

**Council Effectiveness Review Steering Group  
Recommendations Tracking**

Apr-19

|                                | Text   | Discussed at SG (Date)                                     | Action Proposed   | Action agreed at Council                | Action Complete (date)   | Lead         |
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| <b>Primary Recommendations</b> |  |  |   |   |                          |              |
| PR1                            | Council members should declare former employment, where they have held senior positions in organisations which supply, have supplied or may supply goods and/or services to the University, on the Register of Interests, particularly if they are in receipt of pensions or dividends derived from their previous association with those suppliers. | 5.7.18,<br>20.7.18<br>and<br>24.10.18                      | Was agreed by Council on 19.7.18. Recommended amendment agreed at Council on 25.10.18, to relate to all appointments from 5 years before their Council appointment, and all senior appointments with no time limit. Also to include partners.   | 19.7.18<br>and<br>25.10.18              |                          | Angela Pater |
| PR2                            | The size of Council should be reduced from 26 to nearer 20 members to promote more effective and challenging discussion.   | 20.7.18,<br>3.9.18,<br>24.10.18,<br>14.11.18<br>and 7.2.19 | Research on other HE providers was undertaken. Views were sought on a proposal published 29.10.18. Council agreed on 29 November 2018 the recommendation to reduce to 21 members, subject to change to Statutes. Council on 21.2.19 agreed a slight revision re Convocation member                    | 25.10.18,<br>29.11.18<br>and<br>21.2.19 | Need to amend Statute 16 | Angela Pater |
| PR3                            | Every effort should be made to ensure a lay majority at all scheduled meetings of Council.   | 29.11.18   | <b>Council in February 2019 agreed this. Council members to be made aware of workload issues, especially once size reduces.</b>   | 21.2.19                                 | Feb-19                   | Angela Pater |
| PR4                            | Maximum time limits should be placed on Council membership wherever possible and that once the maximum period has been served, members should be ineligible to return to Council.  | 24.10.18   | Council on 29 November agreed a maximum 3 x 3 years (9 years) for members, save in exceptional cases or for VC. Officers (eg Chair, Vice-Chair, Treasurer) to serve maximum of 2 x 3 years (max 6) save in exceptional cases. For existing members, that date starts at their most recent start date. | 29.11.18                                | Need to amend Statute    | Angela Pater |

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| PR5 | Reserved business should be abolished and consequently students should be eligible to serve on the Honorary Degrees Committee.  | 5.7.18   | Was recommended to and agreed by Council on 19.7.18 that Reserved business should be abolished and notwithstanding Statute 28.2, students should be permitted to attend reserved sections of Council while Statutes are being amended, in the spirit of the Halpin recommendation. | 19.7.18  | Need to amend Statute 28.2 | Angela Pater    |
| PR6 | Council should formally adopt a policy that all its confirmed minutes be placed on the University's website unless there is a compelling reason for redacting or withholding information from publication i.e. the presumption should always be in favour of publication rather than secrecy. | 29.11.18   | Deferred from October Steering Group. Council in February 2019 agreed that its confirmed minutes be placed on the University's website unless there was a compelling reason for redacting; published version to be agreed by the Chair. Council agreed.                            | 21.2.19  |                            | Angela Pater    |
| PR7 | A new post of Head of Governance should be created, accountable only to Council and not to management, to be Secretary to Court, Council and Senate   | 20.7.18,<br>3.9.18,<br>24.10.18<br>and<br>14.11.18 | Council on 29 November agreed a post of Head of Strategic Governance. Post advertised 19.2.19. Interviews in May.  | 29.11.18 |                            | Pamela Chesters |
| PR8 | Council should identify a senior and respected lay member to act, in effect, as the Senior Independent Director (SID) or designated lay member and this member should annually appraise the Chair following consultation with Council members   | 5.7.18,<br>20.7.18,<br>24.10.18<br>and<br>14.11.18 | November Council approved that there be one role combining Vice-Chair and SID, role profile agreed. Ruth Foreman in role.  | 29.11.18 | Feb-19                     | Angela Pater    |
| PR9 | A Steering Group should be established, chaired by a lay member of Council but with staff and student Council members, to oversee and direct the implementation of our report.  | 5.7.18   | The group was set up by Council in May 2018  | 24.5.18  | May-18                     | Angela Pater    |

