# COUNCIL

Thursday, 4th May 2023 9:30 am

New School of Management building - lecture theatre 0.08   |   Council

## Attendees

#### Members

#### Pamela Chesters, Chair

#### Maria Bond

#### Dr Teslim Bukoye

#### Kate Ehrig-Page

#### Christine Gibbons

#### Professor Alan Hayes

#### Tim Hollingsworth

#### Julia Kildyushova

#### Don McLaverty

#### Su McNab

#### Catherine Mealing-Jones

#### Calum Mercer

#### Charlotte Moar

#### Dr David Moon

#### Alexander Robinson

#### Dr Andrew Ross

#### Dr Paul Shepherd

#### Professor Ian White

#### In attendance

#### Professor Philip Allmendinger, Deputy Vice-Chancellor

#### Professor Steve Brammer, Dean, School of Management

#### Professor Sarah Hainsworth, Pro-Vice-Chancellor (Research)

#### Charlie Slack, Students’ Union

#### Martin Williams, Director of Finance

#### Tamsin Willis-Stovold, Deputy Director of Human Resources

#### Secretariat

#### Emily Commander, Secretary

#### Caroline Pringle

#### Partial Attendance

#### Richard Brooks, Director of Human Resources (item 7559)

#### Professor Julian Chaudhuri, Pro-Vice-Chancellor (Education) (from item 7554)

#### Gordon Cox, Director of Development and Alumni Relations (items 7551 – 7553)

#### Corinne Evans, Director of Strategic Communications (items 7551 – 7553)

#### Ben Goose, Project Manager, Student Experience (item 7555)

#### Professor Rajani Naidoo, Vice-President (Community & Inclusion) (item 7562)

#### Apologies

#### Dr Randolf Cooper, Chief Operating Officer

#### Timothy Ford

#### Professor Dot Griffiths

#### Professor Cassie Wilson, Pro-Vice-Chancellor (Student Experience)

## 7546.0 Welcome and Quorum

Purpose - For Information

#### Minute by Emily Commander

The Chair welcomed everyone to the meeting.  
  
Apologies had been received from Randolf Cooper, Tim Ford, Professor Dot Griffiths and Professor Cassie Wilson.  
  
The Chair welcomed incoming SU President, Jimena Alamo, to observe the meeting. She also welcomed Professor Steve Brammer, who was attending Council in his capacity as Dean of the School of Management.  
  
The Chair congratulated Professor Alan Hayes on his recent promotion.

## 7547.0 Declarations of Interest

Purpose - For Information

#### Minute by Emily Commander

Charlotte Moar declared that she had joined the Audit Committee of the Law Society. Her entry in the Register of Interests had been updated accordingly.  
  
Professor Dot Griffiths and Calum Mercer had declared an interest in item 7561, for which Calum Mercer would absent himself. The Vice-Chancellor had indicated that it would not be appropriate for him to participate in the decision on item 7561.

## 7548.0 Minutes of Previous Meeting - C22/23 - 59

Purpose - For Approval

#### Vote by Emily Commander

Do you approve the minutes of the Council meeting of 24 February as a complete and accurate record of the meeting?

* (**14 Replies**) Agree - I approve the minutes as an accurate record of the meeting on 24 February
* (**0 Replies**) Disagree - I do not approve the minutes as an accurate record of the meeting on 24 February
* (**0 Replies**) Agree with amendments - I approve the minutes subject to amendments, which I have provided as a note to this item
* (**0 Replies**) Abstain - I was not at the meeting

**14 / 20 Replied**

#### Minute by Emily Commander

The minutes of the meeting on 23 February 2023 were approved subject to one amendment, proposed by Charlotte Moar, to specify that Council had received assurance that there was a process in place for exit interviews for Council members.

#### Decision by Emily Commander

Council approved the minutes, as amended, of the meeting of Council held on 24 February 2023.

#### Action by Emily Commander

Correct minutes and publish them on the website after any necessary redactions.

