



Council

Date and time	Tuesday 3 July 2001 at 4.00pm
Place	The Senate Room, Administration Building
Present	Dame Yvonne Moores (<i>in the Chair</i>), Professor Sir Howard Newby, Sir David Cooksey, Professor P J Curran, Mr B Davies, Mr R J Davies, Professor I D Diamond, Sir John Fairclough, Mr C Gordon, Professor P J Gregson, Professor J K Hammond, Ms M Heracleous*, Mr A R Hodgson, Mrs M Hubner, Mr J Kness, Professor G R Luckhurst, Ms K Maurey, Professor K E McLuskie, Dr A E Mitchell, Mr J J R Pope, Mrs J Round, The Rt Hon the Earl of Selborne, Dr B G Smith, Dr P Smith, Mr R Symons, Professor A M Ulph, Mr A J Walker, Professor A A Wheeler and Mr G Whitehead
By invitation	Mr S Edwards* (President elect, Students' Union)
With	The Secretary and Registrar, Director of Estates and Buildings, Director of External Relations, Director of Finance, Director of Human Resources, Director of Planning and Ms C J Gamble

(* Member not present for the Restricted Section of the Agenda.)

Welcome

Dame Yvonne welcomed to the meeting the incoming President of the Students' Union, Mr Stephen Edwards.

Unrestricted

49 Obituary

Dame Yvonne announced with regret that Professor Fausto Iannotti, Professor of Neuropathology, had recently died and asked members of Council to stand as a mark of respect.

50 Minutes (unrestricted) of the meetings held on 4 April 2001 and 6 June 2001

Dame Yvonne reported that there was one change to be made to the minutes of the meeting on 6 June 2001: the list of Council members attending the meeting should include Sir John Fairclough.

Resolved (i) That the Minutes (unrestricted) of the meeting held on 4 April 2001 be approved and signed.

- (ii) That, subject to above correction, the Minutes (unrestricted) of the meeting held on 6 June 2001 be approved and signed.

51 **Matters arising**

Dame Yvonne reported that the contract with the new Vice-Chancellor, Professor Wakeham, had been signed and that he would take up his post on 1 October 2001.

52 **The Vice-Chancellor's report**

The Vice-Chancellor highlighted the following developments:

- A range of activities was planned for the Golden Jubilee year. The details were listed on the Golden Jubilee website – www.goldenjubilee.soton.ac.uk – which also featured a historical countdown of 50 years until Graduation 2002. One of the highlights of the year would be a performance of Haydn's Creation on 29 April 2002, the day the University received the Royal Charter, and the day that the work was premiered in 1798. The Student Sinfonietta would perform the piece with local choirs in Southampton Guildhall. A celebratory black-tie dinner would be held at the new Southampton Football Stadium on 6 July 2002 to which alumni, staff and city dignitaries would be invited.
- The University's submission to the 2001 Research Assessment Exercise (RAE) had been completed successfully. The results would be announced later in the year in December. (The number of staff identified as research active in the return numbered 907.4 (full-time equivalents), compared with 816.5 in 1996 and 764.0 in 1992.). The Vice-Chancellor thanked all those members of staff who had been involved in the preparations, in particular Dr Taylor and his colleagues and Professor Ulph.
- The conference business based at Chilworth Manor had been sold in June and, for reasons of commercial confidence, it had not been possible to report the matter previously to Council. The outcome of the sale had been particularly satisfactory and the net surplus – approximately £1.8m – would be used for capital investment purposes. All the staff previously employed by Chilworth Manor Limited would continue to work with the new company.
- The recently published *Times* League Tables had ranked the University 37th in the country, a drop of eleven places from last year. The rankings were based on data from 1998/99 which included the students at New College but not the subsequent capital injection in computing and library facilities. A further point of note was that only centrally allocated spend on facilities was included in the data. This did not cover the investments made by faculties. Action would be taken to improve the University's unsatisfactory showing. One of the Deputy Vice-Chancellors would be responsible for managing the process.

- The Worldwide Universities Network (WUN) had been awarded funding, amounting to £3m, from the Higher Education Funding Council for England (HEFCE) to run e-University pilot programmes.
- The negotiations in respect of the 2000/01 pay round were nearing completion. Members of the various Trades' Unions had been invited to accept a package which included a salary increase of 5.1 per cent over a period a sixteen months (approximately 3.7 per cent for the year), the harmonization of negotiation dates and the development of a single pay spine.