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| PR10 | A review of the University's implementation of HEFCE's recommendation in relation to the RemCo and related parts of the CUC's new remuneration code should be undertaken by an independent reviewer in January 2019.   | 29.11.18 and 11.3.19 | <b>In March the Steering Group considered an internal review of RemCo by Internal Audit. To be reported to a future Council meeting.</b>  |         |        | Angela Pater   |
| PR11 | The membership of the RemCo should be changed to include an elected staff member of Council, one of the student members of Council and an external expert in executive remuneration, and that the revised membership be reviewed after not more than three years in the light of experience. | 20.7.18              | Council agreed on 19.7.18 that the membership of RemCo should be changed to include an elected staff member of Council and the SU President (or the Education Officer if nominated). The staff members be invited to agree the member of RemCom but if no agreement is reached, an election to be held to elect one of the seven members with a constituency of all staff. The revised membership be reviewed after not more than three years. An external expert in executive remuneration has already been appointed to advise RemCo. On 20.7.18, the SG revised the recommendation to Council to propose that RemCo include either the Chair of Academic Assembly or the non-academic member of staff on Council (the two to agree amongst themselves); Mesar Hameed was agreed. | 19.7.18 | Jul-18 | Director of HR |
| PR12 | A student member of Council should be added to the membership of the Nominations Committee.  |                      | Agreed at Council 19.7.18 - SU President to be added to the Committee (or the Education Officer if President so decides).   | 19.7.18 | Jul-18 | Angela Pater   |

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| PR13 | A review of Court should be undertaken by Council but with Court representation, to seek ways and means of modernising engagement. The aim of the Review should be to create a deeper, broader and more inclusive stakeholder engagement strategy, while preserving and enhancing the ability of stakeholders, including the public, to provide challenge and speak truth to power. | 20.7.18, 3.9.18, 24.10.18 and 17.4.19 | Council agreed in October 2018 that a working group be set up 'To consider the effectiveness of how the University engages with its internal and external stakeholders...; the effectiveness of Court in achieving the desired outputs and outcomes of stakeholder engagement and, if it is determined that Court is not the most effective means for achieving these goals, to make recommendations as to how the University could improve and modernise its stakeholder engagement and to consider how the residual governance functions of Court are best fulfilled.' Council in February 2019 agreed a Stakeholder Engagement Review Steering Group be formed to conduct the Review; expressions of interest are being sought from Members of Court who are not Members of Council to fill up to three places on the Group; the four members of Council on the Stakeholder Engagement Steering Group were agreed as John Preston (as Chair), Ruth Foreman, Christine Gibbons and Charlotte Moar. | 25.10.18 and 21.2.19 |  | Angela Pater    |
| PR14 | Council should consider the diversity and skills of its membership, including the appointment of lay members with considerable higher education/ research/ public service/ voluntary sector experience as vacancies arise.  | 3.9.18                                | Council in October 2018 agreed that, once the composition of Council was agreed, search agents be engaged to improve diversity. Search underway in February-April. Unconscious bias training recommended by Steering Group for all Council members.  | 25.10.18             |  | Pamela Chesters |

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| PR15 | Council should consider the University's culture in the light of the Financial Reporting Council (FRC) report and our report and evidence base with a view to improving transparency, rebuilding trust and encouraging two-way communication. | 20.7.18 and 17.4.19 | <b>Council to review progress on this recommendation towards the end of the Steering Group's work.</b> |  |  | Angela Pater |
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### Supporting Recommendations

