

# Minutes

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<b>Meeting title:</b>	Council	
<b>Date:</b>	Wednesday 29 March 2017	<b>Time</b> 2.30pm
<b>Location:</b>	Meeting Room 2, Building 42, Students' Union, Highfield	
<b>Present:</b>	Dr G Rider ( <i>Chair</i> ); Ms F Barnes, Mr G Berruyer, Professor C Grant, Mr P Greenish, Mr G Hobbs, Mr P Hollins, Mr A Hovden, Dr B Lwaleed, Professor M Niranjan, Mr T O'Brien, Dr D Price, Dr R Rivaz Hons DSc, Mr A Reyes-Hughes, Professor P Reed, Professor Sir C Snowden and Professor J Vickers.	
<b>In attendance:</b>	Mr L Abraham (Clerk to the University Council), Ms J Donaldson (Director of People & Strategy), Professor A Neill (Vice President – Education), Professor W Powrie (Dean of the Faculty of Engineering and the Environment), Professor M Spearing (Vice President – Research & Enterprise) and Ms M White (Director of Finance - Operations)	

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## 56 Apologies and Minutes

Council noted:

- (i) apologies for absence from Ms S Kumar and Mr W Shannon.
- (ii) that the minutes for the meetings held on 18 and 19 January 2017 and the Extraordinary meeting held on 9 March 2017 would be presented for confirmation at the May meeting.

## 57 Actions and Matters Arising

Council noted that a meeting of the Lay Members had taken place just prior to the Council meeting. Subjects covered included:

- 10 Year Plan and Fundraising;
- Lay Member involvement in 10 Year Plan aspects as the project moved forward; and
- International Strategy

**RESOLVED** that

- (i) a report on Fee Capping Options be considered at the May 2017 meeting; and  
**ACTION: Director of Finance**

(ii) an update report on Staff Mental Health be considered at the May 2017 meeting.

**ACTION: Director of Health & Safety**

**58 Declarations of Interest**

There were no declarations.

**59 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.

**ACTION: Clerk to the University Council**

**60 President and Vice Chancellor’s Report**

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

- Government Industrial Strategy
- Brexit
- Higher Education and Research Bill
- Student recruitment and Visa changes

Council then noted a general update on the fundraising activity which was due to begin in London the following day. A credit rating of AA2 had been received from Moody’s the credit rating agency, and comments received relating to the University strategy and bond prospectus had been positive. It was anticipated that the likely final interest rate would be low and take up of the bond would be fulfilled without difficulty. Council thanked the team for all of their efforts and integrity and wished the Vice Chancellor and team well in the forthcoming roadshows.

**RESOLVED** that the report be noted.

The President & Vice Chancellor then left the meeting.

**61 10 Year Plan – Update Presentation**

Council received a presentation from the Dean of the Faculty of Engineering and the Environment who was acting as the project’s Executive Lead.

The presentation provided an update on the governance and infrastructure for the plan delivery and included information on the 10 Year Plan Board, Business Planning, engagement, current targeted action on the levers and a high level overview of the next steps.

It was noted that the 10 Year Plan had been successfully embedded into the UEB agenda for regular discussion and consideration, that the academic and professional services governance required to support the plan was clarified and that the actions to ensure success with the levers had been clearly cascaded to faculties and professional services departments. Reporting into UEB were four separate workstreams; finance, people, estates and systems. These workstream, together with academic and operational leadership would work collaboratively to deliver the 10 Year Plan.

Council noted that embedding the levers into business planning was underway and success would be monitored through KPIs, 5-year financial forecasts and student number planning.

With regard to engagement it was noted that there were challenges, such as ensuring there was understanding about the need for, and process of, the bond and also ensuring sound financial forecasting was undertaken to protect the reputational aspects associated with the bond in future years. Plans for engagement over the coming months included a revised “Orange Booklet” launch, the Strategy Colloquium, videos and Q&A sessions.

Council further noted the targeted action that had been identified for the levers; discussion regarding academic productivity, the comprehensive review of professional services undertaken by external consultants and the fundraising to improve estates and IT provision.

In conclusion the next steps in the plan were noted as:

- Focus on work streams (Estate, Finance, People, Systems) and lever/dial actions as fundraising process completes;
- Clarify change budgets and budget accountability;
- Agree priority focus areas and tension with limited resources;
- Ensure priority areas are progressing with appropriate support and structure;
- Agree target timelines and develop plans;
- Produce first cut portfolio register, develop concept forms and business cases; and
- Retell the story to staff – new “Orange Booklet”.

Council was pleased to note the update but queried the following:

- Accountability and timescales for the delivery aspects;
- Priorities for the forthcoming estates programme;
- Ensuring value is delivered as part of the forthcoming spends; and
- Engaging with and drawing upon Council members to aid with the delivery of the plan.

**ACTION: Executive Lead (WP)**

RESOLVED that the presentation be noted.

## **62 International Strategy**

Council considered a report by the Vice President (International) that presented a strategic business plan for the implementation and communication of the University International Strategy. The Business Plan highlighted four strategic priority areas: research, education, policy and community. Income and expenditure assumptions together with investment requests and risks were also presented as part of the report.

Council fully endorsed the International Strategy priorities and principles and the communications approach. Council further noted the need to bring International Strategy investments and returns into the business planning and ten year plan process as part of a consolidated budget to come before Council in July.

To help monitor progress in strategy delivery, the Vice President (International) proposed bringing a progress report to Council annually. The proposal was supported.

**ACTION: Vice President (International)**

RESOLVED that

- (i) the International Strategy priorities, principles and communications approaches be endorsed;
- (ii) the strategy's investments and returns be incorporated into the budget for presentation to Council in July; and
- (iii) a progress report be presented to Council annually for note.

**63 Management Accounts – January 2017**

Council received a report by the Director of Finance which presented the management accounts for financial year 2016/17 as at January 2017. Faculties and Professional Services had produced full outturn forecasts for the year and the report focused on variances between those forecasts and the full year budget.

RESOLVED that the report be noted.

**64 Report from the President of the Students' Union**

Council received a report from the President of the Students' Union which outlined current activity, including:

- current student consultations on semester breaks;
- Master Planning Projects;
- student wellbeing
- financial sustainability; and
- recent Union elections

RESOLVED that the report be noted.

**65 Sealing of Documents**

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

**RESTRICTED MATTERS**

**66 Restricted Human Resources Matter – Redundancies**

Council considered restricted reports from the President & Vice Chancellor that outlined two proposed redundancy cases.

Council raised the issue of gender balance in relation to redundancies. It was confirmed that redundancies arose due to the future status of the post (end of external funds etc.) and gender and BME equality did not feature in any considerations or deliberations.

Council requested that equality information from redundant posts be incorporated into the annual Equality and Diversity report. **ACTION: Deputy Director of HR**

**RESOLVED** that the report be approved.

**67 Restricted Senate Matters**

Council considered a restricted report from Senate which set out academic promotions and proposed concernments of the title of Emeritus Professor.

**RESOLVED** that the report be approved.

**68 Recommendation from the Audit Committee**

Council considered a recommendation from the Audit Committee relating to the appointment of external auditors.

**RESOLVED** that Mazars be re-appointed for the 2016/17 audit of the financial statements.

**The meeting concluded at 6.13pm**