

Council

Date and time	Thursday 8 July 2004 at 5.00 pm
Place	The Senate Room, George Thomas Building
Present	Dame Yvonne Moores (<i>in the Chair</i>), Ms W C Allanach, Professor M J P Arthur, Dr W G Brooks, Ms H Chadwick, Professor P J Curran, Dr S Duckworth, Professor A D Fitt, Mr C Gordon, Professor P J Gregson, Professor A P Hamlin, Professor J K Hammond, Professor R Holdaway, Mr A J Jukes, Mr A S Kent, Mr J B Kness, Ms V Lawrence, Professor Dame Jill Macleod Clark, Professor K E McLuskie, Dr A E Mitchell, Mr J J R Pope, Dr M P Read, Dr B G Smith, Mr R H M Symons, Professor W A Wakeham, Mr J Walsh*, Mr A Wilson* and Professor A A Wheeler
By invitation	Mr P Staniczenko, Head of Planning
With	The Secretary and Registrar, Director of Corporate and Marketing Services, Acting Director of Finance and Ms C J Gamble

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

Unrestricted agenda

Welcome

Dame Yvonne welcomed the recently elected representatives of the Students' Union for the academic session 2004/05: Mr Wilson, President, and Mr Walsh, Vice-President, Education.

46 Obituary

Dame Yvonne announced with regret the death of a member of staff and a former member of staff of the University and asked Council to stand as a mark of respect:

Wayne Baddams, clerical assistant, Department of Finance: 4 April 2004;

Frances Sheldon, Senior Lecturer in Social Work Studies, Head of Department of Social Work Studies (1999-2002): 26 February 2004.

47 Minutes (unrestricted) of the meeting held on 1 April 2004

Resolved That the Minutes (unrestricted) of the meeting held on 1 April 2004 be approved and signed.

48 **Matters arising**

There were no matters arising from the unrestricted Minutes of the meeting held on 1 April 2004.

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

The Vice-Chancellor was pleased to draw attention to the appointment of the two new Deputy Vice-Chancellors from 1 September 2004: Professors Caroline Thomas and Paul Curran. (Members had been informed in writing in May 2004.) He also announced the appointment of Professor David Williams, the new Dean of Medicine, Health and Life Sciences. Professor Williams would take up his post later in the year.

The Vice-Chancellor reported on the following matters:

HEIF 2

The University's bid for a second tranche of funding from the Higher Education Innovation Fund with the Universities of Bath, Bristol and Surrey had been successful. The sum awarded to the four institutions amounted to approximately £13m.

The Vice-Chancellor paid tribute to the work undertaken by Professor Gregson and Dr Raven, the Director of the Centre for Enterprise and Innovation, towards the success of the bid.

Centres for Excellence in Teaching and Learning

The Higher Education Funding Council for England (HEFCE) had invited institutions to bid for funding to set up Centres for Excellence in Teaching and Learning (CETL). The initiative had two main aims: to reward excellent teaching practice; and to invest further in that practice so that the funding delivered substantial benefits to students, academic staff and the institution. Two bids from the University had progressed through the first round: a combined bid from the Schools of Health Professions and Rehabilitation Sciences, Education and the Social Work Studies group; and a bid from Modern Languages in the School of Humanities.

The Vice-Chancellor expressed his appreciation of the work undertaken by those involved in the preparation of the bids and by Professor McLuskie.

The Higher Education Bill

The Higher Education Bill had received Royal Assent. The Act abolished upfront tuition fees from 2006 and allowed universities to charge fees of up to £3k annually. Those wishing to defer entry to higher education in 2006 would be exempt from paying the new level of fees. This would, unfortunately, reduce the amount of funding available to institutions in respect of these students. Other legal provisions in the Act included the establishment of the Office for Fair Access (OFFA) and the Arts

and Humanities Research Council. The Visitor system in the old universities would be abolished in due course.

Negotiations on proposed pay and grading arrangements

The University and representatives of the Association of University Teachers had agreed to continue negotiations to resolve the outstanding issue on the new arrangements which concerned the application of the no-detriment clause in contracts for future members of academic and related staff.

