years. A report on the outcomes of the audit would be presented to the Nominations Committee of Court in November and then to Council for information at its meeting on 27 November 2008.

3.3 *(ii) Elections to the Nominations Committee of Council*

NOTED: That the following people had been elected to Nominations Committee of Council for a period of three years from 1 August 2008:

- (i) Professor David Clarke (as a Pro Vice-Chancellor).
- (ii) Professor Rosemary Deem (as a Professorial staff member of Council).
- (iii) Dr Stephen Lyne (as an academic staff member of Council).

4. Draft Annual Report from Council to Court

4.1 RECEIVED: The draft Annual Report from Council to Court 2007/08, reference **CN/08/364** (previously circulated, copy in the minute book). Members would forward any further comments on the Annual Report to Barry Taylor, Communications and Marketing Director by 31st October 2008.

4.2 It was agreed that future editions of the Annual Report would, where appropriate, include information about achievements of Bristol Alumni. This message would be passed on to Barry Taylor.

5. Vice-Chancellor's Report

5.1 RECEIVED: The Vice-Chancellor's Report, reference **CN/08/365** (previously circulated, copy in the minute book).

(i) Visit to India

5.2 The Vice-Chancellor and other members of the senior team (the Pro Vice-Chancellor for Research, the Deans of Science and Engineering, the Research Director for Engineering and the Head of Planning) had visited India in early October 2008. The purpose of the visit had been to ascertain whether there might be opportunities for the University to engage productively with higher education institutions or businesses in India, and if so what funding opportunities might exist to enable such engagement. Organisations visited included the Indian Institutes of Technology in Delhi and Chennai; the Indian Institute of Science in Bangalore; The Energy Research Institute in Delhi; the National Centre for Biological Sciences in Bangalore; and the Jawaharlal Nehru Centre for Advanced Scientific Research in Bangalore.

5.3 The visit had been enlightening and the Vice-Chancellor reported that he was optimistic that there was scope for collaboration between the University of Bristol and some of the centres in Bangalore. The Head of Planning would be writing a detailed report of the visit and this could be viewed by Council members if they wished to learn more.

- (ii) Appointment of a new University Bursar and Finance Director
- 5.4 APPROVED: The appointment of the following University Officers:
- (a) Patrick Finch to the post of University Bursar and Director of Estates from 1 October 2008. [Prior to his appointment, Patrick had been Director of Estates at the University of Bath since November 2000 and had previous experience in both higher education and in the private sector with NatWest Bank and Chesterton].
- (b) Andrew Nield to the post of University Finance Director from 1st January 2009. [Andrew had a long and distinguished career in finance, including as Group Finance Director for Bristol Water Group between 2000 and 2007].
- (iii) National Student Survey
- 5.5 The results of the fourth annual National Student Survey (NSS) had been published in September 2008. This UK-wide survey, commissioned by HEFCE, asked final year undergraduates about their experience of university, using twenty-two questions in seven general categories:
- (i) The teaching on my course.
 - (ii) Assessment and feedback.
 - (iii) Academic support.
 - (iv) Organisation and management.
 - (v) Learning resources.
 - (vi) Personal development.
 - (vii) Overall satisfaction.
- 5.6 The University had received its highest ever response rate for the 2008 survey, with 67% of final year undergraduates taking part. Based on the 'Overall satisfaction' question, 83% of students mostly or definitely agreed that they were satisfied with the quality of their programme, comparing well with a national median of 81%. The University's overall results remained largely unchanged, with the biggest shift occurring in the 'Learning resources' area where results had decreased by 8% overall, and more significantly in some subject areas. Results were strongest in the 'Teaching', 'Organisation and management' and 'Overall satisfaction' question categories, which contain the fewest subjects below the national lower quartile boundary. The question groups in which we had the lowest results were 'Assessment and feedback' and 'Personal development', both of which had average scores in the lower quartile. We had similarly low results for both these categories in the previous surveys. Although the University's overall 'Learning Resources' score had not been in the lower quartile, there had been a number of subjects where the scores fell below that level in this area.
- 5.7 Bristol had fallen within band 14, with 91 institutions scoring higher, including 17 of the 20 Russell Group institutions. Although a score of 83% for overall satisfaction was a strong result, on the whole the 2008 NSS results for the University were somewhat disappointing.
- 5.8 The Vice-Chancellor assured Council that the University took these results very seriously and a number of actions had been initiated following the 2007 NSS, although some of these steps would take time to affect student opinion.

