

**Council Effectiveness Review Steering Group
Recommendations Tracking**

Nov-19

| | Text | Discussed at SG (Date) | Action Proposed | Action agreed at Council | Action Complete (date) | Lead |
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| Primary Recommendations | | | | | | |
| 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, 20.7.18, 24.10.18 and 04.10.19 | Implemented. | 19.7.18 and 25.10.18 | 2019 | HoSG |
| PR2 | The size of Council should be reduced from 26 to nearer 20 members to promote more effective and challenging discussion. | 20.7.18, 3.9.18, 24.10.18, 14.11.18, 7.2.19 and 04.10.19. | Council reduced to a membership of 21. It is currently holding a lay vacancy. | 25.10.18, 29.11.18 and 21.2.19 | Jul-19 | HoSG |
| PR3 | Every effort should be made to ensure a lay majority at all scheduled meetings of Council. | 29.11.18 and 04.10.19 | Council in February 2019 agreed this. As this could have an impact on the workload of lay members, new lay members are made aware of the issue at the moment of their recruitment, and Council dates are notified a year in advance. | 21.2.19 | Feb-19 | HoSG |

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| 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 and 04.10.19 | 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. Existing members will not serve a term of more than 9 years in total. | 29.11.18, 16.5.19 | Jul-19 | HoSG |
| PR5 | Reserved business should be abolished and consequently students should be eligible to serve on the Honorary Degrees Committee. | 5.7.18 and 04.10.19. | Implemented. | 19.7.18, 16.5.19 | Jul-19 | HoSG |
| 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 and 04.10.19 | Implemented. | 21.2.19 | Jul-19 | HoSG |
| 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, 3.9.18, 24.10.18, 14.11.18 and 04.10.19 | Implemented, except that it has been decided that strategic governance (Council and Court) should be separate from academic governance (Senate) and that is reflected in the post. | 29.11.18 | 19.8.19 | Pamela Chesters |

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| 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, 20.7.18, 24.10.18, 14.11.18 and 04.10.19 | Implemented. | 29.11.18 | Feb-19 | HoSG |
| 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 and 04.10.19. | Implemented. | 24.5.18 | May-18 | HoSG |
| 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, 11.3.19 and 04.10.19 | Implemented. | 18.7.19 | Jul-19 | Director of HR |
| 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 and 04.10.19 | Implemented. | 19.7.18 | Jul-18 | Director of HR |
| PR12 | A student member of Council should be added to the membership of the Nominations Committee. | 04.10.19 | Implemented. | 19.7.18 | Jul-18 | HoSG |

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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, 17.4.19 and 04.10.19 | 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.' A Stakeholder Engagement Review Steering Group has been formed and has begun work. It will be responsible for all further work on this recommendation. | 25.10.18 and 21.2.19 | | John Preston |
| 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 and 04.10.19 | Fully agreed by Council. Principles in place for recruitment in 2019 and Council has expressed a commitment to these principles in future. A lay vacancy was retained for 2019-20 because of the lack of suitable candidates. Unconscious bias training compulsory 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, 17.4.19 and 04.10.19 | A links scheme is in place for Council members to connect with members of the university across different departments. There is an increase in the granularity of information to Council. Recruitment of lay Council members focuses on those who "know what good governance looks like". Council to review progress on this recommendation in future in light of the Stakeholder Engagement Steering Group's work. It has expressed a continuing commitment to this work. | | | HoSG |
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Supporting Recommendations

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| SR1 | 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 | 04.10.19 | Each committee has a self-assessment in its work plan. This and other elements of best practice that emerge from Council's work will be available to Senate and its committees. | | | HoSG |
| SR2 | Council should set out good practice for appointing or electing members | 17.4.19 and 04.10.19 | Council will ask Nominations Committee to consider this and will keep the situation under review. | | | HoSG |
| SR3 | 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 | 17.4.19 and 04.10.19 | Council will review dates for the coming year in October 2019, including the possible addition of extra meetings. | | | HoSG |
| SR4 | At least three hours should be timetabled for Council meetings to enable full debate and challenge | 5.7.18 and 04.10.19 | Council now holds a regular one-hour "development session" before each meeting. | 19.7.18 | Aug-18 | HoSG |

