

Minutes

Item 4

Meeting title:	Council	
Date:	Wednesday 8 July 2015	Time 3.00pm
Location:	The Winchester Gallery, Winchester School of Art	
Present:	Dr G Rider (<i>Chair</i>); Professor Dame J Corner, Mr P Greenish, Mr M Killingley, Ms S Kumar, Professor D Nutbeam, Mr T O'Brien, Dr M Read, Mr A Reyes-Hughes, Ms R Rivaz, Mr J Trewby, Professor J Vickers and Professor A Wheeler.	
In attendance:	Mr L Abraham (Clerk to Council), Mr S Chisnall (Director of Strategy and Planning), Mr G Costigan (Director of the Vice Chancellor's Office), Dr A M Drummond (Academic Registrar), Mr K Monaghan (Director of Estates and Facilities), Professor A Neil (Pro Vice-Chancellor (Education)), Professor J Petts (Pro Vice-Chancellor (Research)), Ms S Pook (Director of Finance), Professor M Spearing (Provost and Pro Vice-Chancellor (International)) and Mr S White (Chief Operating Officer).	
Apologies:	Mr M Burrow, Mr Ben Franklin, Professor D McGhee and Dr D Price.	

The Chair welcomed everyone to the meeting and drew attention to it being the final meeting for long serving Council members Dr Martin Read and Mr Mike Killingley together with it being the final Council meeting for serving Vice Chancellor Professor Don Nutbeam and for Senate member Professor Derek McGhee. Thanks were expressed to all for their work and diligence while on the University Council.

95 Obituary

Council was informed of the sad deaths of Medicine student Ms Anna Philips and employees Mr Jim Leonard and Ms Julie Ordish. Council stood as a mark of respect.

96 Minutes

RESOLVED That the minutes of the meeting held on 27 May 2015 be approved and signed and that the minutes be published on the open access SUSSED.

ACTION: Clerk to Council

97 Actions and Matters Arising

The outstanding actions that were to be dealt with via items on the agenda were deleted.

Further actions on mental health and "Women into STEM" were to have dates agreed and assigned to them.

ACTION Clerk to Council

98 Declarations of Interest

There were no declarations.

99 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 Council

100 Business Model Review – Update

The Chief Operating Officer provided Council with an update on progress with the Business Model Review (BMR). Council noted that following a rigorous selection process, PWC had been selected as the partner for the project and were now working with University colleagues.

Council invited the PWC team to the next Council meeting to provide a further detailed update.

ACTION: Clerk to Council

101 Vice Chancellor’s Report (Agenda Item 6)

Council considered the Vice-Chancellor’s report, dated 8 July 2015.

The Vice-Chancellor introduced his report highlighting the following:

- Reflected over the past achievements and highlighted successes including the excellent outcome of the QAA, rises in the University League tables, the creation and delivery of MOOCs, the excellent REF outcome, the opening of the Boldrewood campus and the launch of the Cancer Immunology Campaign;
- The introduction by the Government of a new Teaching Excellence Framework (TEF), its broad concept and implications;
- Further University obligations under the Government’s Prevent strategy;
- The outcome of a recent HEFCE audit of data returns regarding PGT student records which highlighted issues and resulted in an action plan to improve student data quality;
- Work by the International Business Working Group to formalise aspects of the University’s international activity and business partnerships;
- The continuing dispute related to the City Gateway development;
- The request for two Council members to assist with work around the risk register. Interested members to please contact the Director of Strategy and Planning;

RESOLVED That the Vice-Chancellor’s report be noted.

102 Business Planning (Agenda Item 7)

Council received a cluster of reports related to business planning. The Chief Operating Officer introduced the item and invited colleagues to summarise each element and take any questions from Council members.

(i) The Business Plan 2015/16 Onwards

The Director of Strategy and Planning presented the first report which provided wider context on the whole business planning process. Council noted that improvements had been made to business planning by the introduction of Faculty Performance Agreements which had driven improved management control and oversight and enabled faculties to measure

progress more effectively and be more closely aligned to the delivery of the University strategy.

(ii) Capital Programme 3

The Deputy Vice Chancellor together with the Director of Estates and Facilities presented a detailed report regarding Capital Programme 3 which provided updates and also sought approval for several key projects.