Action Description - Make a correction to the minutes in relation to exit interviews and publish them on the website, following the Framework for Publication of Council Minutes.

Action Status - Not Started   |   Due by - 12 May 2023   |   Assigned to - Emily Commander

## 7549.0 Actions and Matters Arising - C22/23 - 60

Purpose -

#### Minute by Emily Commander

A member of Council queried whether the action in relation to the granularity of Finance Committee reports (under item 7531) was appropriately marked as completed.  
  
The minutes of the current meeting would reflect Council's expectations in relation to assurance on the financial plan to ensure greater clarity going forward.

## 7550.0 Institutional update - C22/23 - 61

Purpose -

#### Minute by Emily Commander

The Vice-Chancellor presented the institutional update in paper C22/23 - 61. He placed on record his thanks and congratulations to the Students’ Union for a remarkable year of success in terms of student engagement across the full breadth of University activities.

#### Action by Emily Commander

Ensure AI (Chat GPT etc) added to the risk register

Action Description - Charlotte Moar to raise this issue at ARAC.

Action Status - Not Started   |   Due by - 30 Jun 2023   |   Assigned to - Charlotte Moar

## 7551.0 Strategic discussion - QS Rankings - C22/23 - 62

Purpose -

#### Minute by Emily Commander

The Chair welcomed Corinne Evans, Director of Strategic Communications and Engagement, Bruce Eley, International Ranking Project Officer, and Gordon Cox, Director of Development and Alumni Relations, who were attending for items 7551 to 7553.  
  
Corinne Evans presented paper C22/23 - 62 on QS rankings.  
  
The following points were considered in the discussion:  
- The working group on rankings was considering how best to support academics to ensure that their citations data was maintained to better underpin the University's performance using the metrics in the QS methodology. It was noted that the Open Research Group may be able to offer advice on this issue.  
- It was noted that even incremental improvements to the University's QS were challenging and took time as scores were averaged over a five-year period, so a target to get into the top 150 institutions, whilst reasonable, remained ambitious. Of equal importance was to improve the placement of each individual department within the University.

## 7552.0 Strategy and performance - C22/23 - 64

Purpose - For Approval

#### Decision by Emily Commander

Council approved the Partnerships Plan.

#### Minute by Emily Commander

The Vice-Chancellor presented the leadership update and plan on partnerships (C22/23 - 64).  
  
The following points were considered in the discussion:  
- The University was taking a staged approach to reviewing its KPIs in this area. Council agreed that the KPI on attendance at public events, whilst measurable, was not particularly meaningful, and asked UEB to consider what would be a better alternative.  
- The University tried to balance the climate cost of international travel with the global impact of the emissions reduction associated with University research. Locally, the University was working with partners such as Bath Spa, the RUH and local businesses to tackle climate change. The new Director of Sustainability would help pull this work together and many of the University's research partnerships were already making progress in this work. The University also hoped to work with partners to influence their behaviour in a positive way.  
- The University did not yet have an overarching institutional framework for determining the partners it wished to work with. This was because the work in this area was still at a developmental stage and work to establish and build upon existing relationships was being prioritised. Council noted that, in the early years of the University Strategy, the emphasis had been placed on enhancing the external standing of the institution so that it would be viewed as a desirable partner, and could then seek to build partnerships in specific areas aligned with the strategy involving parts of the University. In turn these partnerships would act as pilots to provide a foundation on which later institutional-wide partnerships and alliances could be built.  
- The Vice-Chancellor noted that the University Ethics Committee was the appropriate mechanism for consideration of any partnerships that might be deemed to carry significant reputational risk. Council noted that the framework for partnerships might be a good topic for a future Council development session.  
- The University did need to make sure that it understood the value of any potential partnership for its partners whilst also being more confident about what it could bring to the table.

#### Action by Emily Commander

Review Partnership KPIs

Action Description - Council agreed that the KPI on attendance at public events, whilst measurable, was not particularly meaningful, and asked UEB to consider what would be a better alternative.

