



## Council meeting

*Thursday 22 July 2021 at 9.30am*

*Council Chamber, with virtual attendance via Zoom*

### Present:

Pamela Chesters, Chair  
Maria Bond  
Tim Ford  
Christine Gibbons  
Professor Dot Griffiths  
Mesar Hameed (virtual attendance)  
David Hardy  
Marion Harney  
Malcolm Holley  
Tim Hollingsworth (virtual attendance)  
Professor Tim Ibell  
Don McLaverty  
Catherine Mealing-Jones (virtual attendance)  
Charlotte Moar  
Dr Dai Moon  
Professor Ian White, Vice-Chancellor & President  
Dr Jane White  
Annie Willingham  
Jacob Withington

### In attendance:

Professor Jeremy Bradshaw, Pro-Vice-Chancellor (International & Doctoral) (virtual attendance, present for item 7312)  
Richard Brooks, Director of HR (for items 7313 and 7316)  
Corinne Evans, Director of Communications (virtual attendance)  
Tamsin Foxwell, Head of Executive Operations (virtual attendance)  
Tim Kaner, Chief Marketing Officer (for item 7323)  
Dr Nicky Kemp, Director of Policy, Planning and Compliance (for item 7315)  
Professor Jonathan Knight, Pro-Vice-Chancellor (Research) (virtual attendance)  
Nicky Passmore, Chief Executive, Students' Union (virtual attendance)  
Dr Andrew Ross, new member of Council for 2021/22  
Martin Williams, Director of Finance  
Dr Cassie Wilson, Vice-President (Student Experience) (virtual attendance, present for item 7313)  
Keith Zimmerman, Chief Operating Officer

### Secretariat

Emily Commander, Secretary  
Karen Gleave, Member of secretariat (virtual attendance)

## Apologies

Sujata McNab

### Part 1

#### 7308 - Welcome and Quorum

The Chair welcomed everyone to the meeting, both those attending in person and those on Zoom. She extended a particularly warm welcome to Jacob Withington, who was attending his first meeting as a student governor, and to Dr Andrew Ross, who was observing a meeting before taking up his post as a staff member for 2021/22. Professor Marcelle McManus would also join Council for the next academic year but was unable to attend the meeting.

#### 7309 - Declarations of Interest

There were no declarations of interest.

#### 7310 - Minutes of the Previous Meeting - Paper C20/21: 93

Council approved the minutes of the previous meeting of Council held on 13 May 2021.

#### 7311 - Actions and Matters Arising

Council noted decisions taken by correspondence, as follows:

C20/21 – 91 – 3UG Investment decision (20 May 2021)

C20/21 – 92 – Interim PVCs (14 June 2021)

C20/21 – 94 – Pro-Vice-Chancellor appointments

C20/21 – 95 – Governance changes

1. University strategy (minute 7286)

Director of Strategic Communications to publish the strategy on the website and coordinate internal dissemination. *The strategy was [published online](#) on 22 June. **Completed.***

2. USS valuation (minute 7288)

Director of HR to submit University response to UUK on the USS valuation. *The University's response to the consultation was submitted on 24 May 2021. A [summary](#) of the combined responses was published by UUK on 15 June 2021. **Completed.***

3. IAAPS (minute 7290)

Financial update on IAAPS to Finance Committee meeting in June. *An update was provided to Finance Committee (F20/21 – 59) and to Council at item 7317, below. **Completed.***

4. Calendar of meetings (minute 7303)

Strategic governance team to publish calendar of meetings on website. *This was now available on the [website](#). **Completed.***

5. Freedom of Expression (minute 7297)

Director of Policy, Planning and Compliance and Head of Strategic Governance to transfer responsibility for freedom of expression from DVC to the Dean of the Faculty of HSS in all relevant policies and the Scheme of Delegation. *The [Scheme of Delegation](#) and all relevant policies had been updated. Further amendments to the Scheme of Delegation were covered under item 7321, below. **Completed.***

6. External auditor (minute 7298)

PWC to be re-appointed as the external auditor. **Completed.**

7. Redundancy approvals process (minute 7300)

Governance and Project Manager to include review of statutory process for redundancy as part of the governance review. *This had been included in the project plan for the governance review. **Completed.***

8. Annual Carbon Report (minute 7294)

Climate Action Framework Project Leader to publish the Annual Carbon Report on the website. *The report had been [published](#) on the website. **Completed.***