53 **Report from the President of the Students' Union** (Agendum 5)

Received The report from the President of the Students' Union.

The President, Ms Heracleous, presented the report. Over the year, the Union's clubs and societies had continued to thrive. The Athletic Union, in particular, had worked very hard to achieve success as had the Union RAG which had raised, overall, £21k for charitable organizations.

On the commercial side, it had not been a prosperous year for all groups. Business in the bars at campuses in Highfield and Winchester had flourished while the Sports Shop and the Coffee Bar had been less successful.

Ms Heracleous said that she had thoroughly enjoyed her period of office and thanked everyone with whom she had worked.

On behalf of Council, Dame Yvonne thanked Ms Heracleous for all her hard work as President and wished her well in her new job.

- Resolved**
- (i) That the report be noted.
 - (ii) That Council record its thanks to Ms Heracleous for her work as President of the Students' Union during the 2000/01 session.

54 **Financial monitoring 2000/01** (Agendum 11)

Received The financial monitoring statement for the year ending 31 July 2001, together with appendices which were tabled.

The Director of Finance presented the monitoring statement, referring first to the projected deficit of approximately £1.25m in Table 1. He highlighted the financial position of the budgetary groups which was set out in the summary, commenting that the shortfall recorded for the Faculty of Engineering and Applied Science was in relation to the target figure for the group. Overall, the position had improved significantly since December. When the figures were adjusted to include the surplus from the sale of Chilworth Manor Limited, the end-of-year figure stood roughly at break even. The Director of Finance commented that the University operated from a high cost base and that, in the long term, its financial strength would be improved only by introducing new strategies either to increase income or to reduce costs.

Resolved That the financial monitoring statement be noted.

55 **Strategic Planning 20001/02** (Agendum 12)

Received The Strategic Plan for the period 2001/02 to 2004/05.

In introducing the planning document, the Director of Planning drew attention to an amendment in section 4.4, the Faculty of Science; the new target for 2001/02 should read minus £650k. The strategic planning process for the next three years built on the arrangements which had been introduced last year and developed the key themes already identified. The academic session 2002/03 was the first year that would include the results of the RAE.

The Director of Planning highlighted a number of general points about the process:

- the work required for strategic planning had been carried out while the preparations for the RAE were under way; and
- the process was not yet fully embedded at departmental or budgetary group level. Some of the targets had proved to be either too optimistic or too pessimistic.

Summarizing the sections of the report devoted to the each budgetary group, the Director of Planning drew attention to the financial position in the Faculty of Arts. The group had made significant progress towards improving its stability. In the Faculty of Science urgent action was required to reduce costs and increase income and, in the light of this, discussions would take place over the summer to examine in close detail both income and expenditure. On this latter point, Professor Curran said that, before the start of the next academic year, the Faculty would have an indication of the number of staff who would consider voluntary early retirement and whether more serious action would be required to achieve the necessary savings in staff costs. While the long-term position of the Faculty of Engineering and Applied Science was strong, some re-focusing would be required in particular areas. Professor Hammond pointed out that, for planning purposes, it was difficult to project the income streams of the Industrial Advisory Units. The nature of their trading was changeable.

Concluding his report, the Director of Planning said that budgetary groups had been invited to assess the level of risk attached to their plans, targets and projections for the next three years and to provide contingencies.

Resolved That the report be noted.

56 **Budgetary allocations for 2001/02** (Agendum 13)

Received A paper setting out the proposed budgetary allocations for the academic year 2001/02.

The Director of Finance gave a presentation to members on the proposals contained in the paper.

Overview

The total increase in HEFCE grant amounted to approximately 7.7 per cent. The amount could be broken down into two elements: a 3.3 per cent overall enhancement with a further uplift in income for additional students, particularly at New College; and earmarked funding for special projects such as HEROBAC and Teaching Quality Enhancement. However, when the other strands of central income were included in the calculation, the gross income for 2001/02 had risen by 7 per cent, compared with last year. The total funding available to the University, excluding research grants and contracts and other operating income, was £114.5m.

