



COUNCIL

Minutes of the Meeting held on 28 June 2022

Present: Sir Keith O'Nions (Chair), Dr Pearl Agyakwa (from minute 3938.4), Vicky Bailey (online), Lynette Eastman, Professor Rachel Gomes, Ian Kenyon, Sonya Leydecker, Professor Andy Long, Professor Jo Lymn, Sherry Madera, Piyali Mitra, Richard Newsome, Stephen Odell, Nora Senior, Chris Taylor (online until minute 3957.4), George Sullivan (from minute 3938), Professor Shearer West

Apologies: Professor Roshan das Nair, Keji Mustapha

In attendance: Sally Blackamore (for minute 3941-3946), Laura Clayton (for minutes 3939, 3941 and 3942), Professor Dame Jessica Corner (for minute 3947), Alison Dubas (minutes), Jason Feehily (for minute 3949), Paul Greatrix, Rowena Hall, Jaspal Kaur (for minute 3950), Professor Todd Landman (for minute 3952), Helen Lawrenson (for minutes 3941-3946), Stephen McAuliffe (Observing), Professor Robert Mokaya (for minute 3949), Margaret Monckton, Taidhgh O'Regan (for minute 3951), Professor Sarah Speight (for minute 3948), Tim Watkinson, Richard Wigginton (for minute 3952)

3934 Welcome, Apologies, Quoracy

- .1 The Chair welcomed members and guests to the meeting.
- .2 Apologies were received from Professor Roshan das Nair and Keji Mustapha.
- .3 The Secretary CONFIRMED that the meeting was quorate.

3935 Declarations of Interest

Vicky Bailey, Sonya Leydecker and Sherry Madera declared an interest in item 24 on the agenda (Nominations Committee report) and would recuse themselves from the meeting during the discussion.

3936 Minutes of the Meeting on 10 May 2022 and Action Log

Council AGREED the minutes of the meeting held on 10 May 2022 and NOTED the action log (C/22/49).

3937 Chair's Business

- .1 Council RECEIVED a verbal report from the Chair.
- .2 Council was informed of the passing of the University's former Vice-Chancellor, Professor Sir Colin Campbell. Members expressed their sadness at the news and Sir Colin's enormous contribution and many notable achievements during his tenure were warmly remembered. Members were advised that a memorial event would be held in due course.

- .3 Congratulations were NOTED to Professor Rachel Gomes, who had been honoured with a MBE for services to research and education.
- .4 The meeting was the last Council meeting for Professor Andy Long as Deputy Vice-Chancellor before assuming his role as Vice-Chancellor of Northumbria University. A vote of thanks was NOTED for Professor Long's dedication and work throughout his 32-year tenure at the University of Nottingham.

3938 Vice-Chancellor's Report

- .1 Council RECEIVED and NOTED paper C/22/50.
- .2 The Vice-Chancellor informed Council that the University had been awarded £29.1 million by UKRI to establish the UK's most powerful MRI scanner as a national facility, one of the largest awards the University had received to date.
- .3 The Deputy Vice-Chancellor provided Council with an update on international student recruitment and the re-negotiation of the contract with Kaplan.

3939 Castle Meadow Report

- .1 Council RECEIVED and NOTED paper C/22/67.
- .2 The FPVC Arts would assume the role of Chair of the Castle Meadow Oversight Board following the departure of the Deputy Vice-Chancellor in July 2022. A full business case for the campus was under development.
- .3 The University would have full vacant possession of the campus from October 2022 and it was anticipated that work would commence on site towards the end of 2022.
- .4 Council NOTED that the overall risk profile and associated costs of the programme might be impacted by the extent of infrastructure work required on site, which would not be known fully until vacant possession had been taken. For future iterations of the report, Council members would welcome greater detail on risks associated with the Castle Meadow programme.

3940 RESERVED

SUBSTANTIVE ITEMS

3941 Overview Paper: Business Planning and Finance

Council RECEIVED and NOTED paper C/22/70.

3942 Business Planning, Performance and Strategic Framework

- .1 Council RECEIVED an update on the University's approach to business planning as outlined in paper C/22/51.
- .2 Members were reminded that Council had approved the direction of travel for the University's performance framework at its June 2021 meeting. Since then, the performance framework had been refined and at its June 2022 meeting, UEB had approved some additional key performance indicators (KPIs) for staff engagement and average tariff.