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| SR1 | <b>The self-assessment of compliance with the CUC Code produced each year should continue and its focus should be more critical with a view to continuous improvement in line with best practice from within and beyond the sector</b> |                    | <b>Committees are considering their self-assessments. An overview will be produced by the new Head of Strategic Governance.</b>                         |         |        | New HoSG        |
| SR2 | <b>Council should set out good practice for appointing or electing members</b>   | 17.4.19            | <b>Steering Group to ask Nominations Committee to consider this.</b>  |         |        | Angela Pater    |
| SR3 | <b>Council should review the timings and number of meetings required for the following year at its first meeting of each academic year, so that a timetabling process is not automatically followed</b>                                | 17.4.19            | <b>Head of Strategic Governance to review timings if different dates are required.</b>  |         |        | New HoSG        |
| SR4 | At least three hours should be timetabled for Council meetings to enable full debate and challenge   | 5.7.18             | Recommended to and agreed by Council on 19.7.18 to extend the length of Council meetings from two to three hours by starting an hour earlier at 3.15pm. | 19.7.18 | Aug-18 | Angela Pater    |
| SR5 | Council should consider adding an additional day to the strategy meeting to facilitate the development and engagement of Council members   | 5.7.18 and 17.4.19 | Steering group and Chair of Council to consider further the format and length of the Strategy Day.  |         |        | Pamela Chesters |

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| SR6  | <b>Council members should be asked to complete, at each meeting, a simple form recording those engagements they have undertaken since the last meeting so that a comprehensive record of Council engagement can be compiled.</b>  | 17.4.19             | <b>Steering Group to recommend to Council that information about the Links scheme meetings should be captured. Not needed to be done at each Council meeting.</b>  |          |        | New HoSG     |
| SR7  | Council committees meeting on the day of Council should not be routinely convened, partly to obviate the need for oral and tabled reports to Council on the day and partly to provide more time for engagement events such as seminars  | 5.7.18              | Recommended to and agreed by Council on 19.7.18 to move Nominations Committee away from Council days, and also move any other committees which would be making a recommendation to Council on the same day. Dates being set. | 19.7.18  | Dec-18 | Angela Pater |
| SR8  | Donors to the University on Council should declare the purpose and date of gifts. The University may wish to set a minimum threshold for declaring gifts for practical purposes on key issues or departmental visits  | 5.7.18 and 24.10.18 | Discussed at October Steering Group. Council on 29 November agreed that donations by Council members above £3k be declared in the declaration of interests, with purpose of donation.  | 29.11.18 |        | Angela Pater |
| SR9  | <b>Declarations of interest should be placed formally on the agenda as the first agenda item for each meeting alongside welcomes and apologies. The Chair should specifically invite declarations at the commencement of each meeting relevant to that meeting, and this principle should apply mutatis mutandis to other committees.</b> |                     | <b>Implemented.</b>  |          | Feb-19 | Angela Pater |
| SR10 | <b>Where issues are ones of more general confidence and competence, those criticised should declare their interest and not vote, but be able, with the permission of the Chair of the meeting, to defend their actions</b>  |                     | <b>To be considered</b>  |          |        |              |
| SR11 | <b>Higher education/research experience, public life and the voluntary sector should be prioritised as vacancies on Council arise</b>   | 7.2.19              | <b>Done for 2019 round of Council recruitment.</b>   |          | Apr-19 | Angela Pater |

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| SR12 | <b>When compiling the Council agenda, the Secretariat should place one or two strategic issues of interest and importance to Council near the top of the Part I agenda</b>   | 17.4.19 | <b>To be considered in 'Conduct of Council Business' item at May Council.</b> |  |        | Angela Pater        |
| SR13 | <b>The Chairs of committees should present a progress report on the work of the Committee at each Council meeting.</b>   | 17.4.19 | <b>To be considered in 'Conduct of Council Business' item at May Council.</b> |  |        |                     |
| SR14 | <b>While avoiding excessive length, Council minutes should record more of the flavour and nuance of debate partly for transparency and partly as a matter of record.</b>   | 17.4.19 | <b>To be considered in 'Conduct of Council Business' item at May Council.</b> |  |        | New HoSG            |
| SR15 | <b>A review of induction is undertaken after the next induction day.</b>   | 17.4.19 | <b>To be undertaken in Autumn 2019</b>  |  |        | New HoSG            |
| SR16 | <b>Each new member of Council should be assigned a more experienced member as a mentor.</b>  | 11.3.19 | <b>To be undertaken in Autumn 2019</b>  |  |        | New HoSG            |
| SR17 | <b>The University should produce an accessible “How the University works” document which can form part of staff inductions and be placed on the website</b>  | 17.4.19 | <b>Being developed by Interim Head of Governance.</b>                         |  |        | Interim Head of Gov |
| SR18 | <b>An annual appraisal scheme be put in place for all Council members</b>  | 17.4.19 | <b>Chair of Council to implement</b>  |  |        | New HoSG            |
| SR19 | <b>The Secretary should sit next to the Chair to signal the accountability of the role to Council, to be readily available to provide advice to the Chair and to indicate to the Chair members wishing to speak if necessary</b> |         | <b>Implemented.</b>   |  | Feb-19 | Angela Pater        |