Steps already being taken included the completion and implementation of the new Code of Practice for the Assessment of Students on Taught Programmes; the refurbishment of the ground floor of the Arts and Social Sciences Library, as well as the Medical Library; and the provision of improved information and opportunities for students with regard to skills and personal development planning.

- 5.9 In addition, a number of further actions were being taken in response to the 2008 NSS results. The Pro Vice-Chancellor (Education) and Faculty Education Directors, with the help of the Education Support Unit would be holding faculty and subject level meetings in order to produce action plans for each faculty. Student focus groups and workshops for staff would be provided. In parallel, work was under way in partnership with the Students' Union to promote improvements to the student representation system.
- 5.10 The President of UBU confirmed that the University was aware of the issues associated with the NSS results and had, over the past 12 months, been working closely with students and academic staff to address these. Progress with the new student representation system had been excellent and it was hoped that this would have a significant positive effect upon student participation and, ultimately, satisfaction. It was, however, noted that there were a small number of departments within the University that had been slower to respond to and engage with the new student representation initiative and it would be important to monitor these closely. Further progress reports would be made to Council in due course.

(iv) Report on 2008/09 Student Admissions

- 5.11 This year, the University had received 37,258 home applications, (a 2% decrease on 2007), and 5,607 overseas applications (a 4% decrease on 2007). These decreases were thought to be due to the fact that applicants were only allowed five choices rather than 6 on their UCAS forms this year. The actual decrease was less than the anticipated decrease of 17%. At national level, there was a drop of 9.2% in the number of degree applications this cycle. Bristol did, however, retain its fourth place in the national 'top ten' of Universities that received the highest number of degree applications, but experienced one of the smallest percentage decreases of that group.
- 5.12 Due to the reduction of UCAS choices from 6 to 5, it was expected that more applicants would accept University of Bristol offers and in response, the Faculty Admissions Officers and Undergraduate Admissions Office took additional steps to ensure that offer numbers were tightly controlled at faculty level. Far fewer offers were made than in the previous year for both home and overseas applicants (-16.7% and -7.2% respectively).
- 5.13 Conversion rates to acceptance, however, increased considerably this year and this resulted in more applicants meeting or exceeding the terms of their offers. At the current time, 3342 home undergraduates (compared with a target of 3216) and 354 overseas applicants (against a target of 339) had registered. All Faculties were broadly on target, with the exception of Social Sciences and Law, and Science, which were currently exceeding their

respective home targets by 79 and 52. This overshoot may take the University outside of its HEFCE student number tolerance band this year and although it seems that there will not be an immediate penalty, the number of offers made will need to be even more tightly controlled in future years.

- 5.14 NOTED: That a report to Council on Postgraduate Admissions for 2008 Entry would be presented at its November 2008 meeting.

(v) Publication of National and International League Table

- 5.15 Three national and international league tables of higher education institutions had been published since the last meeting of Council. In the *Shanghai Jiao Tong Academic Ranking of World Universities*, published in August 2008, Bristol had slightly improved its position from 62nd place in 2006 and 2007 to 61st place in 2008, and had maintained its position of 7th among UK institutions. The UK institutions placed above Bristol in this table, in rank order, included Cambridge, Oxford, UCL, Imperial College, Manchester and Edinburgh.