9. Redundancy cases (minute 7300)

Director of HR to take forward cases for redundancy approved by Council. *These cases were being progressed as appropriate. **Completed.***

## 7312 – Update from the Vice-Chancellor – Paper C20/21 – 96

The Vice-Chancellor thanked colleagues for their hard work. Despite a difficult year and ongoing uncertainty, he had been delighted with the outcome of the Summer at Bath programme and recent NSS results. He was, however, very sad about the cancellation of the graduation ceremonies: the University had worked hard to support students and their families through this, including through the provision of hampers. He had been very touched by the decision of the Chancellor to extend his visit to meet with the members of the University who had developed PPE.

He paid tribute to Professor Gary Hawley, who was stepping down as Dean of the Faculty of Engineering and Design, which he had led through times of great success and considerable challenge. The University was glad that Professor Hawley would continue in his role with IAAPS.

The Vice-Chancellor also thanked the three Pro-Vice-Chancellors who were standing down. Professor Peter Lambert was not in attendance, but recent success in NSS and PTES were a testament to his leadership.

The Pro-Vice-Chancellor (Research) gave an update on recent research award successes, as follows:

- Professor Linda Newnes, Mechanical Engineering, £5M to lead a project titled “Being smart today: People-led digitalisation”;
- Professor Ed Keogh, Psychology (with Health), £3.8M to lead the establishment of a consortium as part of the [Advance Pain Discovery Platform](#);
- Dr Rachel Hiller, Psychology, £2.2M (with Oxford) from UKRI for [The shaping of mental health and the mechanisms leading to \(un\)successful transitions for care-experienced young people](#);
- Professor Marcel McManus (Mechanical Engineering) Funded as one of three research Directors of IDRIC – [EPSRC Industrial Decarbonisation Research and Innovation Centre](#) (led from Heriot Watt);
- [Platform grants](#) awarded to Professors Chris Budd (Mathematical Sciences) and Davide Mattia (Chemical Engineering);
- Two earlier-career academics have been awarded prestigious Future Leaders Fellowships from UKRI – Dr Dan Loughran (Mathematics) and Dr Vivek Soundarajan (Management); and
- Dr Sarah Pennington (Mathematical Sciences) has been awarded a Royal Society University Research Scholarship.

The Pro-Vice-Chancellor (International & Doctoral) gave a summary of his three years at University, noting in particular the challenges posed by Covid and Brexit and the successes in his area of responsibility.

The Chair thanked Professor Bradshaw for his service to the University. His significant achievements were noted and represented a legacy that the University could build upon as it moved forwards with its new strategy.

She also put on record Council’s sincere thanks to Professor Lambert for his work as Pro-Vice-Chancellor (Learning & Teaching), particularly his dedication to students throughout the pandemic.

Finally, she stated that Council was very appreciative of the leadership that had been shown and the response of staff throughout a very tough year. Recent research grant successes and excellent NSS scores were a testament to the hard work and resilience of all concerned.

Members of Council raised the following issues:

- The student governors put on record their sincere thanks to the University for all their work to make graduations happen, and their effort to ensure that the campus experience was as positive as possible for all students following the decision, on the advice of the Director of Public Health, to cancel these events.
- The NSS results were outstanding: Council would look at a detailed breakdown of the scores at its meeting in November.

Council noted the update from the Vice-Chancellor.

## 7313 – Strategy – Paper C20/21 – 97

*The Director of HR attended for this item.*

### Research

The Pro-Vice-Chancellor (Research) gave an update on the research strategy. Work was underway on developing the Bath Beacons, responding to REF, creating structures around the key research themes and reviewing barriers to research growth: these work streams were strongly intertwined.

An academic steering group had been established for the Bath Beacons with 17 credible submissions: a senior oversight group had decided which projects to support in the first wave and which to support for development for future rounds.

The response to REF entailed a process of intense self-examination – the University would need to respond to all the detailed information it had collected to ensure delivery of the strategy and support its submission to the next REF round. The submission profile had been substantially different in 2021 from in 2014, and it was anticipated that the profile would change at least as much in the next round.

University-level institutes and interdisciplinary working were of great importance to the future of research at the University and the intention was to introduce more structures along the lines of IAAPS, the Institute for Sustainable and Circular Technologies and ICAST. Research had to tackle some of the major societal changes and this required the engagement of the broad range of disciplines that institutes could provide. Further work was required to identify the institutional structures that would work best.