- .3 Council DISCUSSED that prioritisation of KPIs should be a key element of the business planning process in future years. Members CONSIDERED that the carbon emission KPI could be more ambitious.
- .4 Council NOTED the intention to run more frequent pulse staff engagement surveys, as opposed to a biennial Gallup survey. It was SUGGESTED that pulse surveys should be conducted biannually in the first instance before moving to quarterly.
- .5 Council DISCUSSED how the performance dashboard would be presented and socialised with University staff. A communications plan would be developed and would inform appraisal and development conversations to enable staff to understand how their work contributed towards the achievement of targets.
- .6 Reports on the progression of achievement of targets and KPIs would be submitted to Council annually.
- .7 Council NOTED the further development of business planning, risk and performance frameworks within the wider strategic framework, including the alignment with financial management. Council APPROVED the suite of KPIs and the associated targets presented within the paper.

3943 Latest Revised Forecast (LRF)

- .1 Council RECEIVED paper C/22/64.
- .2 The financial surplus was expected to increase from the £21.9m budget and LRF2 position of £24.6m, to £41.6m, an improvement of £17m. The key variances were outlined within the paper.
- .3 Council NOTED the variance to the budget, which had been approved by Finance Committee at its June 2022 meeting.

3944 Medium Term Financial Plan (MTFP)

- .1 Council RECEIVED paper C/22/65.
- .2 The final MTFP included key assumptions, risks and opportunities and approximately £30m inflation costs had also been incorporated. Council NOTED the intention to deliver a zero surplus at the end of 2022/23.
- .3 Following assessment by Standard and Poor's, the University's credited rating had been affirmed as A+ with a stable outlook. Standard and Poor's had reviewed the five year MTFP and concluded that the University was in a strong financial position.
- .4 Council APPROVED the MTFP as presented within paper C/22/65.

3945 Medium Term Financial Plan 2022-23 Strategic Investment Pipeline

- .1 Council RECEIVED paper C/22/69.
- .2 The paper provided an overview of the strategic investment pipeline and identified how each of the investments aligned to the University's performance and risk management frameworks. Council NOTED that the number of strategic projects

across the University significantly exceeded affordability and the University's capacity to deliver.

- .3 The strategic investment pipeline remained a live document and was regularly reviewed to ensure that projects which were prioritised for investment would support delivery of the University strategy. £13m of budget was not yet allocated, which provided flexibility to rephase and reprioritise investments where required, or to consider high priority strategic projects that might arise in the future.
- .4 Council APPROVED the medium term financial plan strategic investment pipeline as presented within paper C/22/69. Council also AGREED that an additional tab should be incorporated that indicated projects the University would like to invest in, should sufficient budget become available.

ACTION		Owner	Due
.5	An additional tab would be incorporated into the investment pipeline to indicate additional projects for investment should sufficient budget become available.	Deputy Director of Finance	November 2022

3946 The Budget

Council RECEIVED and APPROVED the budget as set out in paper C/22/66.

3947 Research Strategic Delivery Plan Programme Business Case

- .1 Council RECEIVED paper C/22/52.
- .2 The previous research strategy had been allocated £86m of investment over its five year period. The new research strategy business case requested £27.9m of investment over five years. The smaller request for investment was reflective of the significant amount of activity undertaken as part of the previous strategy, and was now business as usual activity. The Beacons would transition into Faculties within the coming year and become self-sustaining.
- .3 The research SDP programme business case focussed on centrally driven initiatives required to coordinate activity and drive research to a higher level of performance.
- .4 The business case identified a need to develop academic members of staff at early professorial or early career researcher level. Leadership programmes would be designed to support colleagues to develop and submit bids for external funding. Half of the funding requested would be allocated to the continuation of the research fellowship programme. This had been extremely successful in previous years, with 93 fellows working within the University. The business case proposed to recruit 15 fellows per year.
- .5 Council DISCUSSED the following:
 - .1 That the research SDP would require a significant culture change in order for the strategy to be successfully delivered;
 - .2 Potential alignment and connections between the research strategy and the business school and whether there was sufficient resource and staff available

across the University to coordinate all the different activities within the research strategy.