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| SR20 | Only those who need to attend the whole meeting for compelling reasons should be in attendance, with others attending part of the meeting if necessary for particular items. The Secretariat should review attendance, other than members, in consultation with the Chair and non-member attendees, with a view to reducing automatic attendance, other than the Secretariat and Director of Finance. | 3.9.18 and 14.11.18 | Council on 29 November agreed a reduced list of staff to be routinely in attendance in future.                                    | 29.11.18 | Jan-19 | Angela Pater |
| SR21 | <b>Where Council is approving major items of expenditure, detailed resolutions should be approved and recorded, setting out exactly Council's expectation of those delivering the projects. This should include their monitoring, the process for dealing with material variations and the high-level contractual arrangements</b>  | 17.4.19             | <b>To be considered in 'Conduct of Council Business item' at May Council. More detail in the papers is recommended.</b>           |          |        |              |
| SR22 | <b>The Vice-Chair and the Nominations Committee (augmented by a student member) should adopt as open and transparent process as possible to determine the person and role description for the next Chair in consultation with the University community and other key stakeholders</b>   |                     | <b>Implemented.</b>   |          |        | Vice-Chair   |
| SR23 | <b>The role description for lay members should reference governance responsibilities, including challenging received wisdom and holding the Executive to account.</b>   | 17.4.19             | <b>Implemented in pack for new lay members in 2019, but should apply to all Council members. Role description to be revised.</b>  |          |        | Angela Pater |
| SR24 | <b>All committees to have an effectiveness review. It can be light touch annually but should be more formal every 3-5 years</b>   | 17.4.19             | <b>Nominations Committee to consider review in May. Already implemented by Finance and Audit &amp; Risk Assurance Committees.</b> |          |        | New HoSG     |

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| SR25 | <b>Professional Services staff should retain a voice on Council and Professional Services staff and technical staff should be defined positively rather than as ‘not academic staff’. Furthermore, we suggest that professional services staff are given a forum for debate, consultation and representation. This could be in the form of a Professional Services assembly which sits alongside Academic Assembly.</b> | 17.4.19 | <b>Stakeholder Engagement Steering Group (SERSG) to consider this. Staff Survey may raise issues. Should Professional Services staff have a Top Five/Ten?</b> |  |        | New HoSG / SERSG |
| SR26 | <b>Remuneration Committee should work systematically through the CUC Higher Education Remuneration Code (HERC) once finalised, so that an implementation plan can be submitted to Council for approval.</b>   | 11.3.19 | <b>Review carried out by Internal Audit. Actions ongoing.</b>   |  |        | Director of HR   |
| SR27 | <b>The provisions of section D of the Corporate Code should also be considered by RemCo.</b>  | 11.3.19 | <b>Considered by RemCo. Completed.</b>  |  | Mar-19 | Director of HR   |
| SR28 | <b>RemCo should be provided with data on all senior staff remuneration required to be reported to OfS under its Accounts Direction. This will provide RemCo with an overview of senior staff remuneration, in addition to those very senior staff whose remuneration is determined by RemCo</b>   | 11.3.19 | <b>Considered by RemCo Sep 2018. Completed.</b>   |  | Mar-19 | Director of HR   |
| SR29 | <b>The University should follow emerging CUC advice (and the possible OfS requirement) by publishing the remuneration of the Vice-Chancellor each year as a multiple of the median remuneration of all employees (in whatever way remuneration is eventually defined by the relevant external bodies).</b>  | 11.3.19 | <b>Considered by RemCo. Completed.</b>  |  | Mar-19 | Director of HR   |