Space and resourcing remained the key barriers to research growth, and there was a need to seize the moment to address some of these challenges.

### Student experience

The Vice-President (Student Experience) reminded Council of the five themes outlined in the student experience vision, which had been developed in line with the University strategy and in conjunction with key stakeholders. The vision now had a set of objectives which sat beneath it, and these had been used to develop an operational plan. A Student Experience Oversight Group met frequently to operationalise the vision.

She provided a more detailed update on “Be The Change”, which had been built on the “Never OK” campaign of 2013 – 2019 and had benefited from catalyst funding. It was designed to tackle all forms of harassment on campus. A number of training initiatives had been rolled out for new and existing students with a communications plan to encourage uptake. The report and support tool was being further developed to enable a more effective response. This work would enable the University to meet the Statement of Expectations from the OfS.

She would report back on other objectives and actions at future meetings.

In response to a question, she noted that a set of student experience KPIs would enable the University to be assured that its programme of work was effective. One of the measures for the success of Be The Change would be the percentage of students that took up the training available. Another indicator would be the number of reports made using the report and support tool – she noted, and the Chair of Council agreed, that an increase in reporting should not necessarily be interpreted as a drop in performance.

The student governors noted that the Students' Union had worked with the Vice-President (Student Experience) to develop the Be The Change programme. Students were keen to take up the training and communications had been effective.

## People

The Director of HR focused his update on leadership development, which was a key strand of work to foster an outstanding and inclusive community, but which required more structure. If diversity were to be increased, this could not be left to chance and skills would need to be developed from an early career stage. The University also needed to increase the level of delegation to its leaders. Developing an approach would be a two-year programme of work.

In terms of preparation for leadership, a more structured approach to succession planning was key to ensuring diversity in leadership. Future leaders needed to be given experience outside the University and support in such areas as how to build a team.

Consideration needed to be given to how leadership was recompensed and how leaders could learn in role, including through the development of action learning sets.

Careful thought was needed on how leaders could be supported at the end of a fixed term leadership role recognising that while some welcomed the opportunity to return to their former academic role for others there was a desire to continue to utilise the leadership skills they had developed for the benefit of the University as a whole.

The following issues arose in the discussion that followed:

- The University was looking at programmes outside the sector to bring in external best practice wherever possible.
- Consideration would have to be given to whether leadership development was conducted overtly or quietly: the outcome would depend on what worked best with the culture of the University.
- The University was supportive of leaders who had used experience gained elsewhere to enhance their skills and develop their careers at the University.
- Work was underway to establish academic leadership as a valid career path, including through work with Principal Investigators to establish leadership as a key component of research success. There was also an element of talent spotting.
- Leadership was not confined to academics and the same principles applied to professional services.

## Operations

The Chief Operating Officer said that work was underway to develop a digital strategy, which would be critical to the development of plans for digital improvements and refurbishment. The digital estate was dilapidated: the University would focus on offering a smaller suite of services that met the needs and aspirations of students and staff in the 21<sup>st</sup> century.

The estate had always operated as a constraint to the University's aspirations for growth. The two major building projects would be completed within the current year. A Masterplan would shortly be

submitted to Council for approval. Proposals for long-term maintenance were beginning to come forwards to rectify over a decade of insufficient investment.

The Operating Model Review recognised that the University needed to have the capability and capacity to deliver on the strategy and it was timely to review how professional services were organised to support strategy and academic endeavour. This could result in significant reorganisation, however any changes would be based on a comprehensive review, with priority areas being considered first.

### General discussion

The following issues arose in the general discussion:

- The University had soft-launched the strategy and was using it to initiate conversations within the University community. Teams which were ready to move forwards would be enabled to do so without placing undue pressure on those teams which were less ready, particularly in the context of the pressures imposed by the pandemic.
- Council members commented that they had found the single page summary of the strategy helpful and that it could be used to disseminate the strategy more widely.
- Council would expect to see detailed consideration of risks when it considered each of the strategic pillars in turn throughout the coming academic year.

The Chair observed that it was a strength to see the University developing its strategy because it wanted to do so for its own purposes to provide clarity and direction rather than simply in response to an OfS requirement. She noted that Council recognised the particular challenges posed by the coming year, given the ongoing impact of Covid 19 , and understood that the Executive Team may need to revise the proposed timetable of initiatives.

