



## COUNCIL

### Minutes of the Meeting held on 8 October 2019

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**Present:** John Mills (in the Chair), Vicky Bailey, Professor Dame Jessica Corner, Lynette Eastman, Dr Rachel L Gomes, Professor Kevin Lee, Sonya Leydecker, Professor Andy Long, Professor Jo Lymn, Sherry Madera, Carolyn Morgan, Trevor Moss, Dr Hamid Mughal, Dr Gabriele Neher, Richard Newsome, Professor Sarah O'Hara, Sir Keith O'Nions, James Pheasey, Professor Clive Roberts, Nora Senior, David Tilly, Cassie Ulrich, Steve Walton, Professor Shearer West

**Apologies:** Simon Amess

**In attendance:** Jason Carter, Dr Paul Greatrix, Rowena Hall, Margaret Monckton  
For minute M3562: Haf Merrifield, Director of Planning, Performance and Strategic Change.  
For minute M3564: Linda Goodacre, Director of Estates and Facilities  
For minute M3567: Professor Sam Kingman, Faculty Pro-Vice-Chancellor Engineering  
For minute M3566: David Hill, Chief Digital Officer; Duncan Young, Sue Ball, Finance Manager; Helen Pennack, Chief Marketing and Communications Officer; Nicola Anderton, Director of Digital and Marketing; Sally Blackamore, Financial Controller; Carolyn Stanhope, Head of Specialist Services  
For minute M3568: Andy Sweeney, Director of Estates Operations

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## STANDING ITEMS

### 3556 Welcome and Quoracy

The Chair welcomed Richard Newsome, Professor Jo Lymn, James Pheasey and Cassie Ulrich to their first meeting of Council.

The meeting was declared quorate.

### 3557 Declarations of Interest

There were no declarations of interest.

### 3558 Minutes

The minutes of the meeting of Council held on 25 June 2019 (paper C/19/63) were CONFIRMED as a true record.

### 3559 Matters Arising

#### .1 Access and Participation Plan

Council NOTED the approval of the Access and Participation Plan by the Office for Students (paper C/19/6).

## **.2 Magna Charta Universitatum**

Council NOTED that the University's application to sign the Magna Charta Universitatum had been accepted.

### **3560 Chair's Business**

The Chair congratulated the Vice-Chancellor on her appointment to the board of Universities UK.

### **3561 Vice-Chancellor's Report**

- .1 Council NOTED the Vice-Chancellor's Report (paper C/19/65).
- .2 Congratulations were expressed to the Deputy Vice-Chancellor on being elected a Fellow of the Royal Academy of Engineering.
- .3 The Vice-Chancellor reported that Chris Williamson MP would be attending the University to participate in an event hosted by the School of Politics and International Relations focussed on British party politics during the 2015 and 2017 general elections. The event had been risk assessed and a public statement released. Council NOTED the University's legal duty to ensure that free speech was provided for on campus and the arrangements which had been put in place around the event to ensure that any contributions did not contravene our expectations of legal free speech.
- .4 The Vice-Chancellor highlighted the agreement of a priority action plan with Kaplan in connection with its targets and the opportunity to consider the relationship further as part of the mid-term review which would be initiated in 2020.
- .5 Council was reminded that the University had ended the practice of making unconditional offers as a way of securing high achieving applicants. The University would continue to make contextual offers, which might include an unconditional element, as a more effective means of supporting its focus on attracting applicants from disadvantaged backgrounds.

## **STRATEGIC ITEMS**

### **3562 University Strategy**

The Director of Planning Strategy and Performance introduced paper C/19/85 describing the White Paper consultation that had taken place regarding the strategy. Members were asked to provide feedback on the content of the paper provided as part of that consultation. Points that were made in the discussion included:

- The need to ensure that the strategy carried the appropriate level of ambition, transformation and distinctiveness and its language reflected that.
- Support for change management would be needed to deliver the goals.
- The sustainability theme provided the opportunity to be distinctive through a combination of teaching, research and operations.
- The recognition that strategic commitments had to be achievable.
- Tools would need to be deployed to ensure idea generation in support of the strategy was captured.

**3563 USS Pension - Context**

Council noted the contextual information provided in connection with the USS Pension scheme (paper C/19.69).

Council acknowledged the risk of industrial action associated with developments and committed to providing the necessary support to the Vice-Chancellor in the event that it took place.

**3564 Digital Theme**

The Chief Digital Officer provided Council with a presentation: Shaping Our Digital Future (paper C/19/66). The presentation set out a package of three planned major IT change programmes which formed part of the IT Masterplan. An overview of each programme was provided and Chief Digital Officer invited Council's support for the delivery of the programmes. The programmes would align closely to the themes and content surfacing as part of the development of the new University strategy and would be necessary enablers to allow the strategic goals to be met, to mitigate some high scoring IT risks and help reverse significant technical debt.

Council was keen to understand whether the University had the capability to lead the change programmes successfully. Council was assured that in the case of each programme, the University would work closely with an external partner and resource would be included to provide for additional external support where required, for external assurance partners and to ring fence the delivery team. Council NOTED that the University was already working closely with a partner in connection with the IT Operating Model programme. A Council Member who sat as a member of the Digital Advisory Group was able to provide further assurance of the alignment of the IT strategy and the expected outputs of the University strategy consultation process.

Council NOTED that all three change programmes were provided for in the University's Medium Term Financial Plan.