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| SR30 | <b>Current Professorial pay procedures should be reviewed once the new Vice-Chancellor is in post. As a minimum, we believe the review should result in greater clarity for professors as to the criteria applied to determine their remuneration, the comparative data that is used, and assurance that the outcomes have been tested for fairness and equality issues e.g. in relation to gender and ethnicity.</b> | 11.3.19  | <b>Not within the Terms of Reference of RemCo. HR currently working with UCU to determine collective representation for the Professoriate; this issue will then be considered.</b>  |         |        | Director of HR |
| SR31 | <b>RemCo should receive information that enables it to be aware of the mechanisms for rewarding professors. This should also be helpful in establishing a context for the Committee in considering very senior pay.</b>   | 11.3.19  | <b>Presented to RemCo Jul 2018; to be considered how to present this on an ongoing basis.</b>   |         | Mar-19 | Director of HR |
| SR32 | <b>Council should review the membership and remit of the Remuneration Committee to take account of factors we have outlined.</b>  | 11.3.19  | <b>Some changes made, but remit of RemCo still to be considered.</b>  |         |        | Director of HR |
| SR33 | A member with suitable experience should be co-opted to RemCo. A member of the Audit Committee should be invited to observe meetings of RemCo while our recommendations are, if approved, being implemented, to provide further assurance to Council  | 5.7.18   | It was discussed whether a member of Audit Committee observe RemCom while recommendations were being implemented but instead it was recommended to and agreed by Council that the Chair of RemCo be invited to attend Audit Committee on an annual basis. | 19.7.18 | Nov-18 | Director of HR |
| SR34 | The Head of Governance (HoG) should act as Secretary to the Committee to provide governance advice and to free the HR Director to provide professional advice   | 5.7.18,<br>24.10.18,<br>14.11.18<br>and<br>11.3.19 | <b>Steering Group in March 2019 recommended to Council that the Director of HR be Secretary to RemCo, and new Head of Strategic Governance provide advice as required.</b>  |         |        | New HoSG       |

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| SR35 | The elected staff member of Council and one student member, proposed by the Nominations Committee on RemCo should be bound by the same duty of confidentiality as other members.   | 11.3.19 | Agreed by RemCo. To be in the Induction pack and part of the training provided by the expert provider. |  |        | Director of HR |
| SR36 | Council should set policy and parameters for senior staff remuneration and RemCo should work within them, reporting transparently and accountably to Council.  | 11.3.19 | Council have yet to address this. New Framework for senior pay being developed.                        |  |        | Director of HR |
| SR37 | The quorum should require a lay majority to be present at meetings of the Nominations Committee.   |         | To be discussed.   |  |        | Angela Pater   |
| SR38 | To be consistent with our proposal for RemCo membership we recommend that a student member of Council should sit on the Nominations Committee so that students are represented on both the remuneration and nominations processes.   |         | SU President is on Nominations Committee.  |  | Dec-18 | Angela Pater   |
| SR39 | Council should review the remit of the Nominations Committee using the LFHE Illustrative Practice Note 7 as a template.  | 17.4.19 | Consider at May Nominations Committee.   |  |        | Angela Pater   |
| SR40 | Council and the Nominations Committee should review the recruitment strategy for appointed Council members in the light of our advice, with a view to creating a more diverse Council, not only in terms of under-represented groups, but also in relation to background, skills, experience, cultural identity and geographical location. |         | Implemented for the 2019 recruitment round.  |  |        | Ruth Foreman   |
| SR41 | The role description for lay members be reviewed.  | 17.4.19 | Steering Group recommend that this should be reviewed for all members.                                 |  |        | New HoSG       |