- 5.16 In the *Sunday Times UK University League Table*, published in September 2008, the University had fallen six places from 10th to 16th position. Changes in the University's scores against these indicators had been minimal between 2007 and 2008, with the notable exception of the score for student satisfaction, which reflected the results of the 2008 National Student Survey noted above.

- 5.17 In the *Times Higher Education-QS World University Rankings*, published in October 2008, the University had risen five places from joint 37th in 2007 to 32nd in 2008, whereas the majority of other UK institutions had either maintained their position or fallen in the rankings. Bristol had maintained its 10th position in Europe and 8th position in the UK.

(vi) Centenary Celebrations

- 5.18 The Vice-Chancellor reported that plans to celebrate the University's Centenary were well advanced. A list of proposed celebrations was included within the Vice-Chancellor's Report.

(vii) Recent Grants/Awards

- 5.19 Since Council's last meeting in July 2008, the University, its staff, students and alumni had secured a number of high-profile grants and awards. The following selection of recent successes were highlighted in the report:

- (i) The French writer Jean-Marie Gustave Le Clézio, who studied English at the University of Bristol in 1958-59, had been awarded the Nobel Prize in Literature 2008.
- (ii) Two Bristol students – Philip Ewels from the Department of Biochemistry and Niall Oswald from the Department of Electronic Engineering – had won prestigious Science, Engineering and Technology (SET) Student of the Year Awards for 2008. Two other Bristol undergraduates were shortlisted in their subject categories.

- (iii) The Faculty of Medical and Veterinary Sciences had been awarded a total of £1.52 million in Doctoral Training Grants by the Biotechnology and Biological Sciences Research Council (BBSRC). These awards would provide funding for postgraduate research training and would enable twenty students to be allocated four-year PhD studentships, for take-up between 2009 and 2011.
- (iv) Professor Steve Sparks in the Department of Earth Sciences was to be awarded a five-year European Research Council Advanced Grant for a project entitled 'Dynamics of volcanoes and their impact on the environment and society.' The award of €2.4million would enhance the University's activity in the area of risk management, one of its four strategic research initiatives.
- (v) The Engineering and Physical Sciences Research Council (EPSRC) had awarded a research grant worth £6 million over five years to a team of academics from the University's School of Chemistry and colleagues from the University of Oxford. The grant would enable the team to carry out experimental and theoretical investigations of the fundamental mechanisms by which chemical reactions occur.
- (vi) Three academics from the University of Bristol had been awarded prestigious Royal Society Wolfson Merit Awards, which recognised researchers of great potential or outstanding achievements. Awards went to Professor Paula Booth of the Department of Biochemistry; Professor Guy Lloyd-Jones of the School of Chemistry, and Professor Daniel Robert of the School of Biological Sciences.

6. Potential Redundancy Report*

- 6.1 **CONSIDERED:** A report by the Personnel and Staff Development Director, setting out a rationale for a potential redundancy in the Department of Anatomy, reference **CN/08/372** (previously circulated, copy in the minute book).
- 6.2 The post in question had become at risk of redundancy because of changes in work practice within the department and severe financial pressure on the department.
- 6.3 **AGREED:** That Council would institute the redundancy procedure (Ordinance 27) in relation to the need to manage the consequences of the rationalisation of computer support in the Department of Anatomy. If agreed, the Vice-Chancellor would appoint a panel to oversee the redundancy process and to make the necessary decisions.

7. Financial Report

- 7.1 The Finance Director reported orally on the University's current financial situation. Members NOTED the following:
- 7.2 NOT AVAILABLE
- 7.3 NOT AVAILABLE

7.4 NOT AVAILABLE

7.5 NOT AVAILABLE

7.6 It was accepted that the University faced some significant challenges in terms of maintaining its financial security and that it would be necessary to make some difficult decisions about how to increase income and reduce costs over the coming year. The Chair of Council, however, took the opportunity to reassure Council that, compared with many HEIs, the University of Bristol was operating in a relatively strong financial environment. He asked that Council's thanks be extended to Ian Crawford, the Finance Committee and the Executive for their excellent husbandry of the University's finances and for their sound management of financial risks.