Council also advised that given the number of senior leadership changes, the executive should give further consideration as to whether additional acting up / interim arrangements were necessary to maintain progress

Council noted the progress report on the development of an action plan in relation to the University strategy.

### 7314 – Institute for Sustainable and Circular Technologies – Paper C20/21 – 100

The Chair reminded Council that its role was to agree to the decision to establish an Institute, not to approve the business plan, which was within the Vice-Chancellor's delegated authority.

The Pro-Vice-Chancellor (Research) presented paper C20/21 – 100.

The following issues formed arose during the discussion:

- The primary purpose of the Institute was to support research growth not to generate income: it would not incur additional cost and should show some improvement in the rate of research cost recovery. This could be improved further with an increase in fully-costed industrial research.
- Within the University, a working group had been established to look at how to maximise research recovery rates within grants.
- The money to establish the Institute was not being taken from core funding – it was, effectively, recycled money. Understanding this was key to addressing any concerns staff may have about expenditure within the context of pay restraint and the savings programme.
- Council expressed its intention to return to the role of institutes within the University more generally.

Council approved the establishment of an Institute for Sustainable and Circular Technologies.

**Action: Head of Governance to organise a Council session on Institutes.**

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*Council took a short break between 11.20 and 11.30am*

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### 7315 – Risk strategy – Paper C20/21 – 98

The Director of Policy, Planning and Compliance presented paper C20/21 – 98. Council had last reviewed the description of strategic risks when the previous University strategy had been agreed. To reflect the new strategy, the risk register now included elements on enterprise, the Climate Action Framework and equality, diversity and inclusion objectives. The system for ranking and describing risks had also been improved.

The risk strategy had been refreshed on an interim basis to reflect a change in senior roles at the University and would be brought back to Council in a year's time following a comprehensive review.

The Interim Chair of the Audit and Risk Assurance Committee noted that ARAC had made some comments, which would be taken forward.

The following issues arose during the discussion:

- It would be helpful to have a heat map both before and after the application of controls.
- It was difficult to distinguish between strategic and operational risks.
- The University was working with ARAC to improve the presentation of risk and simplify the strategic risk register, which currently acted as a catch-all. Until this had happened, it was difficult to identify how the risks related to the strategy.
- The value of a risk register was most apparent when the organisation was able to use it to assess the decisions it was making: it needed to be a live document rather than an exercise in compliance.
- The “operational risk register” was regularly reviewed at ARAC and would be a more helpful document for Council in future. The more detailed “strategic risk register” could be stored on Convene.
- Further work would be needed to determine the University's risk appetite, which was ultimately a Council responsibility, on the advice of ARAC.

Council approved the University's risk management strategy and noted the strategic risk register.

**Action: the current version of operational risk register to be lodged on Convene**

**Action: Risk to be included in consideration of the four strategic pillars at Council during AY 2021/22 (HoSG, DPPC)**

### 7316 – Operational matters – Paper C20/21 – 99

*The Director of HR attended for this item.*

The Chief Operating Officer presented paper C20/21 – 99. He noted that preparations were well underway for the start of the new academic year and colleagues were working on ensuring that students were vaccinated before they arrived. However, if case rates increased significantly before the start of the new term, the University would need to be agile in its response.

Applications at undergraduate level remained strong and the University did not expect to need to go into clearing, although there would be some difficult choices to make for near misses. Almost one third of applicants with widening participation characteristics had been converted, which was a

significant material improvement on the previous year. Postgraduate applications were down by nearly 13%, reflecting the key role played by the Chinese market, but work was being done to offset this.

Council noted the recent positions taken by UCU and Unison nationally on remuneration matters and the possibility that this might result in local industrial action.

There had been a significant increase in the level of information security threat. The University had responded rapidly to a recent incident, which had resulted in the faster-than-anticipated roll out of multi-factor identification.

The burden of risk in relation to Covid security measures had been passed from the government to employers and the University would need to make its own decisions in relation to matters such as social distancing and face coverings. It intended to take a common sense approach, with face coverings encouraged when moving around inside buildings and one-way systems focused on key areas of constraint.