- .3 That sufficient administration resource would also be required to ensure effective delivery of the research strategy. Additional investment for support staff within research and innovation had been made, and the Professional Services Committee would review administration support, including research administration support, across the University and how this could be improved.
- .6 Council NOTED the Research SDP Programme Business Case paper (C/22/52) and the direction of travel. Council would receive a further iteration of the business case at its October 2022 meeting for approval.

3948 Exceptional Classification and Progression Regulations for Summer and Autumn 2022

- .1 Council RECEIVED and NOTED paper C/22/55, which outlined the regulatory approach taken to mitigate the impact of a potential boycott of assessment and marking.
- .2 Council NOTED the importance of implementing a process to ensure that students were able to progress and that a similar approach had been taken to mitigate against the impact of the pandemic during 2020.

3949 Trusted Research

- .1 Council RECEIVED and NOTED paper C/22/20.
- .2 Universities UK had produced a report that outlined measures that Universities should take to ensure internationalisation risks and international security threats were mitigated. A Trusted Research framework had been established to manage the risk and would be delivered across the University in three phases. Council NOTED the progression of the implementation of the Trusted Research framework and the ongoing risks.
- .3 Council DISCUSSED the following:
 - .1 The ongoing risks associated with the implementation of the Trusted Research framework;
 - .2 That the language used when rolling out training to research staff must be accessible and understandable to all and that staff must have clarity in respect of their responsibilities;
 - .3 Some members of staff across the University were not aware of the Trusted Researcher framework and that further awareness and engagement work was needed.

3950 Equality, Diversity and Inclusion Annual Report

- .1 Council RECEIVED paper C/22/25.
- .2 The EDI annual report outlined the activities that had taken place to support achievements of the objectives within the EDI strategic delivery plan (SDP).
- .3 The impact of the pandemic upon staff had been addressed through the production of guidance documents, a review of processes and providing support to staff

where circumstances arose. It was recognised that the impact of the pandemic would continue to be experienced in the coming years.

- .4 Council NOTED the EDI Annual Report paper (C/22/25).

ITEMS FOR APPROVAL

3951 Business Case: Education Administration Continuous Improvement Team

- .1 Council RECEIVED paper C/22/55, which sought approval of £14.5m to establish the Education Administration Continuous Improvement Team (EACIT) for three years. The case had been considered and recommended for approval by the Digital Strategy Committee, Planning and Resources Committee and Finance Committee. The financial request had been accounted for within the MTFP.
- .2 Council NOTED the series of challenges faced with Campus Solutions, which were mostly attributed to an extensive number of customisations. Continued investment in EACIT would enable the team to continue with its progress to address and rectify the challenges within Campus Solutions.
- .3 Members DISCUSSED the proposal and how it aligned with other major digital projects that were underway. Council was assured that a robust contract was in place. PricewaterhouseCoopers (PwC) had been appointed as the assurance partner for the four major digital projects that were underway. PwC submitted regular reports to the Vice-Chancellor and closely monitored the operation of all four projects.
- .4 Communications regarding Campus Solutions and the work of EACIT would need to be carefully considered and the benefits clearly articulated.
- .5 Council APPROVED the EACIT business case and funding of £14.5m which would be allocated from the Digital Futures budget.

3952 Business Case: Hugh Stewart Hall Refurbishment

- .1 Council RECEIVED paper C/22/56, which sought approval of £34.5m to refurbish Hugh Stewart Hall. The case had been considered and recommended for approval by Estates and Infrastructure Committee, Planning and Resources Committee, UEB and Finance Committee.
- .2 The Hugh Stewart Hall project management group had considered how to manage risks, such as inflation of costs and pressures upon the tendering process, and the budget included contingency to mitigate those risks. Upon closure of the Hall, extensive surveys and a de-risking process would take place with the preferred contractor. The Hall would close for refurbishment from January 2023 and reopen in August 2024. Plans were in place to address the 300 beds that would be relinquished following closure of the Hall.
- .3 Council DISCUSSED the potential commercial income and benefits the Hall could generate once refurbished. It was also reaffirmed that University accommodation should be affordable for all students and the rooms must be priced accordingly once refurbished.
- .4 Council APPROVED the business case and the requested funding of £34.5m, which would be funded via the Estates capital budget.

3953 Degree Outcomes Statement

- .1 Council RECEIVED paper C/22/62 which provided details of the University's quality assurance architecture, and governance of academic programmes, and how they provided assurance on the standard of awards issued by the University.
- .2 Council APPROVED the Degree Outcomes Statement (paper C/22/62).

