

# Minutes

---

<b>Meeting title:</b>	Council	
<b>Date:</b>	Wednesday 20 September 2017	<b>Time</b> 2.35pm
<b>Location:</b>	Room 2207, Building 85 Life Sciences, Highfield	
<b>Present:</b>	Dr G Rider ( <i>Chair</i> ); Ms F Barnes, Mr G Berruyer, Mr P Greenish (Vice Chair), Mr G Hobbs, Mr P Hollins, Dr B Lwaleed, Dame J Macgregor, Professor R Mills, Dr D Price, Mr A Reyes-Hughes, Professor P Reed, Mr W Shannon, Professor Sir C Snowden, Professor M Spearing and Professor J Vickers.	
<b>In attendance:</b>	Mr L Abraham (Clerk to the University Council & Senate), Mr I Dunn (Chief Operating Officer), Professor C Grant (Vice President - International), Ms B Halliday (Director of Legal Services), Ms L Kerridge (CEO - NETSCC), Professor A Neill (Vice President - Education) and Ms S Pook (Executive Director, Finance & Planning).	

---

## 1 Apologies

Council noted apologies for absence from Ms Flora Noble and Dr Alison Vincent

## 2 Presentation - PREVENT

Prior to consideration of the agenda, Council received a short training presentation from the Director of Legal Services on PREVENT. The training also provided an update on anti-bribery measures and work to address the requirements of GDPR.

Council members were asked to further complete an online training module on PREVENT which would be circulated via email after the meeting.

## 3 Minutes

**RESOLVED** that the minutes of the meetings held on 5 July 2017 be confirmed as a correct record and signed.

## 4 Actions and Matters Arising

Council noted the Annual Calendar of Business.

## 5 Declarations of Interest

There were no declarations.

## 6 **Publication of unrestricted papers**

**RESOLVED** That the papers circulated that were not deemed “Commercial in Confidence” or Restricted be published on the open access SUSSED site.

## 7 **President and Vice Chancellor’s Report**

The President & Vice Chancellor presented his report to Council highlighting the following:

- Recent government activity related to higher education, including references to student fees, Brexit and a recent key speech by the minister for Universities and Science;
- Student retention data from the Social Market Foundation;
- UCAS data on student applications nationally;
- Teaching Excellence Framework;
- National Student Survey;
- USMC graduations
- Institution links with India; and
- Student recruitment, admissions and clearing

Discussion focussed upon the Teaching Excellence Framework (TEF). Council noted that the appeal submitted by the university had been rejected and that Counsel advice was that a judicial review was unlikely to be successful. The President & Vice Chancellor outlined the next steps for TEF, noting that next year the DfE will be piloting subject-level TEF. The University has not offered to be part of the pilot study. However, the University will make a submission to the next iteration of institution-level TEF. (expected to be January 2018.)

Council expressed sadness following the recent passing of the University Chancellor, Dame Helen Alexander and placed on record appreciation for all she had done for the University and offered condolences to her family.

**RESOLVED** that the report be noted.

## 8 **Education Strategy**

Council considered a cluster of reports and a presentation from the Vice President (Education) on the subject of Education Strategy. The reports set out the education strategy in summary, provided an update on the 2017 National Student Survey results and provided an update on student recruitment.

With regard to the National Student Survey (NSS) it was noted that survey results across the sector had been depressed, almost certainly due to the introduction of three new banks of questions. The results for Southampton demonstrated that there was perhaps lack of clarity among students regarding some questions, particularly around the role and operation of the Students’ Union. In summary, the university had done well in some areas, with 4 subjects achieving 100% satisfaction, and half of all subjects achieving over 90%. This has been achieved following some large scale improvements being made across the institution addressing the main areas highlighted in the survey, with a particular focus on assessment and feedback.

Nursing had very particular issues. Dissatisfied nursing students had made a concerted effort to speak with a single voice within the NSS and as a result the satisfaction scores were very low. There was a range of issues that required attention, but work was underway to make solid and lasting improvements to address the concerns.

Turning to student recruitment, Council noted that the commitment to quality intake was being maintained and proving to be successful. Recruitment was tough across the sector and the university had done slightly better than hoped. Increasingly accurate work on student number modelling was now being achieved and this plugged in to financial assumptions which brought a level of confidence to medium term financial planning.