The following issues arose during the discussion:

- Current messaging to home students included a request to get vaccinated. Messages to international students soon to go out would include information on vaccinations. The University would provide flu vaccinations during the winter, as it had done the previous year.
- It was unclear what effect the end of the requirement to self-isolate upon contact with an infected person would have on operations.

Turning to the return of the workforce to campus, the Director of HR noted that the pandemic had led the University to make more rapid progress on future ways of working than it would otherwise have done. The coming academic year would be a transition year, which would enable the University to test its ideas throughout its community.

The following issues arose during the discussion:

- The University would review quarterly reporting on new ways of working to develop a fuller picture by the end of the year.
- The University would review policies, such as core hours, to ensure that they did not present obstacles to effective hybrid working.
- The University was a community as well as a workplace, which is why a vibrant campus was so important.

Council noted the update from the Chief Operating Officer, including on the return of the workforce to campus.

**Action: Council to be updated on the HR1 notification, if applicable (D of HR)**

### 7317 – Finance Committee – Paper C20/21 – 101 and 101A

The Interim Treasurer presented Paper C20/21 – 101. Finance Committee had recommended sign-off on the budget, which was reasonably robust: it did not have the same level of historic cost operating surplus as in more normal years, though this had returned to a sustainable level. The financial position did not present a threat to the loan covenants.

The Committee also recommended approval of tuition fees for 2022/23, noting the reservations of the student governors. There would be a deep dive in the coming year into the fees for Masters programmes.

The Investment Sub-Committee had recommended to Finance Committee, which had in turn approved, the appointment of a professional adviser on investments.

The following issues arose during the discussion:

- A five-year capital plan was included as part of the budget. Council expressed its wish to have a discussion on a five-year strategic financial plan, possibly as part of its Spring Strategy Day.
- The student governors had a concern about fee levels counteracting the University's intentions on widening participation and equality, diversity and inclusion.
- It was clarified that the removal of the 5% cap on fees for continuing students would not apply to current students.
- It would be helpful for Council to approve a framework for tuition fees setting out the principles within which all future approvals could be given.

Council:

- noted the report from the Finance Committee;
- approved the University budget for 2021/22;
- approved the tuition fees for 2022/23;
- approved revised Terms of Reference for the Finance Committee; and
- noted an update from the Director of Finance (paper C20/21 - 101A).

**Action: A framework for tuition fees to be presented to Council in 2022 (Secretary to FC, Chief Marketing Officer)**

**Action: Terms of Reference for Finance Committee to be updated and uploaded to the website (Secretary to FC)**

**Action: Finance strategy/five year strategic financial plan to be considered as part of the Spring Strategy Day (HoSG, DoF)**

### 7318 – Audit and Risk Assurance Committee – Paper C20/21 - 102

The Interim Chair of ARAC presented paper C20/21 – 102. She noted that the committee had received an extensive briefing on cyber security and had recommended a deep dive on IAAPS. Some progress on risk management had been made although there was still work to be done in this area. The Committee had also approved a revised Public Interest Disclosure policy and was seeking approval for the fees paid to the independent auditor, which had been benchmarked.

A question was asked on how members of the family of a person making a disclosure, as well as the individual themselves, could be protected. It was noted that this wording derived from legislation and related to the University's undertaking to treat all disclosures in the strictest of confidence.

Council:

- noted the report from the Audit and Risk Assurance Committee; and
- approved fees for the independent auditor.

**Action: new policy on Public Interest Disclosure to go live on the website (HoSG)**

### 7319 – Remuneration – Paper C20/21 – 103

The Chair of RemCo presented paper C20/21 – 103. She noted that the Committee was seeking approval for an amendment to its membership as set out in its Terms of Reference. The Committee would like the staff member to be appointed by the Nominations Committee in the same way as all other members to ensure that the right balance of skills and experience was achieved. For the same

reasons it was also seeking some flexibility in the appointment of the Treasurer to the Committee, replacing their *ex officio* role on the committee, with a lay member post.

Council:

- noted the report from the Remuneration Committee;
- approved amendments to the membership of the Remuneration Committee as set out in its Terms of Reference.

***Action: Terms of Reference for the Remuneration Committee to be updated and uploaded to the website (HoSG)***

### 7320 – Nominations – Paper C20/21 – 104

The Chair of Council presented paper C20/21 – 104 in her capacity as Chair of the Nominations Committee. The Committee had updated the Council skills matrix in light of the new University strategy, for which it was seeking approval. It did so whilst recognising that there were more skills categories than there were members, which would require both prioritisation and careful thought in relation to the use of third terms.

