## Actions

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| M18/219 | Environmental Sustainability  
Item to be addressed by Health & Safety Wellbeing Committee and a date for a pre-meeting briefing to Council from the Environment Sustainability Officer to be arranged prior to consideration at Council. | DA/PM  | 28 February 2019  |
| M18/246 | Key Performance Indicators (KPIs) for College Strategy  
Creation of a list of KPI’s that reflected the College Strategy and that offered comparative performance to other institutions. | DA     | 28 February 2019  |
| M18/247 | Council Effectiveness Review  
Proposals for a review of Council effectiveness to include a governance and skills audit and a review of the current Council committee structure. | EM     | 28 February 2019  |
| M18/280 | Council in relation to GDPR  
A review of Council’s compliance with GDPR. | EM     | 28 February 2019  |
Council
22 November 2018

M18/237 – M18/297

Minutes

Present:
Dame Margaret Hodge (Chair)  Professor Paul Layzell
Professor Sarah Ansari  Mr Jeremy McClroy
Ms Ann Ewing  Mr Gerry O’Hagan
Mr John Gregory  Mr Nick Perryman
Ms Tina Harris  Mrs Chris Shoukry
Mrs Hazel Jessop  Professor Liz Schafer
Mr Clem Jones  Mr David Spence
Ms Denise Keable  Mr David Williams
Ms Sarah King  Ms Colette Wilson
Ms Willow Wong

Apologies:
Mr Alistair Buchanan  Mrs Christine Goodyear
Professor Bob Fitzgerald  Mrs Margaret Jack

Secretary:
Mrs Elaina Moss, Director of Governance and Legal Services and Secretary to Council

In attendance
Dr David Ashton, Deputy Principal (Operations)
Mr Stephen Avery, Chief Financial Officer
Professor Ken Badcock, Senior Vice Principal (Strategy, Partnerships and Resources)
Professor Katie Normington, Senior Vice Principal (Academic)
Mrs Pauline Martin, Executive Officer for Council, Minutes
Miss Charlotte Rudd, Secondary Minutes
Mr Rob Cutting, Administration Assistant

1. Apologies
RECEIVED from Mr Alistair Buchanan, Professor Bob Fitzgerald, Mrs Christine Goodyear and Mrs Margaret Jack.

2. Declaration of interests
Members were invited to indicate if they had a conflict of interest, not previously declared, with an item on this agenda. There were none.
3. Minutes of the previous meeting
AGREED the minutes of the meeting held on 10 October 2018 (M18/167-M18/236) M18/239

4. Matters arising
None M18/240

5. Un-starring of items
None M18/241

Major Business

6. Chair’s Introduction
The Chair’s introduction included a review of the Strategy day meeting and the intention to meet with all members of Council before the end of the calendar year. M18/242

7. Summary of the key outcomes of the Strategy Day and future actions
NOTED the key outcomes of the Strategy day meeting:
- Council Executive would have oversight of the progress of the Academic Strategy and Change Programme and Council would receive regular reports.
- Student Wellbeing would be at the heart of the brand proposition and be part of the responsibility of the Council Health & Safety and Wellbeing Committee.
- Council would engage more fully in the College’s Digital Futures initiative.
- The environmental sustainability agenda to be addressed at a Council briefing prior to a Council meeting.

DISCUSSED that College had a particular responsibility for Student Wellbeing and this would be monitored by the OfS. Ownership of the responsibility for Student Wellbeing within the College should be clearly defined. M18/244

DISCUSSED that consideration should also be given to staff wellbeing notwithstanding that the biannual staff survey was reported to Council. M18/245

REQUIRED creation of a list of KPI’s that reflected the College Strategy and that offered comparative performance to other institutions and which should then be regularly reported to Council. Council members were invited to submit their thoughts which should range wider than financial performance. M18/246

AGREED that Council should consider changes to its ways of working to better align with the College structure and improve efficiency and effectiveness with a board effectiveness review to be initiated that would include a governance and skills audit and a review of the committee structure. REQUIRED for a proposal to be brought to the next Council meeting. M18/247

8. Institutional Performance 2018/19
RECEIVED a first report (CL/18/82) of the financial impact of student recruitment resulting in tuition fee and student residence fee income which accounted for 67% of total College budget income. M18/248
NOTED that prior to the final student count, which would take place on 1 December, student fee income was anticipated to be no worse than budget and student accommodation was full.

