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| **Meeting title:** | Council |
| **Date:** | Wednesday 14th October 2021 | **Time** |  10.00am |
| **Location:** | Microsoft Teams |
| **Present:** | Mr P Greenish (Chair), Prof. Dame M Atkins, Dr V Cardo, Mr G Hobbs, Mr P Hollins, Professor J Holloway, Dame J Macgregor Ms H Pawlby, President & Vice-Chancellor, Senior Vice-President (Academic), Professor m.c. Schraefel SUSU President, Mr A Thakur, Mr T Whitmore, Baroness S Verma, Dr A Vincent and Dr K Vithana. |
| **In attendance:** | Clerk to the University Council & Senate, Chief Operating Officer, Executive Director - Finance & Planning, Executive Director, Student Experience & Campus Life, Vice-President (Education), Vice-President (Research & Enterprise). |
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| **18** | **Apologies for Absence**There were apologies from Ms F Barnes, Mr B Shannon and Mr S Young. |
| **19** | **Declarations of Interest**There were no declarations. |
| **20** | **Publication of non-commercial papers**RESOLVED That only papers deemed not commercial in confidence be released. No papers from this meeting would be released. |
| **21** | **Measuring Our Success**Council considered a report by the UEB Strategic Consultant which built on discussions with Council in May and September 2021 to agree principles underpinning a strategic dashboard and its design. In turn, this was informed by Council’s experience of monitoring the Bridging Strategy’s dashboard.A draft set of KPIs and targets was explored at a joint meeting of Council, Senate and Senior Leaders’ Forum on 1st October 2021.Council noted that the President & Vice-Chancellor was engaging extensively with the University community regarding the content of the new strategy and had received good participation from colleagues.Good engagement had also been received from other stakeholder organisations such as:* Southampton City Council
* Eastleigh Borough Council
* Hampshire County Council
* Winchester City Council

All participating organisations recognised the excellent contribution the University made to the local community, the economy, to research, education and public good.The timeline for approval and implementation of the new strategy was then outlined. The final strategy would be presented to Council in November 2021 and the implementation plan would be set out in the spring which would also detail size & shape, plans for Trans- National Education (TNE) and the future of online learning. Actual implementation would begin around March 2022 and each member of the Executive team would have aspects of delivery within their portfolios. During the early months of 2022, capital investment plans would become clear and it was hoped to have an outline of capital projects for Council to consider at the Strategic Awayday in April 2022.In the meantime, work continued with other projects including a TNE opportunity in Dubai, further work to shape learning on campus following the pandemic and continuing to ensure environmental sustainability targets were being met.It was noted that the beginning of this strategy also signalled the closure of the bridging strategy which had been in place for the previous 18 months.Council then made the following comments:* Links with local government were welcome
* EDI commitments were welcomed, but noted that KPIs were needed at a high-level in the Strategy together with more granular ones needed within individual supporting strategic and business plans
* Staff workload was raised as a concern
* How would the return on investment be measured?

It was stated that, in order to remain focussed on progress, all KPIs would be monitored but only those that caused concern would be reviewed in detail.It was recognised that measuring a return on investment was difficult, but the subject would be raised for discussion as the strategy was implemented.RESOLVED that1. the draft KPIs and targets be noted; and
2. the concluding dashboard for the Bridging Strategy be noted.
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| **22** | **UoS Dubai** |
|  | Council considered a report by the Senior Vice-President (Academic) which provided detail on an opportunity for the University to operate a new trans-national education (TNE) activity in Dubai. At this early stage, the report was for Council to note, but was also an opportunity to highlight any key issues and information required to help make a future decision.Council raised the following issues:* The University reputation from being associated with the regime in power in the region
* The regime was not welcoming of LGBTQ+ members of society
* Would the University be able to operate fully in the region, including offering education programmes that covered social and political matters
* Were there any alumni in the region that could help or advise on operations
* Links between the Port of Southampton and the Port of Dubai
* Data sharing provision
* The need for a clear exit strategy

The next report for Council’s consideration on the matter would also outline how any potential partnership would be communicated to the University and the wider community. It was recognised that reputation was vital to the University and entering into partnership links with the regime in Dubai was a risk. The nature and extent of the links would need to be clearly communicated setting out the benefits and ambition together with detail on how the partnership would operate in practical and strategic terms.Council was asked to note the opportunity to establish an overseas campus in Dubai and the potential to progress to a full business case for consideration at the November 2021 meeting. The academic approval of the partnership would follow the standard routes of the University’s academic governance framework. This would include and make provision for detailed scrutiny of the academic elements of the proposal through Collaborative Provision Subcommittee (CPSC) and Academic Quality and Standards Committee (AQSC), with the final approval being at University Senate.**RESOLVED** that the report be noted. |
| **23** | **Modernising Governance - Update**Council considered a report by the Chief Operating Officer which provided the second quarterly update to Council on the progress of the Modernising the Governance project following the initial report received on 6th July 2021.The report outlined the following:* Production and approval of the Project Initiation
* Assessing the accessibility of current digital content;
* Paving the way for productive engagement with the Trade Unions on the proposed changes, especially to the employment ordinance and employment procedures.

The Trade Union negotiation and consultation process had commenced 5th October 2021 and was currently underway.It was suggested that in the absence of all Council involvement with HR hearings that an Annual HR/Staffing Matters report be presented to Council for note. **ACTION: Executive Director of HR****RESOLVED** that the report be noted. |
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**The meeting concluded at 11.59am**

Actions

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| **Minute no** | **Report** | **Action** | **Owner** | **Deadline** |
| 23/2122 | Modernising Governance | It was suggested that in the absence of all Council involvement with HR hearings that an Annual HR/Staffing Matters report be presented to Council for note. | Executive Director of HR | Nov 2022 |