

## Actions

Ref	Action	Lead	Due Date
M18/219	<b>Environmental Sustainability</b> Item to be addressed by Health & Safety Wellbeing Committee and a date for a pre-meeting briefing to Council from the Environment Sustainability Officer to be arranged prior to consideration at Council.	DA/PM	28 February 2019
M18/246	<b>Key Performance Indicators (KPIs) for College Strategy</b> Creation of a list of KPI's that reflected the College Strategy and that offered comparative performance to other institutions.	DA	28 February 2019
M18/247	<b>Council Effectiveness Review</b> Proposals for a review of Council effectiveness to include a governance and skills audit and a review of the current Council committee structure.	EM	28 February 2019
M18/280	<b>Council in relation to GDPR</b> A review of Council's compliance with GDPR.	EM	28 February 2019

Action from current meeting

# Council

22 November 2018



M18/237 – M18/297

## Minutes

<b>Present:</b>	Dame Margaret Hodge (Chair)	Professor Paul Layzell
	Professor Sarah Ansari	Mr Jeremy McIlroy
	Ms Ann Ewing	Mr Gerry O'Hagan
	Mr John Gregory	Mr Nick Perryman
	Ms Tina Harris	Mrs Chris Shoukry
	Mrs Hazel Jessop	Professor Liz Schafer
	Mr Clem Jones	Mr David Spence
	Ms Denise Keable	Mr David Williams
	Ms Sarah King	Ms Colette Wilson
		Ms Willow Wong
<b>Apologies:</b>	Mr Alistair Buchanan	Mrs Christine Goodyear
	Professor Bob Fitzgerald	Mrs Margaret Jack
<b>Secretary:</b>	Mrs Elaina Moss, Director of Governance and Legal Services and Secretary to Council	
<b>In attendance</b>	Dr David Ashton, Deputy Principal (Operations)	
	Mr Stephen Avery, Chief Financial Officer	
	Professor Ken Badcock, Senior Vice Principal (Strategy, Partnerships and Resources)	
	Professor Katie Normington, Senior Vice Principal (Academic)	
	Mrs Pauline Martin, Executive Officer for Council, Minutes	
	Miss Charlotte Rudd, Secondary Minutes	
	Mr Rob Cutting, Administration Assistant	

		Minute ref.
1.	<b>Apologies</b>	
	RECEIVED from Mr Alistair Buchanan, Professor Bob Fitzgerald, Mrs Christine Goodyear and Mrs Margaret Jack.	M18/237
2.	<b>Declaration of interests</b>	
	Members were invited to indicate if they had a conflict of interest, not previously declared, with an item on this agenda. There were none.	M18/238

3.	<b>Minutes of the previous meeting</b> AGREED the minutes of the meeting held on 10 October 2018 (M18/167-M18/236)	M18/239
4.	<b>Matters arising</b> None	M18/240
5.	<b>Un-starring of items</b> None	M18/241

**Major Business**

6.	<b>Chair's Introduction</b> The Chair's introduction included a review of the Strategy day meeting and the intention to meet with all members of Council before the end of the calendar year.	M18/242
7.	<b>Summary of the key outcomes of the Strategy Day and future actions</b> NOTED the key outcomes of the Strategy day meeting: <ul style="list-style-type: none"> <li>• Council Executive would have oversight of the progress of the Academic Strategy and Change Programme and Council would receive regular reports.</li> <li>• Student Wellbeing would be at the heart of the brand proposition and be part of the responsibility of the Council Health &amp; Safety and Wellbeing Committee.</li> <li>• Council would engage more fully in the College's Digital Futures initiative.</li> <li>• The environmental sustainability agenda to be addressed at a Council briefing prior to a Council meeting.</li> </ul> <p>DISCUSSED that College had a particular responsibility for Student Wellbeing and this would be monitored by the OfS. Ownership of the responsibility for Student Wellbeing within the College should be clearly defined.</p> <p>DISCUSSED that consideration should also be given to staff wellbeing notwithstanding that the biannual staff survey was reported to Council.</p> <p>REQUIRED creation of a list of KPI's that reflected the College Strategy and that offered comparative performance to other institutions and which should then be regularly reported to Council. Council members were invited to submit their thoughts which should range wider than financial performance.</p> <p>AGREED that Council should consider changes to its ways of working to better align with the College structure and improve efficiency and effectiveness with a board effectiveness review to be initiated that would include a governance and skills audit and a review of the committee structure. REQUIRED for a proposal to be brought to the next Council meeting.</p>	M18/243
8.	<b>Institutional Performance 2018/19</b> RECEIVED a first report (CL/18/82) of the financial impact of student recruitment resulting in tuition fee and student residence fee income which accounted for 67% of total College budget income.	M18/244
		M18/245
		M18/246
		M18/247
		M18/248