Strategic issues

The following strategic issues had to be considered as part of the budgetary allocation process:

- A number of projects had been identified that would require investment in addition to the Capital Programme for the Estate, namely, the replacement of the administrative computer systems and telephony. Funding would be set aside for the phased replacement of IT systems, starting with an allocation of £1m.
- The long-term maintenance budget would be restored to £2.7m to make good the cuts over the last two years.
- Budgetary groups would be required to absorb the recently agreed salary increases which, when the cost of incrementation and promotions were added, amounted to over 5 per cent.
- The Strategic Development Fund was currently over-committed and the final allocation to the Optoelectronics Research Centre still had to be determined.

Budgetary allocations

When the allocation model was applied to the last year's base budgets – allowing for an inflationary increase, adjustments for additional student numbers and the deduction of indirect costs for service groups – an end-of-year deficit of £822k was forecast. At this stage in the planning cycle, it seemed likely that the forecast overspend would be improved on during the year.

In considering the proposals, members of Council asked a number of questions. Ms Maurey enquired whether the possibility of using a public/private partnership for ICT developments had been considered. Professor McLuskie explained that it had been investigated but, given the specificity of the systems required, it had not been deemed appropriate.

Resolved That the proposed budgetary allocations for 2001/02 be approved.

57 **Interim Estate Strategy and long-term maintenance** (Agendum 14)

Received The draft Interim Estate Strategy for the period 2000-2004.

Professor Ulph explained that an interim document had been drawn up because of the setting up of the Science Research Investment Fund (SRIF) which would provide £18.6m for the development of the University's Estate. The funding had been announced after the current Estate Strategy had been approved. The revision of the Estate Strategy proper would closely follow the updating of the Strategic Plan and would be presented to Council in December 2002. The purpose of the document was to determine whether adequate provision had been made for capital and long-term maintenance up to 2004, and to make initial proposals for inclusion in the Estate Strategy after 2005.

Capital Programme

The analysis of the figures provided in Appendix 1 indicated that adequate provision had been made and that there should be no increase in the allocation of resources from general University funds for the Capital Programme, other than through the normal processes.

Estate Strategy, post 2005

The influences which would shape the Estate Strategy were grouped under three headings: demand, supply and future focus. Some of the future academic developments which would require capital investment were in areas such as Management, Photonics, the Fetal Origins of Adult Disease, Environmental Sciences and Marine Science.

Long-term maintenance

The current HEFCE guidelines indicated that institutions should plan to spend one per cent of the insurance value of their estates on long-term maintenance. The University's estate had recently been valued at £300m which would suggest an annual allocation of £3m, compared with the current allocation of £2.7m. The Long-Term Maintenance Programme for the period 2001-2010, which was under revision, had taken into account the latest Drake & Kannemeyer survey. It had been estimated that £33m would be required over the next ten years – £3.3m *per annum* – which was close to the figure suggested by the Funding Council guidelines. The survey excluded the Southampton Oceanography Centre and restricted maintenance at the Hospital sites to an upper limit of £200k. The figure for the Hospital would be agreed during the review of the Joint User Agreement.

The Interim Strategy indicated that the annual allocation for long-term maintenance should be increased from £2.7m to between £3m and £3.3m from 2004/05.

In discussion, a number of points were raised:

- to assist the completion of the planning of the long-term maintenance programme, it was proposed that the Southampton University Hospitals Trust (SUHT) be invited to expedite the review of the Joint User Agreement.
- the external funding for SRIF projects had been earmarked for the purchase of equipment;
- the demand for student residences remained high. There had been a slight increase in the number of students who lived locally and a more substantial rise in the number applying from other parts of the region. The University was required by the City Council to provide accommodation for at least fifty per cent of any increase in student numbers.
- the Draft Space Management Strategy was an important strand to build in to the Estate Strategy and further work was required.

- Resolved**
- (i) That the Secretary and Registrar should invite the SUHT to prepare a report on the long-term maintenance liabilities of the University which would be reported on at the next meeting of Council.
 - (ii) That the report be given general endorsement.

58 **New College: progress report on Implementation Plan** (Agendum 15)

Received A report on the developments at New College.

Professor Ulph introduced the report which updated Council on the progress made at New College since April 2001. He outlined the achievements to date which, he believed, provided the assurance that the University's objectives would be successfully realized.