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| SR42 | <b>The Nominations Committee considers the skills and experience matrix so that it assists the Committee in determining where Council has skills and experience gaps and where recruitment should be targeted.</b>  | 17.4.19            | <b>Already done annually.</b>   |          | Dec-19 | Angela Pater |
| SR43 | In respect of nominations to Council committees, lay members should be appointed on the basis of their skills and experience rather than election, and that the staff member positions should be subject to election if that is preferred by the staff members or by Nominations Committee recommendation. Student positions on sub-committees should be agreed after consulting the two student members. | 5.7.18 and 14.7.19 | <b>It was recommended to and agreed by Council on 19.7.18 to continue with the current election process for filling vacancies on Council Committees to be carried out in 2018 but to revisit the process for the future. Nominees to provide a statement when an election is held. Nominations Committee to consider in May the process for 2019.</b> | 19.7.18  |        | Angela Pater |
| SR44 | The name of the Audit Committee should be changed to Audit and Risk Assurance Committee (ARAC) to reflect its remit in relation to risk assurance   | 5.7.18             | It was recommended to and agreed by Council on 19.7.18 to rename Audit Committee as Audit and Risk Assurance Committee  | 19.7.18  | Aug-18 | Angela Pater |
| SR45 | Audit Committee's responsibilities in relation to other committees such as Finance Committee and Remuneration Committee should be set out clearly   | 5.7.18, 24.10.18   | Audit Committee considered this. Revised terms of reference and 'roles and responsibilities' agreed at 29 November Council.   | 29.11.18 |        | Angela Pater |
| SR46 | The terms of reference should explicitly set out that it is responsible for considering whether the University has adopted appropriate accounting policies and, where necessary, made appropriate estimates and judgements  | 5.7.18, 24.10.18   | Audit Committee considered this. Revised terms of reference and 'roles and responsibilities' agreed at 29 November Council.   | 29.11.18 |        | Angela Pater |

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| SR47 | The external auditors should attend all meetings of the audit committee to share their experience on any issues raised at the Committee including examples of best practice   | 5.7.18,<br>24.10.18        | Audit Committee considered this. Council agreed the proposal on 29 November. | 29.11 18 |  | Angela Pater    |
| SR48 | <b>Consideration should be given to replacing Finance Committee or extending its remit in order to bring together human, physical and financial resources and to review performance against a set of key performance indicators and comparators.</b>  | 17.4.19                    | <b>Under consideration.</b>  |          |  | Pamela Chesters |
| SR49 | <b>The Joint Selection Committee for the appointment of a new Vice-Chancellor should be disbanded following the appointment and only reconvened as required from time to time. In addition, the procedures for election to the Committee should recognise the need for gender balance and other relevant factors.</b> |                            | <b>Current Committee disbanded.</b>  |          |  | Angela Pater    |
| SR50 | Council should commission a review of KPIs linked to strategy and benchmarked competitors, with a view to receiving regular reports with commentaries and RAG ratings against targets derived from the Strategic Plan against which to measure institutional advancement.   | 29.11.18<br>amd<br>14.7.19 | <b>In progress.</b>  |          |  | John Preston    |
| SR51 | <b>Council should seek (a) Privy Council permission to modernise its Charter and Statutes and (b) following this approval agree new Ordinances and Standing Orders with a view to ensuring that they can be easily understood and support good governance.</b>  | 17.4.19                    | <b>To be undertaken after the Stakeholder Engagement Review is complete.</b> |          |  | New HoSG        |

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| SR52                               | Once the new Vice-Chancellor is in post, consideration should be given to organisational development designed to devolve decision-making and empower individuals.   | 17.4.19 | Under consideration by new Vice- Chancellor. Not in remit of the Steering Group. |  | Apr-19 | VC           |
| SR53                               | The Acting Vice-Chancellor should be visible to the community and conduct informal 'Let's Listen' sessions, visiting as many departments as possible with light-touch organisation and encouragement of discourse, dialogue and constructive challenge.   |         | Implemented.   |  | Mar-19 | Acting VC    |
| SR54                               | Council should consider ways in which it can become more open and visible in its communications and engagement with the community (for example a more engaging and lengthier summary of Council discussion written by a staff member with internal communications experience and circulated as an e-news update), and open and informal meetings with staff and students across the University. |         | Steering Group to consider.  |  |        | Angela Pater |
| SR55                               | Council members should be invited to key University events and attend where possible.   | 17.4.19 | Ongoing.   |  |        |              |
| <b>Other points for discussion</b> |   |         |  |  |        |              |
|                                    | Consider presentation of business at Council meetings, eg:<br>- Order of the agenda (risk register first);<br>- Construction of papers eg on the agenda;<br>- Papers to be 'sponsored' by a member of the executive team.   | 11.3.19 | Recommendations to be made to May Council.                                       |  |        | Angela Pater |
|                                    | Payment of Chair of Council   |         | Payment not being offered in current recruitment round                           |  |        |              |