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

Received The report from the President of the Students' Union which was tabled

Mr Walsh, Vice-President, Education, presented the report on behalf of the President who had not been able to attend the meeting. He selected a number of highlights from the report: the improvement in the financial position of the Union; the plans for Freshers' Week; the new sabbatical officers and their new roles; and the achievements of the sporting clubs and members of the Athletic Union.

Dame Yvonne thanked the President and Vice-President for their hard work during the period of their office.

- Resolved**
- (i) That the report be noted.
 - (ii) That Council record its thanks to Mr Hudson for his work as President of the Students' Union during the 2003/2004 session.

51 Financial monitoring statement 2003/04 (Agendum 11)

Received The financial monitoring statement for the year ending 31 July 2004.

Mr Spencer presented the financial monitoring statements, drawing a number of points to the attention of Council:

- the surplus forecast at year-end was due, in part, to the sale of the University's shares in OHM Limited during the latter part of the session.
- The net results for the Schools and for Professional Services (Tables 2 and 2a) indicated that the position was in line with the budgetary estimates at this point in the financial year.
- The financial position of the University, outlined in the income and expenditure summary, was strong.

Responding to a request from Dr Duckworth, Mr Spencer said that in future the numbers of students would be included in the section on tuition fees.

- Resolved**
- (i) That the Acting Director of Finance should arrange for the numbers of students to be included in the financial monitoring statements.
 - (ii) That the financial monitoring statement be noted.

52 **Strategic issues** (Agendum 12)

Received A presentation by the Vice-Chancellor entitled 'Strategic Planning, 2004-2010'.

The Vice-Chancellor said that he wished to present an overview of strategic planning for the period 2004-2010 in order to set the context for the discussion of the items on this subject (Agenda 12.1, 12.2 and 12.3 refer). (The presentation had been discussed by the Policy and Resources Committee (PRC) on 30 June 2004 and the record thereof is set out under Agendum 21.3.) The three papers gave an overview of the outcome of the strategic planning round, how it impinged on the recently approved capital programme, and explained the allocation of resources over the next five years.

The Vice-Chancellor highlighted the major external changes which were expected during the planning period, the financial implications for the University and the challenges it would face. He summarized the six strategic themes and the key distinctors that were already established, together with those that were at various stages of development. Referring to the range of investments which were listed in the presentation, he commented that the current use of the Estate did not provide sufficient space for future needs. A remodelling exercise of the Estate would be carried out in the medium term as a means of arriving at solutions to the more urgent problems.

Concluding his presentation, the Vice-Chancellor invited members to debate whether a higher level of investment than that detailed in the presentation should be considered.

52.1 **Strategic Planning Statement, 2003/04** (Agendum 12.1)

Received A paper, prepared on behalf of the University Executive Group, entitled 'Strategic Planning Statement, 2003/04', which provided an overview of the outcome of the strategic planning round, dated June 2004.

The Vice-Chancellor invited comments on all three papers under Agendum 12.

- The question was posed whether the net cash position *vis-à-vis* the level the borrowing was a comfortable one, given the uncertainties of external factors. Mr Spencer, the Acting Director of Finance, responded that the level of borrowing was below the limit allowed and that the cash position could be strengthened by increasing the level of borrowing against assets. The view taken by the Finance Policy

Committee was that, overall, the plans were reasonably conservative for the planning period.

- How flexible were the plans, for example, if income exceeded expectation, what adjustments could be made to the investment programme and how quickly could they be introduced? The Vice-Chancellor believed that with regard to research activity the majority of the strategic initiatives had been included in the plans. There were, of course, other, emergent plans but they were not yet at the stage where large-scale investment was required. The position regarding capital projects was different in that there were plans which could be activated if the funds were available; and these were set out in Agendum 12.3. The annual planning process would ensure that thorough consideration would be given to how higher than expected surpluses might be spent.
- The view was offered that, in the recruitment of overseas students, the need for a 'brand' was particularly important. Was this an area that would benefit from the expertise of a marketing specialist? The Vice-Chancellor acknowledged the point and explained that within Corporate and Marketing Services and the International Office, which formed part of that grouping, the expertise and knowledge was available to take forward the marketing agenda. In terms of international recognition of the institution as a whole, the University could improve its position.
- On the subject of the risk attached to achieving the recruitment targets, the Vice-Chancellor said that Schools were not all able to adjust their intake numbers to the plans at the same speed. Nationally, it was more difficult to recruit to subjects such as Chemistry, Mathematics and Physics. The field of biosciences had been identified as an area of strategic importance and therefore the decision had been taken to support the Schools of Chemistry and Physics by providing additional funding.
- The recent success of the flotation of OHM Limited, and of the initiatives introduced to facilitate this process, suggested that income from this source might develop into a steady flow which could be used to support the University's other activities. Professor Gregson commented that, in his view, it would be prudent to consider how to use any future income from this source when it accrued rather than to set it against any recurrent or capital expenditure.