8. **Collective Pay Negotiations at National Level**

8.1 **CONSIDERED:** A (tabled) report by the Director of Personnel and Staff Development outlining the University's options in terms of participation in the next round of collective pay negotiations at national level, reference **CN/08/373** (previously circulated, copy in the minute book).

8.2 The report explained that the University would shortly be asked by UCEA to confirm, in principle, whether or not it would be participating in the next round of collective pay negotiations at national level. The University Executive, supported by the Personnel Committee, had recommended that the University indicated that it did intend to take part in the next round of such negotiations. However, in making this recommendation the University had to understand that it must meet the obligations set out in the new employers' framework, one of which was that any person taking "industrial action" would not be paid. Institutions were required to inform their employees of their policy in this matter. The paper proposed that the executive be empowered to communicate Council's decisions as appropriate and should the circumstances arise, withhold up to 100% of pay for any person who was in breach of contract through refusing to undertake all or part of their duties.

8.3 **AGREED:** (i) To support the proposal that the University of Bristol should take part in collective pay negotiations at a national level given the obligations that would be placed upon the University; and (ii) to agree to empower the University Executive to communicate Council's decisions as appropriate.

9. **Chair's Vacation Powers**

9.1 **NOTED:** That the Chair of Council had used Vacation Powers on behalf of Council to approve the following during summer 2008:

Appointment of Visiting Professor

(i) The appointment of Dr S M A Duncan, former Chief Government Researcher and Head of the Government Social Research Service, as a Visiting Professor in the School for Policy Studies for the period to April 2011. Senate had approved this recommendation from the Vice-Chancellor at its meeting on 7 May 2008.

Amendments to Examination Regulations

- (ii) Amendments to the Examination Regulations. Senate, at its meeting on 7 May 2008, had approved the University's Code of Practice for the Assessment of Taught Programmes (including associated and consequential changes to the Examination Regulations) for implementation in the academic year 2008/09. Council's approval of these amendments was also necessary.

Amendment to the General Regulations for First Degree Programmes

- (iii) An amendment to the General Regulations for First Degree Programmes. The change was a result of the development of the Guidelines on Accreditation of Prior Learning, drafted by the Working Group of Undergraduate Deans. In devising the guidelines, the Working Group endorsed the principle that prior learning, irrespective of whether the credit amounted to a qualification or not, could be accredited, subject to the restrictions outlined in the guidelines. This principle was at odds with the current version of the General Regulations for First Degree Programmes; an appropriate amendment was, therefore made.

9.2 NOTED: That Vacation Powers were used by the Vice-Chancellor, Professor Eric Thomas, on behalf of Senate, and by the Chair of Council, Mr J Foulds, on behalf of Council in July and October 2008 to approve the following:

Amendments to Programmes and Regulations

- (i) The following amendments to Programmes and Regulations following requests from the relevant Faculties and from Education Committee (approval was sought for their introduction in the academic year 2008/09):
 - (a) Change of programme title for the MSc in Water & Environmental Management (CIWEM) from 2008/09.
 - (b) Change of title for the MEng/BEng in Computer Science and Electronics (and MEng in Computer Science and Electronics with Study Abroad), as well as some structural changes from 2008/09.
 - (c) A change in regulations regarding the maximum allowable period of study for all professional doctorate programmes in the Faculty of Social Sciences and Law, which clarifies the maximum time limit for submission of dissertations.
 - (d) A change in title from MA in Legal Studies to MA in Law, with associated amendments to Regulations.

Amendments to Programmes and Regulations

- (ii) Following a request from the relevant Faculties and from Education Committee, the following to be made (with effect from the beginning of the 2008/09 academic year):
 - (a) To make Masters awards with Merit as well as with Distinction (this requires (i) an amendment to the General Regulations for Taught Postgraduate Programmes (Level M) in Modular Form; and (ii) adoption of associated changes to the draft Code of Practice for the Assessment of Taught Programmes).
 - (b) To offer an LLB in Law with Chemistry.