Action Status - Not Started   |   Due by - 21 Dec 2023   |   Assigned to - Sharon Street

## 7553.0 Development and Alumni Relations - C22/23 - 65

Purpose -

#### Minute by Emily Commander

The Director of Development and Alumni Relations presented paper C22/23 - 65, the Annual Report of the Department of Development and Alumni Relations (DDAR), which had been considered in detail by the Finance Committee.  
  
The following points were raised in the discussion which followed:  
- DDAR had worked with academics to identify their priorities for fundraising. The next step would be to expose this work with academic champions through a Dragon's Den process, to identify which ideas were most likely to be funded. Finally, the University would showcase its best ideas to potential supporters.  
- Considerable progress had been made in the past year in the face of resourcing challenges. Council members were asked to consider how they could support this work.

## 7554.0 Faculty spotlight: School of Management - C22/23 - 63

Purpose -

#### Minute by Emily Commander

The Dean of the School of Management presented paper C22/23 - 63.  
  
The following points were made in the discussion:  
- In June 2022, as part of its approval of the budget and estimates, Finance Committee had considered the performance of the new School of Management against the original financial business case (F2122 – 57 Appendix 6). Overall, it had exceeded the targets set for it. ARAC had scheduled a deep dive into the School of Management project as one of a series of review of major projects.  
- The School was working to balance its desire to make its space available to foster cross-campus collaboration, with the need to ensure that it retained sufficient space to meet its student number targets: if PGT intake targets were met in AY 23/24, the building as currently configured would be at capacity.

## 7555.0 Student matters - C22/23 - 69

Purpose - For Approval

#### Decision by Emily Commander

Council approved an update to the University's Precautionary Measures Policy.

#### Minute by Emily Commander

Council welcomed the Project Manager (Student Experience), attending for item 7555 to present an update on progress against the Students' Union (SU) Top 10 (C22/23 - 69A).  
  
The following points arose in the discussion:  
- The SU President noted that the SU were pleased with progress made against their Top 10 issues; where progress had not been made, it had been helpful to be in dialogue with a named person in the University.  
- There would be a review in the summer to ascertain whether there were any gaps following the disbanding of the Council Senate Students' Union (CSSU) Committee.  
- Many of the issues on the Top 10 were already on the radar of the senior team and the Student Experience Advisory Board.  
- The areas which had worked particularly well from a student perspective included work to introduce more gluten-free food and drink on campus, and on the transport strategy. The biggest area of student concern remained the University's response to the climate emergency.  
- Consideration would be given to including a student RAG rating on progress made in the annual Top 10 reviews going forward - it was noted that not everything on the Top 10 could necessarily be delivered, although, when this arose, it would be important to ensure that the SU understood the rationale behind the University's position.

#### Action by Emily Commander

Precautionary Measures Policy (approved) to be updated and published on website

Action Description - Any consequential changes need to be made - Elisabeth Day to advise those responsible what needs doing.

Action Status - Not Started   |   Due by - 31 May 2023   |   Assigned to - Elisabeth Day

#### Action by Emily Commander

RAG rating for Top 10

Action Description - Consider introducing a student RAG rating for each of the items on the SU Top 10 for the end of year report to Council in 2023/24.

Action Status - Not Started   |   Due by - 31 May 2024   |   Assigned to - Cassie Stokes

## 7556.0 Postgraduate Taught Degree Outcomes - C22/23 - 66

Purpose -

#### Minute by Emily Commander

The Pro-Vice-Chancellor (Education) presented paper C22/23 - 66 on PGT degree outcomes.  
  
The following points were made in the discussion:  
- Council was pleased to note that a working group had been established to consider PGT degrees.   
- One of the strengths at undergraduate level was the focus on the entire student journey. This approach was needed for PGT, which also required greater visibility and leadership, and would be a priority for the University going forward.  
- Clarification was sought around the quality of the data - the report noted that Senate was confident that the data presented an accurate picture of PGT provision.