**IT Operating Model**

The programme would develop and implement a new IT Operating Model. Council NOTED that the Chief Digital Officer had attended previous Council meetings during which he had presented the strategic case for the introduction of new IT Operating Model. Council was apprised of the modelling process and scoring approach used to identify the preferred option. The preferred model as recommended by Digital Strategy Committee and agreed by University Executive Board was Option 3(A) which would see the University working with an external partner to deliver foundational IT work.

Council NOTED the indicative cost to deliver the change programme would be £19m over four financial years.

Council emphasised the importance of the choice of partner and engagement with colleagues across the University to the success of the programme.

Council NOTED the Joint Union Statement (provided as part of paper C/19/66).

Council ENDORSED the preferred option (Option 3A) and progression to the next stage of the process which would include running a tendering process for a "procurement and assurance partner" to assist with the sourcing process, a procurement for a partner to provide the foundational IT services as described in Option 3(A) and the production of a Full Business Case.

## **Digital Core**

The Digital Core programme would see the replacement of several key University IT systems: finance, human resources and procurement. Council NOTED that the strategic case for the programme and the drivers for change were presented to Council in June 2019 by the Financial Controller and Head of HR Specialist Processes. An outline business case had been presented to Finance Committee which had endorsed the direction of travel and the initiation of the procurement stage of the programme.

It was not envisaged that all three systems would necessarily be supplied by a single partner.

Council NOTED the indicative cost of the programme would be £19m over a four year period and that the University would be working with an assurance partner as the programme developed to make sure delivery was as effective as possible.

Council ENDORSED the overall approach to the programme and NOTED progression to the procurement stage.

## **Digital Engagement**

The Digital Engagement programme was a digital project with a focus on people and processes designed to introduce and implement a system and new ways of working to deliver an exceptional student recruitment journey for applicants. The key digital deficits in current IT systems allied to recruitment activities were highlighted as were their impacts which included data security concerns, a high number of manual interventions, and a poor student experience in general. In combination, the University faced negative impacts on its ability to recruit and grow its international market share in particular.

Council NOTED the indicative cost of the programme would be £12m over two years.

Council NOTED that a business case for the required solution would be presented to a future meeting for consideration and approval.

## **ASSURANCE ITEMS**

### **3565 Faculty Report - Engineering**

Professor Sam Kingman, Pro-Vice-Chancellor for the Faculty of Engineering provided a presentation (paper C/1986) which included a SWOT analysis of his Faculty. A particular weakness highlighted was the over reliance on a few staff for research performance and there was an acknowledgement of the potential threat of Brexit's impact on the Faculty's EU funding portfolio.

There was a focus throughout the presentation on how the Faculty was working to maximise the impact of its innovations through its teaching and learning and further research activities. Members thanked Professor Kingman for his presentation.

### **3566 Health and Safety – Compliance of the Estate**

Council NOTED paper C/19/70 which was presented by the Director of Estates Operations.

**3567 Finance Committee Report**

Council received and NOTED the report from the meeting of Finance Committee held on 18 September 2019, as set out in paper C/19/71.

**3568 Audit and Risk Committee Report**

Council received and NOTED the report from the meeting of Audit and Risk Committee held on 18 September 2019, as set out in paper C/19/72.

**3569 Nominations Committee Report**

Council NOTED the appointment of Ian Kenyon as Council Member and Treasurer from 1 January had been approved by circulation.

The Chair reported that there would be a number of vacancies for Council Members over the course of the next six months and in order to prepare for the recruitment process to fill those vacancies, Council Members would be asked to complete for the first time, or update, their entry in the skills matrix.

Consideration of candidates for the role of Chancellor continued.

**3570 Honorary Degrees Committee**

Council NOTED paper C/19/74 which gave details of Honorary Degrees to be conferred in December 2019.

**BUSINESS ITEMS****Formal Meeting – Report Items****3571 Council Instruments for Annual Approval**

.1 Council APPROVED the following documents:

Standing Orders of Council (paper C/19/75)

Role, Powers & Responsibilities of Council: Delivery & Scheme of Delegation (paper C/19/76)

Delegated Financial Authorities (paper C/19/77)

Council Members: Requirements and Expectations (paper c/19/78)

**3572 Membership Information and Guidance**

.1 Council NOTED the following documents:

Conflict of Interest Policy (paper C/19/79)

Responsibilities and Liabilities of Council members (paper C/19/80)

Council Membership for 2019/20 (paper C/19/81)

Committee Terms of Reference and Memberships for 2019/20 and Council Members' Attendance for 2018-19 (paper C/19/82).

- .2 Council NOTED that the Terms of Reference for Finance Committee would be re-circulated as a number of small amendments had been made during the Finance Committee meeting preceding the Council Meeting.

### **3573 Council Programme of Work 2019/20**

NOTED paper C/19/83 on the Core Programme of Work and Schedule 2019/20.

### **3574 University Assessor and Deputy Assessor**

Council APPROVED the re-appointment of Professor Stephen Bailey as University Assessor to 31 July 2022 and Professor Richard Hyde as Deputy Assessor to July 2022 (paper C/19/84), noting that changes were planned to add to the diversity of those involved in overseeing student disciplinary matters.

### **3575 Suspension/Discipline Cases**

The Registrar reported that over the course of the end of last term and the beginning of the autumn term, five students had been excluded from residential accommodation for the possession and/or use of drugs, one from residential accommodation for assault, one from all parts of the University for grievous bodily harm and one from all part of the University for incidents of violence, intimidation and harassment.

### **3576 Private Placement - RESERVED**

### **3577 Accommodation Development – RESERVED**