Council noted that the major capital developments of South Gower and Boldrewood Blocks D/G were required in order to provide high quality facilities and teaching space to accommodate the University's student growth aspirations. The space provided by South Gower was also to be flexible, in the event that office and teaching facilities would be required for other purposes, such as decanting staff while the Maths Tower was either refurbished or replaced.

The report also contained a comprehensive maintenance plan to update Council members on how current and aging University estate would be maintained.

With regard to the capital schemes for South Gower and Boldrewood, Council expressed concern that University financial reserves would be used to fund developments which would result in depletion of those reserves to a very low level, preventing any further capital schemes being funded. It was noted that the report on Treasury Management outlined that in addition to reserves, external funding and any increase in revenue resulting from changes recommended by the Business Model Review would finance Capital Programme 3 and that the working group of Council members involved with the development of the capital plans were supportive of the development.

Council advised that they were not yet in a position to approve the full Capital Programme 3 as presented at the meeting. It was agreed that South Gower and Boldrewood D/G should progress to planning approval stage. In order to provide Council with confidence to progress Capital Programme 3 members requested a timeline illustrating spending commitments, and identifying forthcoming decisions and exit points over the span of the proposed developments.

Council asked for this information to be presented at the October meeting in order to progress the matter. It was noted that Chair's Action may be required to progress South Gower and Boldrewood to planning approval stage or beyond to ensure programmes are maintained between now and Council's review of the timeline.

It was clearly expressed that this matter did not affect previously agreed capital projects or the proposed maintenance plans.

(iii) Business Plan 2015/16 and 2017/18 Budgets

The Director of Finance presented a report which set out the University budgets and financial forecasts for business planning up to 2018. Council noted that the report detailed a realistic budget that contained both upside and downside planning, increases in operating costs and projected surpluses. Council expressed concern that the strategic surplus target of 5% was not being met and reinforced the need for the Business Model Review to ensure a sustainable financial position for the University from which to deliver the strategy.

(iv) Annual Treasury Management Strategy

The Director of Finance presented a report which set out the revenue budget proposed for the University and the capital investment plans as Capital Programme 3 for approval by Council. The report set out the Treasury Management Strategy which would enable both the revenue and capital plans of the University to be delivered with sufficient cash available, funded from a combination of surplus generation, external funding such as grants and donations and borrowing. The report fulfilled the requirement of the Treasury Management Policy to present to Council the Annual Treasury Management Strategy. The report also

attempted to outline some of the potential consequences of austerity measures from central government.

Council reiterated the view that the proposed capital spend for South Gower and Boldrewood would leave the University financially exposed. Clear understanding of any future Government funding plans, outcomes from the Business Model Review and external funding opportunities together with a decision/funding timeline were all required prior to any decision being taken on approval in full of Capital Programme 3 including South Gower and Boldrewood Blocks D/G and the approval of the necessary Treasury Management Strategy. Council confirmed that it remained their intention to progress CP3 and that they needed further development of the future financial sustainability from the Business Model Review in order to confirm the Treasury Management Strategy.

ACTION: Deputy VC/Director of Finance/Director of Estates and Facilities

RESOLVED

(i) The Business Plan 2015/16 Onwards

That the plan detailing progression of strategic ambitions and which monitors progress be noted, acknowledging that further development of plans will follow with the arrival of the new Vice-Chancellor and the outcomes of the Business Model Review.

(ii) Capital Programme 3

That:

1. the uplift in Long Term Maintenance expenditure as set out in Appendix 4 of the report, expenditure to be allocated and authorised at discretion of the Director of Estates, be approved. This will be presented to the Capital Programme Board in advance;
2. previously authorised pre 2015/16 spend, purchase of North Walls (which is budgeted outside of CP3) be approved; and
3. at the October meeting of Council further information as outlined above and a timeline for South Gower and Boldrewood Blocks D/G be presented detailing required decisions, funding and exit points.

(iii) Business Plans 2015/16 and 2017/18 Budgets

That:

1. the budget and financial forecasts to deliver the three year business plan be approved; and
2. the budget for 2015/16 resulting in a surplus of £12.1m be approved, noting that this will be finalised in November following the outcome of student recruitment.

(iv) Annual Treasury Management Strategy

That:

1. the Annual Treasury Management Strategy be noted and brought back to Council with the outcomes of the Business Model Review for approval ; and
2. the changes to the Treasury Management Policy as set out in Appendix 2 of the report, which had been reviewed by Audit Committee be noted.