The Vice President then outlined actions for the future regarding both improvements to NSS scores and recruitment. Council noted that all aspects highlighted in the NSS were being reviewed and improved:

- Learning resources
- Academic support
- Feedback and assessment

Action being taken included:

- Programme reviews to ensure they were still relevant and attracted quality students;
- Outreach focussing on the right colleges and schools;
- Improvements to offer making;
- Maximising University Open Days ensuring they are appropriately resourced;
- Improvements to timetabling
- Assessment and feedback with more targeted feedback being offered;
- Increasing and monitoring teaching standards;
- Academic support especially in students early months on programmes transitioning to university life; and
- Employability, monitoring the future career paths of graduates to better understand our programmes.

Between October 2017 and January 2018 the university would concentrate effort on 'quick wins' for final year students. It was important to address issues quickly as TEF had made future NSS scores even more relevant.

Council was pleased to note that the President & Vice Chancellor and Vice President (Education) were leading on the improvement work and as a result of analysing the data and making improvements, the university as a whole had a better understanding of NSS scores and the impact they had upon recruitment and success. The President & Vice Chancellor had personally analysed all of the NSS responses and would be working with each Dean to make targeted improvements.

Council were of the view that problem areas required clear action plans which set out the improvements that were required and that they be clearly understood by all staff. It was further suggested that improvements were prioritised and the high level priorities given KPIs in order to track progress.

**RESOLVED** that the reports and Education Strategy update be noted.

## **9 Academic Unit Change – Faculty of Health Sciences**

Council considered a report by the Head of Faculty Operations for the Faculty of Health Sciences which sought approval for changes to the two Academic Units within the Faculty of Health Sciences and endorsement for the resulting amendments to the Ordinances.

**RESOLVED** that

- (i) the following Academic Unit changes, within the Faculty of Health Sciences, be approved:
  - ‘Professional Practice in Health Sciences’ to ‘Nursing, Midwifery and Health’
  - ‘Centre for Innovation and Leadership in Health Sciences’ to ‘Allied Health Professionals’; and
- (ii) approval granted for the required changes to “Part 2: Organisation and Government” of the Ordinances.

## **10 Nominations Committee Matters**

Council received a verbal update from the Chair regarding the meeting of the Nominations Committee that had taken place earlier that day.

Work was continuing to seek a suitable alum lay member of Council for the current vacancy. Two candidates had been begun initial contact with the University and both showed interest and potential.

Discussion then turned to the issue of seeking the next Chair of Council as Dr Rider’s term of office would cease on 31 July 2018. The University Treasurer Dr Price stated that he had been asked to lead the process as he had ruled himself out of consideration for the role. The outline process would be as follows:

- (i) Lay members to indicate to the Treasurer their interest in being considered for the role
- (ii) A selection Committee (membership to be confirmed but likely to include one lay member, one Senate member of Council and SUSU President) to be formed to consider the applicants using a process to be agreed, and to make a recommendation to Council.

If only one current lay member expresses interest, then consideration will be given to using an external search firm for benchmarking purposes.

Council noted that in searching for lay members in the past, the Chair of Council had always considered the need to find a future Chair of Council and this had played a part in recruitment and selection of all current lay members.

The Treasurer undertook to finalise a role description for the Chair of Council and further communication would be circulated to all lay members in due course.

Council noted that work would begin to seek a new University Chancellor.

**RESOLVED** that the update be noted.

#### **11 Report from the President of the Students' Union**

Council received a report from the President of the Students' Union on recent Union activity:

- State of the Union in light of the recent NSS scores
- New sabbatical officers settling in
- Pre-sessional activity
- Improvements for the year ahead

**RESOLVED** that the report be noted.

#### **12 Council Standing Orders and Statement of Primary Responsibilities, Committee Terms of Reference and Membership**

Council received a report from the Clerk to the University Council and Senate which presented both Council Standing Orders and the Statement of Primary Responsibilities for Council to be reminded of its powers, mode of operation and responsibilities. An updated membership list was also included.