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| SR5 | Council should consider adding an additional day to the strategy meeting to facilitate the development and engagement of Council members | 5.7.18, 17.4.19 and 04.10.19 | Council decided to add an evening session before the strategy day in the autumn, and a further strategy day for the spring is under consideration. The timetable will be kept under continual review. | | | HoSG |
| SR6 | 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. | 17.4.19 and 04.10.19 | Information about contact through the links scheme will be kept in a central register. A summary of engagements undertaken will be discussed at each member's annual appraisal with the Chair of Council. | May-19 | | 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 and 04.10.19 | Implemented. | 19.7.18 | Dec-18 | HoSG |
| 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, 24.10.18 and 04.10.19 | Council on 29 November agreed that donations by Council members above £3k be declared in the declaration of interests, with purpose of donation. Donations no longer to be referenced in Council profiles on website. | 29.11.18 | | HoSG |
| SR9 | 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. | 04.10.19 | Implemented. | | Feb-19 | HoSG |

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| SR10 | 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 | 04.10.19 | To be borne in mind by HOSG and Chair of Council and addressed at each Council meeting on a case-by-case basis. | | | HoSG |
| SR11 | Higher education/research experience, public life and the voluntary sector should be prioritised as vacancies on Council arise | 7.2.19 and 04.10.19 | Done for 2019 round of Council recruitment. Council has expressed a continuing commitment to this for future recruitment rounds. | | Apr-19 | HoSG |
| SR12 | 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 | 17.4.19 and 04.10.19 | Council holds regular development sessions before each meeting. The system of dividing the agenda into procedural parts will be reconsidered at October Council. | 16.5.19 | May-19 | HoSG |
| SR13 | The Chairs of committees should present a progress report on the work of the Committee at each Council meeting. | 17.4.19 and 04.10.19 | Implemented. | 16.5.19 | May-19 | HoSG |
| SR14 | 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. | 17.4.19 and 04.10.19 | Implemented | 16.5.19 | May-19 | HoSG |
| SR15 | A review of induction is undertaken after the next induction day. | 17.4.19 and 04.10.19 | Implemented. | | | HoSG |
| SR16 | Each new member of Council should be assigned a more experienced member as a mentor. | 11.3.19 and 04.10.19 | Implemented as a buddy scheme. | | | HoSG |
| SR17 | The University should produce an accessible "How the University works" document which can form part of staff inductions and be placed on the website | 17.4.19 and 04.10.19 | Implemented. Will be revised for the 2020-21 academic year and placed on the website. | | | HoSG |

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| SR18 | An annual appraisal scheme be put in place for all Council members | 17.4.19 and 04.10.19 | Implemented. | | | HoSG |
| SR19 | 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 | 04.10.19 | Implemented. | | Feb-19 | HoSG |
| 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, 14.11.18 and 04.10.19 | Council on 29 November agreed a reduced list of staff to be routinely in attendance in future. This will be kept under review. | 29.11.18 | Jan-19 | HoSG |
| SR21 | 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 | 17.4.19 and 04.10.19 | Implemented, and will be kept under review. | 16.5.19 | May-19 | HoSG |
| SR22 | 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 | 04.10.19 | Implemented. | | Nov-18 | Vice-Chair |

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| SR23 | The role description for lay members should reference governance responsibilities, including challenging received wisdom and holding the Executive to account. | 17.4.19 and 04.10.19 | Implemented in pack for new lay members in 2019, but should apply to all Council members. Role description is being revised. Council to keep under review. | | | New HoSG |
| SR24 | All committees to have an effectiveness review. It can be light touch annually but should be more formal every 3-5 years | 17.4.19 and 04.10.19 | Implemented. | | | New HoSG |
| SR25 | 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. | 17.4.19 and 04.10.19 | Stakeholder Engagement Working Group (SEWG) to consider this. | | | New HoSG / SERSG |
| SR26 | 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. | 11.3.19 and 04.10.19 | Implemented. | 18.7.19 | Jul-19 | Director of HR |
| SR27 | The provisions of section D of the Corporate Code should also be considered by RemCo. | 11.3.19 and 04.10.19 | Implemented. | | Mar-19 | Director of HR |
| SR28 | 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 | 11.3.19 and 04.10.19 | Implemented. | | Mar-19 | Director of HR |