Dame Yvonne thanked members for their views and also thanked the Vice-Chancellor and senior colleagues for the clear and succinct financial and planning statements which had been presented. The balance of ambition and financial prudence was appropriate at this stage.

Resolved That the Strategic Planning Statement, 2003/04 be endorsed.

52.2 **Five-year financial plan, 2004/05-2008/09** (Agendum 12.2)

Received The five-year financial plans for the period 2004/05-2008/09.

A tabled note, prepared by the Treasurer, in which comments on Agendum 12.2 and 12.3 were relayed, dated 7 July 2004.

Dame Yvonne explained that the Treasurer had not been able to attend the meeting but had wished nevertheless to submit a contribution to the discussions on the strategic and financial issues.

Resolved That the five-year financial plan, 2004/05-2008/09 be approved.

52.3 **Capital programme** (Agendum 12.3)

Received A paper entitled 'Recommendations for the short and medium-term capital programme', prepared by the Secretary and Registrar, the Acting Director of Finance and Professor Wheeler.

A tabled note drafted by the Treasurer (see Minute 52.2 above).

In presenting the paper, the Secretary and Registrar drew attention to the discussion on the capital programme at the meetings of PRC in June 2004 (Agenda 21.2 and 21.3 refer).

Resolved That the revised capital programme be approved.

53 **Performance indicators** (Agendum 13)

Received A discussion paper on the introduction of performance indicators, prepared by Mr Staniczenko, Head of Planning, and Professor Wheeler.

Professor Wheeler summarized the content of the paper on the introduction of performance indicators as part of the planning and monitoring processes which would assist with the routine evaluation of the University's progress towards achieving the goals set out in the Corporate Strategy. The paper proposed that the indicators might be used on three levels: to ascertain progress towards the Vision (level 1); to monitor the strategic plans and input strategies, for example, the Finance Strategy (level 2); and to monitor the performance within individual Schools and Professional Services (level 3). The Appendix to the report listed a series of performance indicators which could be used to measure progress made towards achieving the strategic aims in the Corporate Strategy. It was suggested that a 'traffic light' system could be employed to evaluate the progress in each area: a 'green light' indicated that the aim had been achieved or the University was on target to achieve it; 'amber' indicated that the University had been only partly successful in achieving the aim or there was a risk that it would not be achieved at all while a red light showed that the aim or target had been missed or that the risk was high that it would be missed.

In discussion, the following points were raised:

- A considerable amount of detail had been included in the Appendix which described the proposed performance indicators that might be introduced at level 1. Would it be possible to condense that information and provide a sensitivity analysis of the key numbers that drove the Corporate Strategy? It might be worthwhile considering a measure which indicated how other institutions and organizations perceived the University.
- The last strategic aim in the Appendix, numbered 9, concerned in part the location of the University. It was of great importance that whatever could be done to help improve the image of the City was done. The Vice-Chancellor responded that the University was involved in a number of initiatives which were focused on improving the standing of the City and the region.
- The use of the traffic light system was considered to be a useful tool for tracking progress.

Dame Yvonne thanked members for their comments and invited Mr Staniczenko and Professor Wheeler to take the views expressed into account when finalizing the set of performance indicators.

- Resolved**
- (i) That Mr Staniczenko and Professor Wheeler be invited to consider modifications to the proposed set of performance indicators in line with the comments set out above.
 - (ii) That the proposed set of performance indicators be approved, subject to Resolution (i) above.

54 Estates issues

54.1 Student Residence Strategy (Agendum 14.1)

Received The Student Residence Strategy, together with a summary of the document's key points, drafted by the Secretary and Registrar, dated 22 June 2004.