## 7557.0 Financial matters - C22/23 - 67

Purpose -

#### Decision by Emily Commander

Council approved that the University enters a 5-year nomination agreement for Centurion House. The Director of Finance was given authority to take this forward.

#### Minute by Emily Commander

The Treasurer presented the report from Finance Committee (C22/23 - 67).  
  
The following points were raised in the discussion:  
- Council requested a more comprehensive written update on progress towards the development of a financial plan and budget to be included within future reports from Finance Committee. This would enable Council to understand how Finance Committee had taken assurance from the work which had been presented to them and what areas of concern were therefore still outstanding and should be drawn to the attention of Council. It agreed that the financial items should be given priority within the next Council agenda.  
- Assurance was sought and given that the University was on track to present a financial plan to Council in July. While work on the plan was still ongoing and challenging in the current economic climate, it was anticipated that the core plan, ie on a business-as-usual basis, would be presented with a small positive operating surplus with options and priorities for investment separately identified. It was understood that some of these options would still be subject to further refinement after July and therefore a financial range /best estimate would be necessary.   
- Council sought clarification about whether the financial plan and budget to be presented to Council in July would contain options for resource allocation and prioritisation. This was a work in progress and it was anticipated that some of the options and choices would be available by the July meeting.  
- KPMG had been commissioned to support the University in the production of a longer-term financial plan - this would lose some of the granularity of current financial plans but would be a better management tool and would allow the University to take a broader overview and conduct better sensitivity analysis. In particular, the KPMG model would allow space to be factored into planning scenarios, which was not possible using the tools currently available. Shorter-term financial planning would continue as normal whilst this work was underway.  
- Assurance was sought and given that the reported asbestos leak had no health and safety implications.

## 7558.0 Audit and Risk - C22/23 - 68

Purpose - For Approval

#### Minute by Emily Commander

In the absence of the Chair of ARAC, Charlotte Moar presented C22/23 - 68. There were no questions.

#### Decision by Emily Commander

Council approved the governance section of the Scheme of Delegation.

#### Action by Emily Commander

Publish the governance section of the SoD on the website

Action Description -

Action Status - Not Started   |   Due by - 12 May 2023   |   Assigned to - Gregory Noakes

## 7559.0 Workforce - C22/23 - 70

Purpose -

#### Minute by Emily Commander

The Director of HR presented the workforce report (C22/23 - 70).  
  
The following questions arose in the discussion:  
- The University had worked with UCU to tackle casualisation by giving staff doing hourly a fractional contract to give them greater job security; and by reducing the use of fixed term contracts wherever possible.

## 7560.0 Redundancy Committee - C22/23 - 71

Purpose - For Approval

#### Decision by Emily Commander

Council approved the cases for redundancy referred by the Committee from its meeting on 24 March 2023

## 7561.0 Nominations - C22/23 - 72

Purpose - For Approval

#### Decision by Emily Commander

Council approved that Professor Dot Griffiths and Calum Mercer be appointed to serve on the Committee on the Office of Vice-Chancellor (COVC).

#### Minute by Emily Commander

Calum Mercer declared an interest and left the room for item 7561.

#### Action by Emily Commander

Update COVC membership on website

Action Description -

Action Status - Done   |   Action Completed Date - 4 May 2023   |   Assigned to - Karen Gleave

## 7562.0 Equality, Diversity and Inclusion - C22/23 - 73

Purpose -

#### Minute by Emily Commander

The Chair welcomed the Vice President (Community & Inclusion) for item 7562 to present the Race Equality Taskforce Report (C22/23 - 73).  
  
The following issues were raised in the discussion:  
- The University was striving to make campus feel like a safe and inclusive place for students and staff from different ethnic backgrounds and the feedback on this was positive. It also hoped to work within the city as many students reported that they did not always feel welcomed and included there. There was support from Council members for partnership working on this issue.  
- A decade ago the University might have been perceived as being predominantly white. This was changing and the trajectory was a positive one, although leadership was required to ensure continued progress.