	NOTED that prior to the final student count, which would take place on 1 December, student fee income was anticipated to be no worse than budget and student accommodation was full.	M18/249
	NOTED that the revenue budget was in line with plan and the deferral of the George Elliot residences transaction would result in a slight in year financial upside. A full financial forecast for 2018/19 would be presented to the February meeting of Council.	M18/250
	RECEIVED an update on student recruitment for this academic year which NOTED that the targets for the end of August 2018 undergraduate recruitment had been exceeded by 10% (although there would be some attrition of numbers up to the final count on 1 December 2018). NOTED that numbers had been achieved with a cost to grade and tariff.	M18/251
	NOTED that College had a scheme in place which was aimed at widening participation and, in order to facilitate discussion at Council or the appropriate committee, a report of data on school intake and department performance would be helpful.	M18/252
9.	<b>Academic Restructuring</b>	
	RECEIVED a report (CL/18/83) of the proposed academic restructuring that would support increased interdisciplinary working, minimise time taken to make decisions and foster an environment that would drive innovation and have clear lines of responsibility and accountability. The structure would also address the needs of students by offering accessible support services that would be available when the student needed them.	M18/253
	NOTED that the proposed academic structure included a restructure of the Doctoral School to provide improved support to postgraduate research students and supervisors.	M18/254
	CONSIDERED the proposed administrative structure which would have core staff located within a School and support functions provided by embedded staff shared across two or more Schools. Transition arrangements would be managed by Human Resources.	M18/255
	CONSIDERED the risks and mitigation identified in the development of the proposal and in discussion at Academic Board and the importance of ensuring communications with staff about the changes throughout the whole of the process.	M18/256
	AGREED the proposed academic structure which would dissolve the current three Faculty structure and replace it with the School and Departmental Structure with effect from 1 August 2019.	M18/257

<b>School of Business and Management</b>
Department of Accounting and Financial Management
Department of Digital Innovation Management
Department of Human Resource Management and Organisational Studies
Department of Marketing
Department of Strategy, International Business and Entrepreneurship
<b>School of Engineering and Mathematical Sciences</b>
Department of Computer Science
Department of Electronic Engineering
Department of Information Security
Department of Mathematics
Department of Physics
<b>School of Humanities</b>
Department of Classics
Department of English
Department of History
Department of Languages, Literatures and Cultures
<b>School of Law and Social Sciences</b>
Department of Economics
Department of Law and Criminology
Department of Politics, International Relations and Philosophy
Department of Social Work
<b>School of Life Sciences and the Environment</b>
Department of Biological Sciences
Department of Earth Sciences
Department of Geography
Department of Psychology
<b>School of Performing and Digital Arts</b>
Department of Drama, Theatre and Dance
Department of Media Arts
Department of Music

*This structure includes some minor corrections to department names identified following the meeting.*

AGREED that minor name changes be delegated to the Planning and Resources Committee. M18/258

AGREED that Council Executive would provide Council with assurance about the change process. M18/259

10. **Change Programme**

RECEIVED a verbal report on the Change Programme and NOTED that the communications process would be vital for staff and students. M18/260

**Regulatory and Compliance**

11. **Audit and Compliance Committee**

RECEIVED the annual report of the work of the Audit & Compliance Committee 2017/18 (CL/18/84) M18/261