The Secretary and Registrar presented the revised Student Residence Strategy, reminding members that a section in the paper on the capital programme (Agendum 12.3) had been devoted to the remodelling of Glen Eyre Halls K, L and M. (The discussion of the Strategy at PRC was reported under Agendum 21.1.)

Over the next five years the demand for places in hall was expected to remain largely unchanged. The Student Residence Strategy provided for a small net gain of approximately 70 bed spaces in order to meet the forecast demand. The Secretary and Registrar drew attention to the five major developments, contained in the document, which were set out in his summary.

Mr Walsh commented that, in his view, the quality of the accommodation provided by a third party would not be equal to the facilities offered to students in hall. The Secretary and Registrar acknowledged that this could be the case and explained that the outsourcing of accommodation provided the University with some flexibility in its planning. Such arrangements would be needed on a temporary basis when blocks K, L and M were out of use. The Strategy document was drawn up on the basis that the University's own housing stock would be maintained and improved as part of delivering an enhanced student experience. Approximately two-thirds of the students rented accommodation in the private sector. The University encouraged students to rent from landlords whose properties satisfied certain health and safety requirements in an attempt to protect their interests. Students were not obliged to rent from accredited landlords.

Members were content to approve the Student Residence Strategy.

Resolved That the Student Residence Strategy be approved.

54.2 **Towards an Estate Strategy**

The Secretary and Registrar explained that he was not in a position to present a paper against this item. He referred to the report from the meeting of PRC, held on 30 June 2004 (Agendum 21.3), which highlighted the work in progress on the Strategy.

Resolved That the comments made by the Secretary and Registrar be noted.

55 **The Vice-Chancellor's Annual Health and Safety Report, 2002/03** (Agendum 15)

Received The Vice-Chancellor's Annual Health and Safety Report for the period 1 October 2002 to 31 December 2003.

The Vice-Chancellor presented his report which, exceptionally, covered a longer reporting period because of the changes introduced as a result of the restructuring of the University. He drew attention to the report of the discussions on the matter at the meeting of PRC on 30 June 2004 (Agendum 21.3, Item 4, refers), and, in particular, the serious accident which had occurred during the installation of the new combined heat and power plant on the Highfield Campus in November 2003. Although Heads of School and Professional Services had not been able to devote as much time as last year to the preparation of their reports, the Vice-Chancellor was satisfied that the formal health and safety processes had been followed. A number of emergent issues had been identified and these would be kept under close scrutiny during the year.

Resolved That the Vice-Chancellor's Annual Health and Safety Report for the period 1 October 2002 to 31 December 2003 be noted.

56 **Report of the meeting of the Senate held on 23 June 2004** (Agendum 20)

Received The report of the meeting of the Senate held on 23 June 2004.

Resolved That the honours and distinctions reported by Senate be noted with pleasure.

57 **Reports of the meetings of Policy and Resources Committee**

57.1 **12 May 2004** (Agendum 21.1)

Received The report of the meeting of PRC held on 12 May 2004.

The Vice-Chancellor drew attention to the report on the Wide Lane sports development proposal. The scheme was part of the strategy for improving the facilities offered to students.

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

57.2 **9 June 2004** (Agendum 21.2)

Received The report of the meeting of PRC held on 9 June 2004.

In presenting the report, the Vice-Chancellor highlighted the following items:

- Item 3, University committees: pattern of meetings. The recommendations included a proposal that the governing body should meet four times a year: in September, December, March or April, depending on where Easter fell, and in July as from 2005.
- Item 4, Deputy Vice-Chancellors: appointment process. The proposed changes to the appointment process for Deans and Deputy Vice-Chancellors would require formal approval of the required amendments to the Statutes.

Resolved (i) That the proposal to modify the pattern of committee meetings, and in particular to hold an additional meeting of Council each year, be approved.

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

57.3 **30 June 2004** (Agendum 21.3)

Received The report of the meeting of PRC held on 30 June 2004 which was tabled.

Referring to the review of the sport programmes (Item 3), Professor Hamlin reported that, although the decision had been taken to retain both the Bachelor of Science in Sports Studies and the Bachelor of Arts in Sports Leadership and Management, the review process had attracted some negative publicity.