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| SR29 | 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). | 11.3.19 and 04.10.19 | Implemented. | | Mar-19 | Director of HR |
| SR30 | 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. | 11.3.19 and 04.10.19 | This is an Executive matter. | | | Director of HR |
| SR31 | 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. | 11.3.19 and 04.10.19 | Chair of RemCo will attend the Professorial Pay Committee. | | | Director of HR |
| SR32 | Council should review the membership and remit of the Remuneration Committee to take account of factors we have outlined. | 11.3.19 and 04.10.19 | Implemented. | 18.7.19 | | 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 and 04.10.19 | Implemented. | 19.7.18 | Nov-18 | Director of HR |

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| 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, 24.10.18, 14.11.18, 11.3.19 and 04.10.19. | Implemented | | Aug-19 | HoSG |
| 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 and 04.10.19 | Implemented. | | | 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 and 04.10.19 | Implemented. | 18.7.19 | | Director of HR |
| SR37 | The quorum should require a lay majority to be present at meetings of the Nominations Committee. | 04.10.19 | HoSG will conduct a review of the membership and terms of reference of all of its committees. | | | HoSG |
| 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. | 04.10.19 | Implemented. | | Dec-18 | HoSG |
| SR39 | Council should review the remit of the Nominations Committee using the LFHE Illustrative Practice Note 7 as a template. | 17.4.19 and 04.10.19 | HoSG will conduct a review of the membership and terms of reference of all of its committees. In this review, LFHE Illustrative Practice Note 7 will be used as one of many examples of best practice from the HE sector and beyond. | 16.5.19 | | HoSG |

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| 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. | 04.10.19 | Fully agreed by Council. Principles in place for recruitment in 2019 and Council has expressed a commitment to these principles in future. A lay vacancy was retained for 2019-20 because of the lack of suitable candidates. Unconscious bias training compulsory for all Council members. | | May-19 | HoSG |
| SR41 | The role description for lay members be reviewed. | 17.4.19 and 04.10.19 | Role description is being revised. Council is tasked with ensuring that this has occurred. | | | HoSG |
| SR42 | 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. | 17.4.19 and 04.10.19 | Implemented. | 16.5.19 | Dec-19 | HoSG |
| 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, 14.7.19 and 04.10.19 | Implemented. | 19.7.18 and 16.5.19 | Jul-19 | HoSG |
| 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 and 04.10.19 | Implemented | 19.7.18 | Aug-18 | HoSG |

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| 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 and 04.10.19 | Implemented. | 29.11.18 | | HoSG |
| 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 and 04.10.19 | Implemented. | 29.11 18 | Nov-18 | HoSG |
| 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, 24.10.18 and 04.10.19 | Implemented. | 29.11 18 | Nov-18 | HoSG |
| SR48 | 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. | 17.4.19 and 04.10.19 | HoSG will conduct a review of the membership and terms of reference of all of its committees. | | | HoSG |
| SR49 | 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. | 04.10.19 | Implemented. | | Dec-19 | HoSG |

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| 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, 14.7.19 and 04.10.19 | This recommendation will be implemented following the conclusion of the Vice-Chancellor's "Our University, Our Future" consultation. | 18.7.19 | | John Preston |
| SR51 | 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. | 17.4.19 and 04.10.19 | A root and branch review has been commissioned by Council and will be carried out at the appropriate time. | | | HoSG |
| 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 and 04.10.19 | This is an Executive matter. | | 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. | 04.10.19 | Implemented. | | Mar-19 | Acting VC |

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| 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. | 04.10.19 | Council has introduced a links scheme, is now routinely publishing minutes, and staff and students are members of committees. HoSG will focus on internal communications if sufficiently resourced to do this. Council will keep this matter under review. | | | HoSG |
| SR55 | Council members should be invited to key University events and attend where possible. | 17.4.19 and 04.10.19 | Implemented. | | | HoSG |
| Other points for discussion | | | | | | |
| | Consider presentation of business at Council meetings, eg: - Order of the agenda (risk register first); - Construction of papers eg on the agenda; - Papers to be 'sponsored' by a member of the executive team. | 11.3.19 and 04.10.19 | Implemented. | May-19 | May-19 | HoSG |
| | Payment of Chair of Council | 04.10.19 | Payment not offered in 2018 recruitment round | | Dec-18 | |