Following proper process, the Committee was recommending the appointment of new external members of ARAC and the University Commercialisation Executive Board.

Each year, Nominations Committee considered the membership of each of Council's committees: it started from consideration of institutional need, taking into account the right balance of skills and diversity and personal preferences. The Chair of Council made a proposal which she discussed with the Senior Independent Director before taking it to the Nominations Committee and then on to Council. In terms of its own membership, this year Nominations Committee was suggesting making its senior staff member a non-voting member to secure its lay majority.

Council:

- noted the report from the Nominations Committee;
- approved the revised Council skills matrix;
- approved recommendations on the appointment of external members of ARAC;
- approved a recommendation on the appointment of an external member of UCEB;
- approved recommendations on the appointment of members to committees
- approved a change to the membership of UCEB as set out in its Terms of Reference.
- approved an amendment to the membership of the Nominations Committee as set out in its Terms of Reference.

***Action: Revised skills matrix to be circulated to all Council and committee members over the summer (HoSG)***

***Action: Paul Cunningham to be formally appointed as a member of ARAC (HoSG)***

***Action: Alexander Bayliss to be formally re-appointed as a member of ARAC (HoSG)***

***Action: Chris Baker to be formally appointed as a member of UCEB (HoSG)***

***Action: Terms of Reference for UCEB to be updated and uploaded to the website (Secretary to FC)***

***Action: Membership of all committees to be updated on the website and Convene (HoSG)***

***Action: Terms of Reference for Nominations Committee to be updated and uploaded to the website (HoSG)***

## 7321 – Governance Review – Paper C20/21 – 105, 106

The Head of Strategic Governance presented papers C20/21 – 105. The amendments proposed to Statutes and Ordinances related to changes already approved in principle by Senate, Council and Court: this was the final stage in the approvals process before formal submission to Privy Council.

She noted, in relation to paper C20/21 – 106 that some further tweaks were required to the financial and audit delegations contained within the paper. Once these had been made, the changes would be brought to Council for approval by correspondence.

Council

- approved the proposed amendments to Statutes for formal submission to Privy Council;
- approved the proposed amendments to Ordinances, to take effect once formal approval had been received from Privy Council in relation to the amendments to Statutes;
- approved the Framework for Elections and Appointments to Court, to take effect once formal approval had been received from Privy Council in relation to the amendments to Statutes;
- noted that amendments to the Scheme of Delegation would be brought before Council for approval by correspondence once further changes had been made.

**Action: Amendments to Statutes to be submitted to Privy Council (G&PM)**

**Action: Ordinances to be updated for publication once Privy Council approval received (G&PM)**

**Action: Framework for Appointments and Elections to Court to be prepared for publication once Privy Council approval received (HoSG)**

**Action: Scheme of Delegation (finance and audit) to be updated for consultation and review via Convene (G&PM)**

## 7322 – Annual Statement on Research Integrity – Paper C20/21 - 107

The Pro-Vice-Chancellor (Research) noted that there had been a material change in the scale and nature of issues covered by the Statement during the period he had been responsible for it, which was a sign of the good health of research integrity at the University. He noted that the framework, procedures and capacity for addressing these issues required some strengthening.

The Chair of Council requested an amendment to the wording under 11a) to ensure that the text did not imply that the University had not previously had an ethics committee which dealt with academics affairs.

Council approved the Annual Statement on Research Integrity, as amended, for publication on the website.

The Chair of Council put on record Council's thanks to Professor Jonathan Knight for the substantial contribution he had made to the University during his tenure as PVC(R) and noted with pleasure that he had agreed to continue to serve as VP(E) in a part time capacity while returning to his substantive research role.

**Action: Annual Statement on Research Integrity to be amended and published on the website (PVC(R))**

## 7323 – President's Award– Paper C20/21 – 109

*The Chief Marketing Officer attended for this item.*

The Chief Marketing Officer presented paper C20/21 – 109. He noted that the rationale for creating a new award was to ensure alignment with the criteria for the award of an honorary degree, which had

recently been amended by Senate to require potential recipients to have demonstrated “thought leadership”.