Professor Hamlin summarized the work of the Task Force which had been set up to bring forward proposals for the establishment of Graduate Schools (Item 5.3). He reminded members that the intention to introduce Graduate Schools had been included in the remit of the Change Management Group but the plans had been deferred until the restructuring exercise had been completed. The proposals had received the support of the Senate.

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

58 **Report of the meeting of Standing Committee of Council held on 9 June 2004**
(Agendum 22)

Received The report of the meeting of Standing Committee of Council held on 9 June 2004.

Mr Symons, the Chair of the Audit Committee, commented that the Committee had been satisfied with the steps that had been taken to rectify the problems which had been encountered with the collection of student fees. The debt had been reduced almost to the level achieved in the previous year. The Internal Auditors would conduct an audit of the core source data in the student records system in the near future and a review after the completion of the entire project.

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

59 **Report of the meeting of Nominations Committee held on 9 June 2004**
(Agendum 23)

Received A report of the meeting of the Nominations Committee, held on 9 June 2004, which was tabled.

Members were content to endorse the nominations to Council.

Resolved

- (i) That Dame Valerie Strachan be appointed to membership of Council, Class 2, for three years from 1 August 2004.
- (ii) That Mr Deuchar be appointed to membership of Council, Class 2, for three years from 1 August 2004.

60 **Annual Report on the activities of the Centre for Enterprise and Innovation**
(Agendum 27)

Received The Annual Report on the activities of the Centre for Enterprise and Innovation for the academic year 2003/04.

Resolved That the Annual Report from the Centre for Enterprise and Innovation be noted.

61 **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 drew attention to an error in the paper: Ms Halliday's title should read 'Head of Legal Services'.

Resolved That the report and the change in the Responsible Officer, as defined in the Code of Practice to Ensure Freedom of Speech, be noted.

62 **Students' Union: review of Code of Practice** (Agendum 29)

Received The Annual Report from the Deputy 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 were met.

Resolved That the report be noted.

63 **Increasing voluntary giving to higher education** (Agendum 30)

Received A copy of the report produced by the Task Force on Voluntary Giving to Higher Education, together with a brief commentary drafted by the Secretary and Registrar.

(Council had approved that this item be double starred, at the request of the Secretary and Registrar.)

The Secretary and Registrar presented his commentary, emphasising that he sought Council's endorsement of the University's proposal to prioritize the activities in the area of voluntary giving and its engagement in the delivery of the plans which would be brought forward in 2005. He also asked for the direct involvement of members of Council in the Development agenda.

The Vice-Chancellor commented that during the period of restructuring there had not been sufficient time to devote to the fundraising agenda.

Resolved That Council record its endorsement and support of the University's stated intention to prioritize fundraising activities; and agree that it should be directly committed to this objective.

64 **Dates of main committee meetings during 2004/05** (Agendum 31)

Received A summary of the provisional dates of the main committee meetings for the academic year 2004/05.

Dame Yvonne indicated that of the two possible dates listed against the December meeting of Council later in the year she would prefer the earlier one: 14 December 2004. The Secretary and Registrar stated that the March meeting of the governing body would have to be brought forward to 15 March 2005. He invited members to note the provisional dates of the main committee meetings for the next academic year.

Resolved That the provisional dates of the main committee meetings for the academic year 2004/05 be noted.

65 **Valediction**

On behalf of Council, Dame Yvonne thanked the following members, who were attending their last meeting, for their contributions to the work of the governing body and for their commitment to the task: Ms Allanach, Dr Brooks, Mr Gordon, Mr Kness, Dr Mitchell and Mr Pope.

Dame Yvonne also expressed her great appreciation of the hard work and dedication of Professor McLuskie and Professor Gregson in their roles as Deputy Vice-Chancellors. On behalf of Council, she congratulated Professor Gregson on his new appointment as Vice-Chancellor of The Queen's University of Belfast and wished him the very best for the future. She extended best wishes to Professor Arthur in his new role of Vice-Chancellor of the University of Leeds, a post he would take up in the near future.

Dame Yvonne thanked Sir Adrian Swire for the many years he had served as Pro-Chancellor of the University. He had been an extremely influential advocate of the University's interests during his period of office.

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The meeting finished at approximately 7.30 pm.

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