	NOTED that the committee concluded that it had received reasonable assurance that the College's arrangements were adequate and operating effectively in the discharge of its responsibilities of the following:	M18/262
	<ul style="list-style-type: none"> <li>• Risk management, internal control and governance</li> <li>• Management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, HEFCE and other funding bodies.</li> </ul>	
	NOTED that the committee would continue to closely monitor all areas where internal control and value for money issues had been highlighted in recommendations. Notably:	M18/263
	<ul style="list-style-type: none"> <li>• in the areas of IT Programme Governance, Independent departmental IT activity, Fee waivers and personal tutoring where a number of control weaknesses have been identified and in areas where a number of high priority recommendations remained incomplete.</li> <li>• and limited assurance that the College's arrangements were adequate and operating effectively in the discharge of its responsibilities for economy, efficiency and effectiveness (VFM) which reflected findings from the work in the areas of IT service provision and personal tutoring engagement.</li> </ul>	
	NOTED that the process of risk management and reporting was under review in order to establish a fit and flexible way for Council to monitor risk, to be forward looking and to identify the lead indicators on risk topics.	M18/264
	APPROVED the report of the Audit & Compliance Committee and for submission to the Office for Students (OfS).	M18/265
12.	<b>Financial Matters</b>	
	RECEIVED the financial statements 2017/18 and the letter of representation (CL/18/85).	M18/266
	NOTED the financial statements were considered by the Finance Committee on 30 October 2018 and by the Audit & Compliance Committee on 5 November 2018. A member of the Audit and Compliance Committee attended the Finance Committee meeting for completeness. Both committees recommended the financial statements for formal approval by Council.	M18/267
	NOTED the Financial Statements have been audited by BDO and given an unqualified audit opinion, subject to the signature of a representation letter and completion of a post balance sheet review.	M18/268
	NOTED that advice had been sought from the external auditors regarding the requirement to ensure related party transactions were identified. Currently, in line with the Conflict of Interest Policy, all Council members were required to make a declaration of interests annually, updated as required.	M18/269
	APPROVED the financial statements and letter of representation for signature and the financial commentary for submission to the OfS.	M18/270

	RECEIVED and APPROVED the 2017/18 financial commentary (CL/18/86) for submission to the OfS.	M18/271
<b>12.</b>	<b>Academic Quality Assurance</b>	
	RECEIVED the annual report (CL/18/87) from the Academic Quality Assurance Committee which explained the objective of the committee, and the work undertaken, such that Council could be satisfied that the committee had carried out appropriate and reasonable procedures to enable Council to give the assurances on Academic Quality required by the OfS.	M18/272
	DISCUSSED the timeliness of taking action against recommendations. There were a number of issues across the College where actions remained outstanding for some time. It was considered that this identified a potential need for greater discipline and accountability alongside consideration of capacity and understanding of the mechanisms for reviewing and updating on progress or challenging unnecessary tasks.	M18/273
	AGREED that Council had received satisfactory assurance in relation to the quality of academic provision and the standards of awards made by the College and that Council confirm to the OfS that College was compliant with the OfS requirements on this.	M18/274
<b>13.</b>	<b>Prevent Duty</b>	
	RECEIVED the annual report of compliance with the Prevent Duty (CL/18/88) which explained the organisation structure and policies that supported, and would ensure continuing compliance with, the Prevent Duty. The report included an accountability statement and an outcome based data return for submission to the OfS.	M18/275
	DISCUSSED the reporting of cases in the Accountability and Data Return where the vast majority (255) were "welfare cases referred for specialist advice" and these were not Prevent-related. In 2017/18 there was 1 Prevent-related case "escalated to the point at which the Prevent lead had become involved" and which lead to "external advice being sought from Prevent partners".	M18/276
	NOTED the review of the Freedom of Speech Policy due in 2018/19.	M18/277
	CONFIRMED Council's assurance of College compliance with the statutory duty subject to review of the data submission.	M18/278