- Resolved**
- (i) That the report be noted.
 - (ii) That Council record its thanks to Professor Ulph for the leadership of the Co-ordinating Team responsible for the New College Development Project.

59 **Risk management** (Agendum 16)

Received A report on the implementation of the Turnbull Report on risk management.

In outlining the background to the subject, the Director of Finance drew attention to the key features of the Turnbull Report which HEFCE required institutions to implement. In particular, the corporate governance section in the annual final accounts would include in future a statement on risk management. He referred to the discussion on the matter at the Policy and Resources Committee meeting on 27 June 2001 set out under Agendum 21.2, Item 4. PRC had felt that risk management should be implemented in such a way that helped staff with managerial

responsibilities and that steps should be taken to avoid translating the recommendations into a routine number-crunching exercise.

In discussing the merits of the proposed risk analysis, members raised two points. First, when drawing up contingencies to address identified risks it would be important to concentrate on the most important, for example, the top ten. Secondly, it should be noted that the ranking system used would be based to some extent on a subjective evaluation of the likelihood of occurrence and impact of a set of circumstances. The system did not list absolute values.

Resolved That the recommendations contained in the report be endorsed and the matter be referred to UMG for further action.

60 **Naming of the Cancer Sciences Research Building** (Agendum 17)

Received A paper setting out a proposal to name the new Cancer Sciences Building on the Southampton General Hospital Campus.

The Secretary and Registrar explained the background to the proposal to name the new Cancer Sciences Building after a donor who had made a considerable donation to the Cancer Research Campaign. He outlined the considerations that should be taken into account, namely the requirements of University policy in respect of association of donors' names with buildings.

Members endorsed the proposal because of the particular circumstances and on the understanding that further due diligence be carried out. The principle that donations should normally amount to a minimum of one-third of the capital costs of a building project should be maintained.

Resolved That, subject to the above proviso, the Cancer Sciences Research Building be named after the family name of Mrs Phyllis Somers.

61 **Report from the meeting of Senate held on 20 June 2001** (Agendum 20)

Received The report from the meeting of Senate held on 20 June 2001.

The Vice-Chancellor drew attention to the section in the reported on the work of the PIRAMUS Group. The background to the matter was the growing concern about the integration between strategic planning and budgetary allocation processes. It had been difficult to achieve a sense of 'ownership' of University strategy across all groups. Some groups felt that they had not been truly involved and engaged in the process; some felt that they were being held back in achieving their ambitions while others considered that the process did not provide them with the appropriate incentives. The group had prepared a preliminary report which outlined a series of proposals for discussion in greater detail. Contained in the document were suggestions about the balance to be struck between devolved and centralized responsibilities, future academic groupings, the streamlining of committees which brought forward strategic policies, and the way in which service groups should underpin academic activities. There was a spectrum of issues to be considered and

Senate had supported the further discussion and development of the proposals during the summer and autumn. The intention was to bring a report to Council in December.

Referring to Item 3, Golden Jubilee celebrations, the Vice-Chancellor said that the proposed half-day holiday would fall on 12 July, rather than 13 July which had been stated in the paper.

- Resolved**
- (i) That the honours and distinctions reported by Senate be noted with pleasure.
 - (ii) That Friday, 12 July 2002 be designated a half-day holiday in the University as part of the Golden Jubilee Celebrations.
 - (iii) That, subject to (i) and (ii) above, the comments and information provided by Senate be noted.

62 **Reports from the meetings of Policy and Resources Committee** (Agendum 21)

62.1 **6 June 2001** (Agendum 21.1)

Received The report from the meeting of the Policy and Resources Committee held on 6 June 2001.

Resolved That the report from, and the decisions taken by, the Policy and Resources Committee be noted and endorsed.

62.2 **27 June 2001** (Agendum 21.2)

Received The report from the meeting of the Policy and Resources Committee held on 6 June 2001.

The Vice-Chancellor highlighted the following items in the report:

WSA Postgraduate studies in Barcelona

The plans described in the report would bring about improvements to the accommodation in Barcelona and would allow for an increase in home and overseas students. The programme would be reviewed academically and financially in 2004.