3954 University of Nottingham Students' Union and University of Nottingham Partnership

- .1 Council RECEIVED paper C/22/5 which proposed a new framework to enhance the operational and strategic relationship between the Students' Union and the University and outlined how this would be achieved.
- .2 Council APPROVED the Students' Union Code of Practice and ENDORSED the approach and timescale identified within the paper (C/22/54).

3955 Appointment of University Assessor and Deputy Assessors

Council RECEIVED and APPROVED paper C/22/58 from the Registrar.

Vicky Bailey, Sonya Leydecker and Sherry Madera left the meeting.

COMMITTEE AND OTHER REPORTS

3956 Nominations Committee Report from the Meeting of 24 May 2022

- .1 Council RECEIVED and NOTED paper C/22/57.
- .2 Council NOTED that the first terms of office for Vicky Bailey, Sonya Leydecker and Sherry Madera were coming to an end. Nominations Committee recommended to Council that the terms of office as Council members for Vicky Bailey, Sonya Leydecker and Sherry Madera be extended for a period of two years.
- .3 The Chair of Council advised members that after the first term of office of four years, Council members could be reappointed for up to two subsequent periods of two years. Council APPROVED the two-year tenure extensions for Vicky Bailey, Sonya Leydecker and Sherry Madera.

Vicky Bailey, Sonya Leydecker and Sherry Madera rejoined the meeting.

- .4 The Chair of Council proposed that Sherry Madera be appointed as a member of Audit and Risk Committee and that Stephen Odell be appointed as a member of Finance Committee. Nora Senior would stand down from her 'in attendance' role at Finance Committee and would instead attend Audit and Risk Committee meetings. Council APPROVED the proposals. The Chair of Council invited members to nominate themselves for membership on Health and Safety Committee.
- .5 Council APPROVED the recommendation from Nominations Committee that a Senior Independent Governor would not be appointed and that the role was already effectively fulfilled by the Vice-Chair of Council.

ACTION		Owner	Due
.6	The revised memberships of Council sub-committees would be made available to Council members alongside quoracy information.	Secretary	October 2022
.7	Council members who wished to nominate themselves to be a member of Health and Safety Committee would contact the Registrar.	Council members	October 2022

3957 Committee of University Chairs (CUC) Code of Governance

- .1 Council RECEIVED paper C/22/36.
- .2 The annual report on compliance with the CUC Code of Governance had been considered by the Audit and Risk Committee (ARC) ahead of submission to Council. ARC NOTED that the University had good compliance with the Code. There were two elements where Council's view was requested.
- .3 It was stated in the CUC Code that all members of the governing body shared the same legal responsibilities and obligations as other members, so no one could be routinely excluded from discussions. All members had a duty to record and declare any conflicts of interest. Council NOTED that Ordinance XII provided for reserved business in limited circumstances from which students should withdraw and not receive papers. Council APPROVED the removal of Ordinance XII in its entirety.
- .4 Paragraph 5.8 of the CUC Code stated that the governing body should consider the benefits of appointing a Senior Independent Governor (SIG) or equivalent role and explain the rationale for decisions made in this regard. Council considered the role of the SIG and determined, in accordance with its discussion of the preceding item, that the role of the SIG was effectively fulfilled by the Vice-Chair of Council, therefore Council AGREED that a SIG should not be appointed.

3958 Finance Committee Report from the Meetings of 27 April and 8 June 2022

Council RECEIVED and NOTED paper C/22/59.

3959 Audit and Risk Committee Report from the Meeting of 23 May 2022

Council RECEIVED and NOTED paper C/22/60.

3960 Health and Safety Committee Report from the Meeting of 23 May 2022

- .1 Council RECEIVED and NOTED paper C/22/68.
- .2 Council members requested that the Health and Safety Committee report be reinstated as a standing item at the head of Council meeting agenda.

3961 Senate Effectiveness Review update and Senate Report from the Meeting of 7 June 2022

- .1 Council RECEIVED and NOTED paper C/22/61.
- .2 The Senate Effectiveness Review had recommended that Council be asked to confirm the role and responsibilities of Senate. A paper would be submitted to the next meeting of Council to support the consideration of the recommendation.

3962 Council Agenda Forward Plan

Council RECEIVED and NOTED paper C/22/63.