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## Projects

<b>14.</b>	<b>General Data Protection Regulation</b>	
	RECEIVED an update on the current position and the next steps in working towards compliance with the regulation (CL/18/89).	M18/279
	REQUIRED to include a review in relation to Council and GDPR with respect to the use of personal emails and documents.	M18/280
<b>15.</b>	<b>Residences Transaction</b>	
	RECEIVED an oral report on the Residences Transaction NOTING that the project had been terminated. (paper CL/18/90 not delivered)	M18/281

16.	<b>Estates Projects</b>	RECEIVED an oral report from CPAC regarding the development of the Enterprise Centre and the Music, Media Art and Centre for Digital Creativity.	M18/282
		NOTED that with regard to the Enterprise Centre the Committee had considered that College review the level of ambition for the project and the size of the building.	M18/283
		NOTED that Finance Committee had approved the broad design and scope of the projects.	M18/284

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**Starred items for Report and Formal Approval**

17.*	<b>Reportable Events</b>	NOTED that notification of a reportable event, the change to the Chair of Council, was sent to the OfS on 17 October 2018 under OfS condition F3(i) (CL/18/91)	M18/285
18.*	<b>Report Of Decisions Taken By The Chairman</b>	None	M18/286
19.*	<b>Report Of Decisions Taken By Circulation</b>	None	M18/287
20.*	<b>Modern Slavery Act Statement</b>	APPROVED the Modern Slavery Statement (CL/18/92)	M18/288
21.*	<b>Honorary Awards</b>	NOTED the call for nominations for honorary awards for 2020 (CL/18/93)	M18/289
22.*	<b>JNC Meetings</b>	RECEIVED minutes of JNC meetings (CL/18/94)	M18/290
23.*	<b>Academic Matters</b>		
23.1*		RECEIVED minutes of the meeting 30 May 2018 (CL/18/95)	M18/291
23.2*		RECEIVED the Academic Board Annual Report 2017/18 (CL/18/96)	M18/292
24.*	<b>RECEIVED the following Minutes (CL/18/97)</b>		
		Academic Quality Assurance Committee 18 August 2018	M18/293
		Audit & Compliance Committee 18 September 2018	
		Council Executive Committee 19 September 2018	
		Remuneration Committee 19 September 2018	
		Health & Safety and Well Being Committee 3 October 2018 (minutes not yet available)	
		Equality & Diversity 17 October 2018 (minutes not yet available)	
		Finance Committee 30 October 2018 (minutes not yet available)	

Capital Projects Assurance Committee 30 October 2018 (minutes not yet available)  
Academic Quality Assurance Committee 1 November 2018 (minutes not yet available)  
Council Executive 1 November 2018 (minutes not yet available)  
Audit & Compliance Committee 5 November 2018 (minutes not yet available)

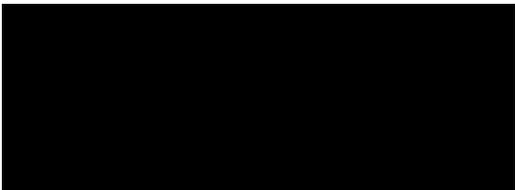
- 25.\* **NOTED the following Committees have not met since the last meeting of Council**
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|---|---------|
| Health, Safety and Well Being Committee | M18/294 |
| Remuneration Committee                  |         |
- 26.\* **Sealing Of Documents**
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| None since 16 July 2018 | M18/295 |
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### Other Matters

27. **Other Business**
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| None | M18/296 |
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28. **Date of next meetings**
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| Thursday 28 February 2019 5.00pm Shilling Lecture Theatre<br>Pre-meeting Briefing 4.00-4.45pm Environmental Sustainability<br>Seminar room, ground floor Emily Wilding Davison Building | M18/297 |
| Thursday 2 May 2019 5.00pm Shilling Lecture Theatre<br>Pre-meeting Briefing 4.00-4.45pm School of Management  |         |
| Thursday 4 July 2019 5.00pm Shilling Lecture Theatre<br>Pre-meeting Briefing 4.00-4.45pm Citizenship and Civic Duty<br>Seminar room, ground floor Emily Wilding Davison Building        |         |

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Dame Margaret Hodge DBE MP Chair of Council	Date 28 February 2019