Safety matters outstanding

It had been agreed at the April meeting of Council that routine reports from PRC would keep members abreast of discussions and developments in relation to health and safety matters in the period between the annual Vice-Chancellor's report. The appended report from the Safety Adviser listed what action had been agreed in respect of the items highlighted at the last meeting, in particular:

- A review of the work of the Area Safety Advisers would be completed by November 2001.
- A consultation paper had been prepared on the changes which would be necessary to working practices in order to allow for the provision of first-aid cover outside 'normal' hours. The greatest difficulty had been in defining a period considered 'normal'. Traditionally, academic staff had access to their offices and laboratories around the clock.

Resolved That the report from, and the decisions taken by, the Policy and Resources Committee be noted and endorsed.

63 **Report from the meeting of Standing Committee of Council held on 6 June 2001**
(Agendum 22)

Received The report from the meeting of Standing Committee of Council held on 6 June 2001.

Resolved That the report from, and the decisions taken by, Standing Committee of Council be noted and endorsed.

64 **Report from the meeting of Nominations Committee held on 6 June 2001**
(Agendum 23)

Received The report from the meeting of Nominations Committee held on 6 June 2001.

- Resolved**
- (i) That Sir David Cooksey be reappointed to Council under Class 2 for two years from 1 August 2001.
 - (ii) That Mr Andrew J Jukes be appointed to Council Class 2 for a period of three years from 1 August 2001.
 - (iii) That the following persons be invited to become a member of the Court and, if willing, be so appointed:

Mrs Gilly Drummond DL
Ms Hilary Chadwick
Professor Robert Smith
Professor Sir William Taylor
Mrs Monica Hubner

65 **Code of Practice to Ensure Freedom of Speech** (Agendum 28)

Received The annual report from the Secretary and Registrar on the operation of the Code of Practice to Ensure Freedom of Speech within the law.

The Secretary and Registrar invited Council to approve the textual revisions to the Code and note the change in Responsible Officer under the code. He had delegated responsibility to a senior officer of the University, the Director of Corporate Services,

Mr Michael Arthur, who would report annually to Council on the Code's implementation and ensure compliance with it.

Resolved That the amendments to the Code of Practice be approved and the report be noted.

66 **Students' Union: review of code of practice** (Agendum 29)

Received The annual report from the Academic Registrar on the operation of the Code of Practice which governed the way in which the requirements of the Education Act, 1994 in respect of Students' Unions are met.

Noted The report.

67 **Dates of committee meetings, 2001/02** (Agendum 30)

Received An extract from the University *Almanac* listing the dates of the main Committee meetings during the academic year 2001/02.

Council noted the dates and times of the main Committee meetings during the 2001/02 session. Council meetings would be held on the following dates:

Thursday, 13 December 2001 at 4.00 pm

Tuesday, 23 April 2002 at 4.00 pm

Tuesday 9 July 2002 at 4.00 pm

68 **Committee of University Chairmen's Guide for Members of Governing Bodies** (Agendum 31)

Received A copy of the Committee of University Chairmen's publication entitled 'Guide for Members of Governing Bodies of Universities and Colleges in England, Wales and Northern Ireland'.

Noted The Guide.

69 **Valediction**

On behalf of Council, Dame Yvonne thanked Professor Sir Howard Newby for his distinguished leadership of the University during seven years as Vice-Chancellor. He had led the University from strength to strength, raising the profile of its performance nationally and internationally. She thanked Professor Alistair Ulph for his drive, dedication and enthusiasm as Deputy Vice-Chancellor and Sir John Fairclough for the years he had served as Vice-Chair and as a member of the governing body and, in

particular, for his involvement with the University companies. Dame Yvonne also thanked Mrs Monica Hubner for her long and notable period of membership and the role she had played in the University of Southampton Society. She also thanked Miss Wendy Allanach, Ms Marie Heracleous, Ms Krystal Miller, Mr John Kness, Professor Geoffrey Luckhurst and Dr Peter Smith for all their contributions to the work of the governing body.

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Restricted

70 **Minutes (restricted) of meeting held on 4 April 2001**

Resolved That the Minutes (restricted) of the meeting held on 4 April 2001 be approved and signed.

71 **Matters arising**

There were no matters arising.

72 **The Vice-Chancellor's report**

The Vice-Chancellor said that there were no matters that he wished to report on.