NOTED that the revenue budget was in line with plan and the deferral of the George Elliot residences transaction would result in a slight in year financial upside. A full financial forecast for 2018/19 would be presented to the February meeting of Council.

RECEIVED an update on student recruitment for this academic year which NOTED that the targets for the end of August 2018 undergraduate recruitment had been exceeded by 10% (although there would be some attrition of numbers up to the final count on 1 December 2018). NOTED that numbers had been achieved with a cost to grade and tariff.

NOTED that College had a scheme in place which was aimed at widening participation and, in order to facilitate discussion at Council or the appropriate committee, a report of data on school intake and department performance would be helpful.

9. Academic Restructuring

RECEIVED a report (CL/18/83) of the proposed academic restructuring that would support increased interdisciplinary working, minimise time taken to make decisions and foster an environment that would drive innovation and have clear lines of responsibility and accountability. The structure would also address the needs of students by offering accessible support services that would be available when the student needed them.

NOTED that the proposed academic structure included a restructure of the Doctoral School to provide improved support to postgraduate research students and supervisors.

CONSIDERED the proposed administrative structure which would have core staff located within a School and support functions provided by embedded staff shared across two or more Schools. Transition arrangements would be managed by Human Resources.

CONSIDERED the risks and mitigation identified in the development of the proposal and in discussion at Academic Board and the importance of ensuring communications with staff about the changes throughout the whole of the process.

AGREED the proposed academic structure which would dissolve the current three Faculty structure and replace it with the School and Departmental Structure with effect from 1 August 2019.
School of Business and Management
Department of Accounting and Financial Management
Department of Digital Innovation Management
Department of Human Resource Management and Organisational Studies
Department of Marketing
Department of Strategy, International Business and Entrepreneurship

School of Engineering and Mathematical Sciences
Department of Computer Science
Department of Electronic Engineering
Department of Information Security
Department of Mathematics
Department of Physics

School of Humanities
Department of Classics
Department of English
Department of History
Department of Languages, Literatures and Cultures

School of Law and Social Sciences
Department of Economics
Department of Law and Criminology
Department of Politics, International Relations and Philosophy
Department of Social Work

School of Life Sciences and the Environment
Department of Biological Sciences
Department of Earth Sciences
Department of Geography
Department of Psychology

School of Performing and Digital Arts
Department of Drama, Theatre and Dance
Department of Media Arts
Department of Music

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

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

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

10. Change Programme

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

Regulatory and Compliance

11. Audit and Compliance Committee

RECEIVED the annual report of the work of the Audit & Compliance Committee 2017/18 (CL/18/84) M18/261
NOTED that the committee concluded that it had received reasonable assurance that the College’s arrangements were adequate and operating effectively in the discharge of its responsibilities of the following:

- Risk management, internal control and governance
- Management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, HEFCE and other funding bodies.

NOTED that the committee would continue to closely monitor all areas where internal control and value for money issues had been highlighted in recommendations. Notably:

- in the areas of IT Programme Governance, Independent departmental IT activity, Fee waivers and personal tutoring where a number of control weaknesses have been identified and in areas where a number of high priority recommendations remained incomplete.
- and limited assurance that the College’s arrangements were adequate and operating effectively in the discharge of its responsibilities for economy, efficiency and effectiveness (VFM) which reflected findings from the work in the areas of IT service provision and personal tutoring engagement.

NOTED that the process of risk management and reporting was under review in order to establish a fit and flexible way for Council to monitor risk, to be forward looking and to identify the lead indicators on risk topics.

APPROVED the report of the Audit & Compliance Committee and for submission to the Office for Students (OfS).

12. Financial Matters

RECEIVED the financial statements 2017/18 and the letter of representation (CL/18/85).

NOTED the financial statements were considered by the Finance Committee on 30 October 2018 and by the Audit & Compliance Committee on 5 November 2018. A member of the Audit and Compliance Committee attended the Finance Committee meeting for completeness. Both committees recommended the financial statements for formal approval by Council.

NOTED the Financial Statements have been audited by BDO and given an unqualified audit opinion, subject to the signature of a representation letter and completion of a post balance sheet review.

NOTED that advice had been sought from the external auditors regarding the requirement to ensure related party transactions were identified. Currently, in line with the Conflict of Interest Policy, all Council members were required to make a declaration of interests annually, updated as required.