(v) HEFCE Annual Accountability Returns

Council considered a report by the Director of Finance which set out the financial elements of the accountability returns to HEFCE. It was agreed that Council intended to progress Capital Programme 3 and as such the figures based on the Treasury Management Strategy were correct for submission, but that a narrative be added to explain the Business Model Review and other associated action being taken to strengthen the University's financial position. It was agreed that the Treasurer and Chair of Council would approve the changes to the narrative.

RESOLVED that the completed financial forecast tables and financial commentary for submission to HEFCE by 31 July 2015 be approved subject to additional wording being added to reflect the action being taken.

103 KPIs and Targets for 2015/16 (Agenda Item 8)

Council considered a report by the Director of Strategy and Planning which set out key performance indicators and targets for the coming academic year.

Council welcomed the KPIs, targets and the pictorial presentation.

RESOLVED that the KPIs and targets for 2015/16 be approved.

104 Report from the President of the Students' Union (Agenda Item 9)

Council received a report from the President of the Students' Union.

RESOLVED that the report be noted.

105 The Education Act 1994 – Report to Council on Code of Practice Monitoring Responsibilities (Agenda Item 10)

Council received a report by the Director of Student Services which provided an update on the Students' Union's compliance with the Code of Practice drawn up by the University in response to the requirements of the Education Act 1994.

RESOLVED that

- (i) the report be noted; and
- (ii) responsibility for reviewing and updating section 12 (Complaints) of the Code of Practice be devolved to the Director of Student Services and Director of Legal

Services, in order to achieve a one-step escalation to the University at the lowest practicable level within the organisation.

106 Senate Matters (Agenda Item 11)

Council received a report by the Vice Chancellor as Chair of Senate which set out a number of recommendations made to Council by Senate at its meeting held on 17 June 2015.

RESOLVED that the following amendments to the University Ordinances as set out below, be approved:

- (i) Changes to the names of the Faculties of Business and Law and Social and Human Sciences to, respectively, the Faculty of Business, Law and Art, and the Faculty of Social, Human and Mathematical Sciences (Ordinances 2.1, 2.2 and 2.9). Following these name changes an amendment to the section on the elections to the membership of Senate (Ordinance 2.12.6, paragraph 3) is necessary.
- (ii) An amendment to Ordinance 2.12.6 on the definitions of staff for the purposes of Senate elections. This minor revision was brought forward to bring the Ordinances up to date to reflect the new pathways and titles within the ERE (Education, Research and Enterprise) which had been introduced as part of the Academic Reward and Recognition Project. Specifically, the current definition of 'Academic Staff' did not include Enterprise Fellows while professorial fellows were not listed in the definition of 'Research Staff'.

107 May Management Accounts (Agenda Item 12)

Council received a report by the Director of Finance which set out the financial accounts as at May 2015.

RESOLVED that the report be noted.

108 Annual Report on the Operation of the Code of Practice to Ensure Freedom of Speech (Agenda Item 13)

Council considered a report which informed of activity relating to the Code of Practice to ensure freedom of speech.

RESOLVED that the report be noted.

109 Audit Committee Matters (Agenda Item 14)

Council noted that these matters were dealt with via the Vice Chancellor's report earlier on the agenda.

110 Nominations Committee Matters (Agenda Item 15)

Council received a verbal update from the Chair following the meeting of the Nominations Committee held earlier in the day.

RESOLVED that the update be noted.

111 Senior Salaries Committee Update (Agenda Item 16)

Council received a verbal update from the Chair following the meeting of the Senior Salaries Committee held earlier in the day.

Council noted that furthering gender equality was a high priority, especially females at a senior level within the University.

RESOLVED that the update be noted.

112 Sealing of Documents (Agenda Item 17)

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

Restricted Items

113 Restricted Senate Matters (Restricted Item 18)

Council received a restricted report containing promotional matters.

RESOLVED that the recommendations be approved.

114 Restricted Human Resources Matters (Restricted Items 19 (i) and (ii))

Council received restricted reports regarding Head of Academic Units (i) and a redundancy proposal (ii).

RESOLVED that the recommendations be approved.

115 Dean Reappointments

Council received a restricted report containing Dean reappointment matters.

RESOLVED that the recommendations be approved.

The meeting concluded at 6.11pm