The following issues arose during the discussion:

- Members of Council were strongly supportive of the new award and encouraged the University to push at the boundaries to ensure it did not become a sub-academic award.
- It was planned to include the award as part of existing events, the cost of doing which was minimal.
- Members of Council expressed some surprise that Senate wanted to be involved in the process given that the award was not an academic one but had no objection to accommodating this request.

Council approved the creation of a new President’s Award.

**Action: President’s Award to be implemented (CMO, HoSG)**

### [7324 – Code of Ethics – Paper C20/21 – 110](#)

Council considered paper C20/21 – 110, approval for which currently sat within the delegated authority of the Ethics Committee. The Chair of Council commented that it was surprising that the Scheme of Delegation did not require Council approval for the Code and suggested this be reviewed.

Council noted the approval by the University Ethics Committee of a new Code of Ethics.

**Action: Scheme of Delegation to be reviewed to allow for Council approval of the Code of Ethics (HoSG, G&PM)**

### [7325 – Senior Academic Appointment – Paper C20/21 – 108](#)

Council considered paper C20/21 – 108 and approved the appointment of Dr Sarah Moore as Interim Head of Department for Social and Policy Sciences for a period of one year from 1 September 2021 and Professor Andrew Plummer as Head of Department for Mechanical Engineering for a period of two years from 1 August 2021.

**Action: Appointment of Dr Sarah Moore as Interim HoD and Professor Andrew Plummer as HoD to be confirmed (D of HR)**

## Part 2

### [7326 – Pensions Working Group – Paper C20/21 – 111](#)

Council noted an update from the Pensions Working Group.

### [7327 – Climate Action Framework – Paper C20/21 – 112](#)

Council noted an update on the Climate Action Framework.

### [7328 – Equality, Diversity and Inclusion – Paper C20/21 – 113, 113A](#)

Council noted an update on equality, diversity and inclusion matters.

### [7329– Convocation Minutes – Paper C20/21 – 114](#)

Council noted unconfirmed minutes of the meeting of Convocation on 16 June 2021.

### [7330– Academic Governance Minutes – Paper C20/21 – 115](#)

Council noted the following minutes:

- A. Senate meeting on 9 June 2021
- B. Honorary Degree Committee meeting on 24 May 2021
- C. Senior Academic Appointments Committee meeting on 28 June 2021

## 7331 – Programme of Council Meetings for 2021/22 – Paper C20/21 - 116

Council noted the programme of meetings of Council (as subsequently corrected) and noted the programme of work for the 2021/22 academic year.

- Thursday 14 October 2021, 9.30am: Council Strategy Day (full day), including Council meeting
- Thursday 18 November 2021, 9.30am: Council meeting
- Thursday 24 February 2022, 9.30am: Council meeting
- Wednesday 23 March 2022, 9.30am: Council Strategy Day (full day), including Council meeting
- Thursday 12 May 2022, 9.30am: Council meeting
- Thursday 21 July 2022, 9.30am: Council meeting

*Note: Most meetings would be preceded by a working dinner and development session the evening beforehand.*

## 7332 – Any Other Business

The Chair noted that changes to the governance team and a lack of capacity meant that the team would be prioritising its work, with some non-core tasks – such as the weekly digest – being temporarily dropped.

Three members of Council were leaving and the Chair thanked each in turn:

- Professor Tim Ibell had served a very brief term on Council this time, but had been a wise and thoughtful contributor. He was to be congratulated on his appointment as Dean of the Faculty of Engineering and Design, under which guise he was very likely to make future appearances at Council.
- Dr Jane White had been a voice of reason and had always been willing to say when issues had not been clear, which was a skill from which Council had benefitted. She would be remembered for two things in particular: the Investment Sub-Committee, which now had more robust governance thanks to her quiet but persistent insistence that it be improved; and the Climate Action Framework, which had been initiated, in part, thanks to her careful navigation of the issue from Academic Assembly through to Council. The impact of these to things had been significant.
- Mesar Hameed had made an excellent contribution. In particular, however, he would be remembered for his contribution to RemCo, which he had joined at a difficult time and in a difficult position as a staff representative. He had always been willing to challenge thinking to ensure it was robust. He was to be wished every success in his academic endeavours in future.

These members of Council were each presented with a certificate in recognition of their service.

The meeting finished at 12.51pm.

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*Sections of one of the agenda items have been redacted either because they pertain to information relating to individual staff or students, or because they are still commercially confidential.*

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