Council was also be given the opportunity to review those Committees which provide advice directly. Details of the Standing Committee of Council, Nominations Committee, Audit Committee, Senior Salaries Committee, Health & Safety Audit and Assurance Committee and Finance Committee were also considered.

The report provided a comprehensive overview of the governance that Council provided, its powers, responsibilities, advisers (in the form of Committees) and the memberships thereof.

Council noted minor text changes and changes to titles within the document. With regard to the Audit Committee, it was suggested that whistle-blowing responsibilities be explicitly added to the terms of reference.

**ACTION: Executive Director, Finance & Planning/Chair of Audit Committee**

Council noted changes to the Senior Salaries Committee. It was suggested that to better reflect the private sector, the Committee be renamed "Remuneration Committee". It was further suggested that the Chair of Council should not chair the Remuneration Committee due to the conflict of interest in that the Chair of Council had responsibility to manage and appraise the President & Vice Chancellor, therefore the chair of Remuneration Committee should be independently advised by the Chair of Council as to the President & Vice Chancellor's performance when the Committee considered senior pay. It was agreed that the Vice Chair of Council should chair the Remuneration Committee. It was agreed that the President & Vice Chancellor should not be a member of the Remuneration Committee but invited to attend for consideration of relevant items, thus protecting independence and transparency of the committee's governance.

Council noted that the Nominations Committee would appoint members to the Finance Committee and Health & Safety Audit and Assurance Committee.

**RESOLVED** that

- (i) the Council Standing Orders, the Statement of Primary Responsibilities and membership of Council be noted;
- (ii) the terms of reference and membership information for each of the Committees be reviewed and noted;
- (iii) the Senior Salaries Committee be renamed “Remuneration Committee”;
- (iv) the Remuneration Committee be chaired by the Vice Chair of Council;
- (v) the President & Vice Chancellor membership of the Remuneration Committee be deleted and he/she be invited to attend the meeting for appropriate items only; and
- (vi) the Nominations Committee appoint members to the Finance Committee and the Health & Safety Audit and Assurance Committee.

**13 Sealing of Documents**

Council received and noted a report detailing the documents sealed since the last report to Council.

**14 Chair’s Action**

Council noted the following action that had been taken by the Chair since the last meeting:

That Council appoints:

- Professor Stephen Turnock as the Head of Civil, Maritime and Environmental Engineering and Science;
- Professor Julie Cullen as the Head of Nursing, Midwifery and Health; and
- Dr Sara Demain as the Head of Allied Health Professionals.

That Council extends:

- Professor Karen Temple as Head of Human Development and Health;
- Professor Robert Read as Head of Clinical and Experimental Sciences; and
- Professor Neil Sandham as Head of Aero, Astro and Computational Engineering.

**Restricted Items**

**15 Restricted Matters**

- (i) Redundancy Cases

Council considered a restricted report by the Executive Director, People & Strategy which set out several redundancy cases.

Council asked to see an analysis of redundancy cases over the past 3 years which set out reasons for redundancy, departments in which they occurred and the gender balance of individuals affected.

**ACTION: Chief Operating Officer**

**RESOLVED** that the recommendations be approved.

(ii) NETSCC Reorganisation and Determination for Redundancies

Council considered a restricted report by the Chief Executive of NETSCC which set out the terms of staffing reorganisation following the award of a new contract from the Department of Health.

**RESOLVED** that the recommendations be approved.

(iii) Senior Appointments

Council considered a restricted report by the President & Vice Chancellor which set out a number of senior appointments.

**RESOLVED** that the recommendations be approved.

**The meeting concluded at 5.53pm**

**Actions**

<b>Minute No.</b>	<b>Minute Title</b>	<b>Action Summary</b>	<b>Owner</b>	<b>Report Back Date</b>
75	USMC Options	To report back to Council on progress	Vice President (International)	May 2018
79	Staff Mental Health	To report back to Council on progress	Director of Health and Safety	May 2018
12	Standing Orders and Statement of Primary Responsibilities	To add whistle blowing to the Terms of Reference of the Audit Committee.	Executive Director, Finance and Planning	Jan 2018
15(i)	Restricted HR Matters	Summary report of redundancy cases over previous 3 years.	Chief Operating Officer	Jan 2018