9.3 NOTED: That Vacation Powers were used by the Chair of Council, Mr J Foulds, on behalf of the Nominations Committee of Council, and Council in October 2008 to approve the following appointments to Council committees:

- (i) Professor Rosemary Deem as 'an academic staff member of Council' to the Finance Committee for a period of three years to 31/7/2011.
- (ii) Professor Len Hall as 'a Pro Vice-Chancellor' to the Health and Safety Committee for a period of three years to 31/07/2011.
- (iii) Professor Nick Lieven as 'a Dean' to the Health and Safety Committee for a period of one year to 31/07/2009.
- (iv) Professor Tim Gallagher as 'a Head of Department' to the Health and Safety Committee for a period of two years to 31/07/2010.
- (v) Mrs Jean Harbour as 'a Head of Department (Langford)' to the Health and Safety Committee for a period of three years to 31/07/2011.
- (vi) Chris Willmore as 'an Education Director' to the Information Systems and Services Committee for a period of three years to 31/07/2011.
- (vi) Dr Steve Lyne as 'an academic staff member of Council' to the Information Systems and Services Committee for a period of three years to 31/07/2011.
- (vii) Dr Vanda Zajko as 'an Education Director (Undergraduate Studies)' to the Student Affairs Committee for a period of 3 years to 31/07/2011.
- (viii) The reappointment of Professor Harriet Bradley as a co-opted member of the Equality and Diversity Committee for a period of one year to 31/07/2009.

- (ix) The co-option of Mrs Anne Stevenson (lay member with relevant expertise) to the Equality and Diversity Committee for a period of one year to 31/07/2009.
- (x) The following appointments had been endorsed by Senate or its Standing Committee.
 - (a) Dr J P Davis as 'a member of the academic staff nominated by Senate through its standing committee, with a particular interest in information services in support of research' to the Information Systems and Services Committee for a period of three years to 31/07/2011.
 - (b) Professor Pam King as 'a member of the academic staff nominated by Senate through its standing committee, with a particular interest in information services in support of research' to the Information Systems and Services Committee for a period of three years to 31/07/2011.
 - (c) Professor D Hook as 'a member of the Faculty of Arts, appointed by Senate' for a period of three years to 31/07/2011.
 - (d) Dr Geoff Clarke as 'a member of the Faculty of Medical and Veterinary Science, appointed by Senate' for a period of three years to 31/07/2011.

10. Report from Nominations Committee of Court

- 10.1 RECEIVED: A report from the Nominations Committee of Court, outlining the recommendation that it would be making to Court, at its meeting on 12 December 2008, in respect of the re/appointment of lay members of Council, reference **CN/08/367** (previously circulated, copy in the minute book).
- 10.2 NOTED: That following a detailed debate, the Nominations Committee of Court, at its meeting on 25 September 2008, agreed to RECOMMEND TO COURT, the re/appointment of the following individuals as lay members of Council for a period of three years from 1 January 2009:
 - (i) Mrs Alison Bernays.
 - (ii) Mrs Cathy Waithe.
 - (iii) Mr George Morton.
 - (iv) Mr Tim Stevenson.
 - (v) Mrs Anne Stevenson (CV attached to report).
 - (vi) Mr James Wetz (CV attached to report).

11. Report of Remuneration Committee for the year ending 31 July 2008

- 11.1 NOTED: The Annual Report of the Remuneration Committee 2007/08, reference **CN/08/368** (previously circulated, copy in the minute book). The Committee had met on three occasions during the year to review and approve the new grading and salary structures resulting from the Reward process and the individual salaries of senior staff in Grade M, which comprised Professors, senior administrative staff, Deans, Pro Vice-Chancellors, the Registrar, the Deputy Vice-Chancellor and the Vice-Chancellor. At its final meeting in June 2008, the Remuneration Committee approved a new structure with three

salary ranges covering professorial and senior administrative staff and a further three ranges covering the nine most senior roles in the University.