APPROVED the financial statements and letter of representation for signature and the financial commentary for submission to the OfS.
12. Academic Quality Assurance

RECEIVED the annual report (CL/18/87) from the Academic Quality Assurance Committee which explained the objective of the committee, and the work undertaken, such that Council could be satisfied that the committee had carried out appropriate and reasonable procedures to enable Council to give the assurances on Academic Quality required by the OfS.

DISCUSSED the timeliness of taking action against recommendations. There were a number of issues across the College where actions remained outstanding for some time. It was considered that this identified a potential need for greater discipline and accountability alongside consideration of capacity and understanding of the mechanisms for reviewing and updating on progress or challenging unnecessary tasks.

AGREED that Council had received satisfactory assurance in relation to the quality of academic provision and the standards of awards made by the College and that Council confirm to the OfS that College was compliant with the OfS requirements on this.

13. Prevent Duty

RECEIVED the annual report of compliance with the Prevent Duty (CL/18/88) which explained the organisation structure and policies that supported, and would ensure continuing compliance with, the Prevent Duty. The report included an accountability statement and an outcome based data return for submission to the OfS.

DISCUSSED the reporting of cases in the Accountability and Data Return where the vast majority (255) were "welfare cases referred for specialist advice" and these were not Prevent-related. In 2017/18 there was 1 Prevent-related case “escalated to the point at which the Prevent lead had become involved” and which lead to “external advice being sought from Prevent partners”.

NOTED the review of the Freedom of Speech Policy due in 2018/19.

CONFIRMED Council’s assurance of College compliance with the statutory duty subject to review of the data submission.

Projects

14. General Data Protection Regulation

RECEIVED an update on the current position and the next steps in working towards compliance with the regulation (CL/18/89).

REQUIRED to include a review in relation to Council and GDPR with respect to the use of personal emails and documents.

15. Residences Transaction

RECEIVED an oral report on the Residences Transaction NOTING that the project had been terminated. (paper CL/18/90 not delivered)
16. **Estates Projects**

RECEIVED an oral report from CPAC regarding the development of the Enterprise Centre and the Music, Media Art and Centre for Digital Creativity.

NOTED that with regard to the Enterprise Centre the Committee had considered that College review the level of ambition for the project and the size of the building.

NOTED that Finance Committee had approved the broad design and scope of the projects.

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**Starred items for Report and Formal Approval**

17.* **Reportable Events**

NOTED that notification of a reportable event, the change to the Chair of Council, was sent to the OfS on 17 October 2018 under OfS condition F3(i) (CL/18/91)

18.* **Report Of Decisions Taken By The Chairman**

None

19.* **Report Of Decisions Taken By Circulation**

None

20.* **Modern Slavery Act Statement**

APPROVED the Modern Slavery Statement (CL/18/92)

21.* **Honorary Awards**

NOTED the call for nominations for honorary awards for 2020 (CL/18/93)

22.* **JNC Meetings**

RECEIVED minutes of JNC meetings (CL/18/94)

23.* **Academic Matters**

23.1* RECEIVED minutes of the meeting 30 May 2018 (CL/18/95)

23.2* RECEIVED the Academic Board Annual Report 2017/18 (CL/18/96)

24.* RECEIVED the following Minutes (CL/18/97)

- Academic Quality Assurance Committee 18 August 2018
- Audit & Compliance Committee 18 September 2018
- Council Executive Committee 19 September 2018
- Remuneration Committee 19 September 2018
- Health & Safety and Well Being Committee 3 October 2018 (minutes not yet available)
- Equality & Diversity 17 October 2018 (minutes not yet available)
- Finance Committee 30 October 2018 (minutes not yet available)
NOTED the following Committees have not met since the last meeting of Council

Health, Safety and Well Being Committee  M18/294
Remuneration Committee  

Sealing Of Documents
None since 16 July 2018  M18/295

Other Matters

Other Business
None  M18/296

Date of next meetings
Thursday 28 February 2019 5.00pm Shilling Lecture Theatre
Pre-meeting Briefing 4.00-4.45pm Environmental Sustainability Seminar room, ground floor Emily Wilding Davison Building  M18/297
Thursday 2 May 2019 5.00pm Shilling Lecture Theatre
Pre-meeting Briefing 4.00-4.45pm School of Management
Thursday 4 July 2019 5.00pm Shilling Lecture Theatre
Pre-meeting Briefing 4.00-4.45pm Citizenship and Civic Duty Seminar room, ground floor Emily Wilding Davison Building