73 **Report (restricted) from meeting of Senate held on 20 June 2001** (Agendum 41)

Received The report (restricted) from the meeting of Senate held on 20 June 2001.

Resolved (i) That the following appointments as Head of Department or Head of School be approved for the periods indicated:

Head of Department of Chemistry	Professor J D Kilburn (1.8.02-31.7.04)
Head of Department of Geography	Professor D J Martin (1.8.01-31.7.04)
Head of School of Ocean and Earth Science	Professor A E Kemp (1.8.02-31.7.04)
Head of Department of Archaeology	Professor D Peacock (28.9.01-27.9.03)
Head of Department of History	Dr J Oldfield (1.8.01-31.7.02)
Head of Department of Philosophy	Dr A Neill (1.8.01-31.7.04)
Head of School of Modern Languages	Dr C Mar-Molinero (1.8.01-31.7.04)
Head of Department of Economics	Professor B McCormick (1.8.01-31.7.02) Professor G Mizon (1.8.02-31.7.04)
Head of Department of Sociology and Social Policy	Professor R Pringle (<i>vice</i> Professor Ungerson) (25.6.01-4.2.02)

(ii) That Professor P Nelson be appointed Director of the Institute of Sound and Vibration Studies for the period 1 April 2001 to 31 March 2006.

(iii) That Professor A A Wheeler's appointment as Dean of the Faculty of Mathematical Studies be extended from 1 August 2002 to 31 July 2003.

(iv) That Professor A D Fitt be appointed Dean of the Faculty of Mathematical Studies for the period 1 August 2003 to 31 July 2006.

(v) That the following senior appointments, effective from the dates shown, be noted:

University Librarian	Dr M Brown (1.5.01)
Chair of Neuropathology	Dr J A R Nicholl (1.9.01)
Chair of Modern British History	Dr M Taylor (1.9.01)

(vi) That the title of Emeritus Professor be conferred upon the following with effect from the date of their retirement from full-time service of the University:

Professor C Bagley	Social Work Studies
Professor M Benton	Research and Graduate School of Education
Professor J Brignell	Electronics and Computer Science
Professor H Ettinghausen	School of Modern Languages (Spanish)
Professor P Figueroa	Research and Graduate School of Education
Professor D Hill	Politics
Professor H Kemhadjian	Electronics and Computer Science
Professor D McLean	School of Engineering Science (Aeronautics and Astronautics)
Professor R Nesbitt	School of Ocean and Earth Science
Professor C Pritchard	School of Medicine (formerly of the Department of Social Work Studies)
Professor J Rule	History
Professor F Smith	Mathematics

(vii) That, on the recommendation of the Academic and Research Staff Committee, the title and status of Professor be conferred upon the following with effect from 1 July 2000:

Dr G S Attard	Chemistry
Dr J Vickers	Mathematics
Mr P A Wilson	School of Engineering Science

Dr J McBride	School of Engineering Science
Dr P Kazansky	ORC
Dr S P Pinch	Geography
Dr A Halpin	Law
Mr J Montgomery	Law
Dr D O'Connor	School of Biological Sciences

(viii) That, on the recommendation of the Academic and Research Staff Committee, the title and status of Honorary Professor be conferred with effect from 1 July 2001 upon Dr P P E Weaver, Southampton Oceanography Centre.

(ix) That, on the recommendation of the Academic and Research Staff Committee, the title and status of Reader be conferred upon the following with effect from 1 July 2000:

Dr J J Forster	Mathematics
Dr D Turner	Chemistry
Dr D Owen	Politics
Dr E Rohling	School of Ocean and Earth Science
Dr A Clarkson	ORC
Dr D Gokturk	School of Modern Languages
Dr N Gregor	History
Dr M G Gore	School of Biological Sciences
Dr A Walls	Allergy and Respiratory Medicine

(x) That, subject to (i) to (ix) above, the comments and information provided by the Senate be noted.

74 **Report (restricted) from the meeting of Standing Committee of Council held on 6 June 2001** (Agendum 42)

Received The report (restricted) from the meeting of Standing Committee of Council held on 6 June 2001.

Resolved That the report (restricted) from Standing Committee of Council be noted and endorsed.

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The meeting ended at approximately 6.00pm.

Ref CC9/3