## 7563.0 Honorary Degrees and Awards - C22/23 – 74 REDACTED

Purpose - For Approval

## 7564.0 Sustainability - C22/23 - 76

Purpose -

#### Minute by Emily Commander

In the absence of the Chief Operating Officer, the Vice-Chancellor presented the Annual Report on Climate Action (C22/23 - 76).  
  
The following issues were raised during the discussion:  
- Paper C22/23 - 76 was an outward-facing report rather than an update on the status of the Climate Action Framework project.  
- The Director of Sustainability would be tasked with joining up the various initiatives underway or planned for sustainability, decarbonization, and climate resilience across the campus.  
- Although the decision had been taken to appoint a Director of Sustainability, the resources they might need to support them to deliver and the reporting lines of the Climate Action team had not yet been determined. The new Director would work with the CAF team to identify the best way forward.  
- Elements of climate action teaching would be integrated under the Curriculum Transformation Programme, overseen by the Pro-Vice-Chancellor (Education).  
- Overseen by the Pro-Vice-Chancellor (Research), the University had begun to assess more carbon-effective means of conducting research and had also made progress in reducing the carbon footprint associated with the movement and relocation of research facilities.  
- It was felt that the emissions impact of the proposed measures would lead to financial savings, which could in turn be used to resource further measures.  
- The Climate Action Steering Group had downgraded the status of the Climate Action Framework project, which was one of the reasons for the creation of the new Director of Sustainability post.  
- It was noted that the action being taken by the University to tackle the climate emergency was important to the mental health and wellbeing of students and staff.

## 7565.0 Remuneration Committee - C22/23 - 75

Purpose -

#### Minute by Emily Commander

Council noted the report from the Remuneration Committee (C22/23 - 75).

## 7566.0 Governance matters - C22/23 - 77

Purpose -

#### Minute by Emily Commander

Council noted updates from the Governance Framework Review Project Board and on the Council Effectiveness Review action plan (C22/23 - 77).

## 7567.0 Urgent business and delegated powers - C22/23 - 78

Purpose -

#### Minute by Emily Commander

Council noted the summary of the use of Urgent Business Powers and Delegated Authority since its meeting on 23 February 2023 (C22/23 - 78).

## 7568.0 Senate - C22/23 - 79

Purpose -

#### Minute by Emily Commander

Senate noted an update from Senate after its meeting on 19 April 2023.

## 7569.0 Court - C22/23 - 80

Purpose -

#### Minute by Emily Commander

Council noted an update from Court after its meeting on 20 April 2023 (C22/23 - 80).

## 7570.0 Programme of Meetings for 2022/23 - C22/23 - 81

Purpose -

#### Minute by Emily Commander

Council noted the schedule of meetings for 2022/23 and the proposed business for its meeting on 13 July 2023 (C22/23 - 81).

## 7571.0 Any Other Business

Purpose -

#### Minute by Emily Commander

The Chair of Council noted that it was the last meeting of Council for the two outgoing student governors and thanked them for their significant contribution over the previous year.  
  
She also thanked the Secretary to Council, for whom it was her last meeting, noting the very considerable progress that had been made embedding effective governance under her leadership.

## 7572.0 Minutes of the Special Meeting on 14 March 2023 - C22/23 - R01

Purpose - For Approval

#### Vote by Emily Commander

RESERVED BUSINESS: Do you approve the minutes as a full and accurate record of the meeting on 14 March 2023?

* (**8 Replies**) Agree - I approve the minutes as an accurate record of the meeting on 14 March 2023.
* (**0 Replies**) Disagree - I do not approve the minutes as an accurate record of the meeting on 14 March 2023
* (**0 Replies**) Agree with amendments - I approve the minutes subject to the amendments which I have provided as a note to this item of business
* (**2 Replies**) Abstain - I was not at the meeting

**10 / 19 Replied**

#### Decision by Emily Commander

Council approved the minutes of the meeting of Council held on 14 March 2023