- 11.2 The three ranges for professorial staff classified individual professors. The first range was for those who had recently been promoted to professor or appointed to their first chair from outside the University. The second range was for professors who had established distinction “well in excess” of what was required for professorial status. The third range was for the limited number of professors who were world leaders in a broad discipline and were of the very highest international distinction.

12. Annual Programme of Council 2008/09

- 12.1 NOTED: The proposed programme of Council business for the 2008/09 academic session, reference **CN/08/368**, previously circulated, copy in the minute book).

13. Any Other Business

Succession Planning for the Chair of Council

- 13.1 The Chair reported that he would shortly begin a process of succession planning for a new Chair of Council to take over when he stood down at the end of 2009. He would begin by developing a new role description and person specification which would be circulated to all members in due course by the Clerk.

Review of Payment of Council Members

- 13.2 The Chair reminded members that the Registrar had written and circulated to Council a detailed paper setting out the arguments for and against the remuneration of Council members. Council was urged to consider this document carefully and forward any comments to the Registrar directly. This issue would be considered again by the Remuneration Committee and a progress report would then be made to Court at its meeting on 12 December 2008.

Session 2

Vice-Chancellor's Address

1. Council received a series of presentations. The first was given by the Vice-Chancellor, Professor Eric Thomas, and covered topical issues such as: The Research Assessment Exercise and its potential implications for the University; Internationalisation and the University's position on the development of an Internationalisation Strategy/Policy; and the current and future impact of the 'credit crunch' upon the University.

Chair of Council's Address

2. The second presentation was delivered by the Chair of Council, Mr Jim Foulds. Mr Foulds summarised the work that Council had undertaken and its successes and achievements over the past year. He thanked members for their ongoing support for the sustained interest and commitment that they had given the University during the year. Mr Foulds went on to outline what he hoped Council would focus upon next year, for example “what makes a very good institution

become great?” He then reaffirmed the important role that Council would need to continue to play this academic session in terms of steering the University through a challenging financial climate.

University Vision and Strategy

3. The Vice-Chancellor introduced the latest draft of the revised University Vision and Strategy, reference **CN/08/371** (previously circulated, copy in the minute book). He commented that meaningful and widespread consultation was a critical component in the development of such an important and encompassing document and that this was inevitably a time-consuming and resource intensive exercise. In view of this, he suggested that the document should be extended to cover a seven-year period (2009-2016). Members agreed that this was a sensible approach.

The 2012 Olympics – An Opportunity for International Engagement?

4. Bob Reeves, Director of Sport, Health and Exercise, delivered a presentation on the University’s links with Kenya and the 2012 Olympics. The presentation outlined how the University was engaging with communities in Kenya and highlighted the partnership between the University of Bristol and the Kenyan Olympic Team and Committee.

Session 3

Equality and Diversity – Governors Responsibilities

5. Nicola Dandridge, Director of the Equality Challenge Unit, delivered a presentation on the responsibilities and challenges facing governing bodies of higher education institutions. Nicola outlined the key equality and diversity challenges that the sector needed to address today and explained how these might develop over time.

The People Dimension of High Performance Organisations

6. The second half of Session 3 was devoted to a presentation and discussion session on “People”. This was led by the Personnel and Staff Development Director, Mr Guy Gregory. The session focussed on “The People Dimension of High Performance Organisations”. It began with a presentation from Mr Gregory and concluded with a series of breakout sessions, where groups were asked to consider various questions relating to encouraging high performance, building organisational capability, attracting, developing and retaining talent, encouraging high performance and developing commitment to the organisation.

The Chair thanked all presenters for an informative account of the University’s achievements, objectives and challenges, and asked them to take back Council’s congratulations and thanks to relevant colleagues.