

UNIVERSITY OF BIRMINGHAM

COUNCIL

1st February 2017 at 9.00 a.m.

MINUTES

Members present: Mr Ed Smith CBE (Pro-Chancellor, in the Chair); Mr Derrick Anderson; Ms Rose Bennett (Postgraduate Officer); Mr David Davies OBE; Mr Alan Davey CBE; Professor Sir David Eastwood (Vice-Chancellor and Principal); Professor Peter Fryer; Mr Malcolm Harbour CBE; Mr Richard Haywood (Deputy Pro-Chancellor); Professor Tim Jones (Provost and Vice-Principal); Ms Ellie Keiller (President of the Guild of Students); Professor Hisham Mehanna; Mrs Caragh Merrick (Treasurer); Sir Terry Morgan; Dame Una O'Brien; Professor Karen Rowlingson; Professor Corey Ross; Dr Ranjit Sondhi CBE; Mr David Stead.

Also present: Professor David Adams (Pro-Vice-Chancellor and Head of College); Professor Kathleen Armour; Professor Saul Becker (Pro-Vice-Chancellor and Head of College); Mr Peter Clack (Director of International Relations) – for Minute 17/06; Ms Cathy Gilbert (Director of External Relations) – for Minute 17/06); Mr Chris Granger (Director of Finance); Ms Olivia Kew-Fickus (Director of Strategic Planning) – for Minute 17/09; Professor Robin Mason (Pro-Vice-Chancellor (International)); Mrs Colette McDonough (Assistant Secretary); Professor Myra Nimmo (Pro-Vice-Chancellor and Head of College); Mr Trevor Payne (Director of Estates) - for Minute 17/05; Mr Mike Roden, (Principal of UofB School) – for Minute 17/07; Mr Lee Sanders (Registrar and Secretary); Professor Andy Schofield (Pro-Vice-Chancellor and Head of College); Professor Tim Softley (Pro-Vice-Chancellor); Professor Michael Whitby (Pro-Vice-Chancellor and Head of College).

Apologies: Dame Christine Braddock; Mr Martin Devenish; Dame Lin Homer.

Papers: The minute book contains copies of all written papers or reports to which reference is made below unless indicated otherwise.

17/01 Minutes of previous meeting

Resolved: that the minutes of the meeting of Council held on 30th November 2016 be approved (CO.17.02.01).

17/02 Matters Arising

Reported: that there were no matters arising.

17/03 Pro-Chancellor's Items

(1) Martin Devenish MBE

Reported: that Council congratulated Martin Devenish on his receipt of an MBE in the New Year's Honours List 2017.

(2) Court

Reported that:

- (a) Council was responsible for all matters relating to the constitution and procedure of the Court;
- (b) the University was proposing to review the arrangements for Court in light of:
 - (i) what was expected to be another year of low external attendance at the next meeting on 9th March 2017;
 - (ii) Court having operated for five years in its current format;
 - (iii) the University Annual Meeting having proved to be a more effective vehicle for broader stakeholder engagement, noting that members of Court were invited to the University Annual Meeting which was held on the same day;
 - (iv) a number of other higher education institutions having dissolved their Courts in favour of other more effective means of stakeholder engagement;
 - (v) the limited powers of Court;
- (c) **[NOT FOR PUBLICATION]**

Resolved: that Council supported the proposed review of Court.

17/04 Vice-Chancellor's Items

COMMERCIAL IN CONFIDENCE

Considered: a report from the Vice-Chancellor (CO.17.02.02).

Reported:

- (a) that Council welcomed the positive discussions which had been held with University College Birmingham (UCB), at the instigation of the two Vice-Chancellors, regarding opportunities for further academic partnership;
- (b) the positive outcome of the recent Home Office Audits, noting that:
 - (i) the University had received confirmation of renewal of its Tier 2 (work), Tier 4 (student) and Tier 5 (non-student exchange) sponsor licences for the maximum four years;
 - (ii) **[NOT FOR PUBLICATION]**
 - (iii) Council would be advised when the reports of these Audits had been received by the University;
- (c) the challenges of international student recruitment, including the impact of Brexit and the government's student immigration policy;
- (d) that the University had submitted to Year Two of the Teaching Excellence Framework;
- (e) that the University was preparing its submission to the consultation on the government's Industrial Strategy, noting that a lunchtime session had been arranged for UEB on 27th February 2017 as part of this work;
- (f) that the University had been placed in the top 100 globally in the QS graduate employability rankings 2017. It was suggested that the theme of the economic contribution of the University to the West Midlands (including employability) could be covered at a future evening presentation/strategy day for Council.

Resolved that:

- (i) the following information be made available via BoardPad:
 - (a) TEF2 submission;
 - (b) UCB Collaboration Statement;
 - (c) Industrial Strategy Consultation Response;
- (ii) the theme of the economic contribution of the University to the West Midlands (including employability) would be covered at a future evening presentation/strategy day for Council.

17/05 Enhanced Capital Programme Masterplan 2016-21

COMMERCIAL IN CONFIDENCE

- (1) Enhanced Capital Masterplan

Considered: the proposal for enhancement of the Capital Programme Masterplan 2016-2021 at a total additional sum of £198m (CO.17.02.**03A**).

Reported that:

- (a) the University was now able to contemplate an acceleration and expansion of its capital programme of £365m approved by Council in June 2016 due to a stronger than originally anticipated underlying financial position and increased confidence in the sustainability of cash generation;
- (b) the proposed strategically important additional projects (which had originally been envisaged for the 2021-2026 phase of the Capital Programme but were now proposed to be brought forward) were as follows:
 - (i) extension to the Business School on the University House site, cost circa £23m;
 - (ii) New School of Engineering opposite the new CTL building, cost circa £65m;
 - (iii) New Teaching Block (including 600 seat lecture theatre) adjacent to New Main Library and Green Heart site, cost circa £16m;
 - (iv) 301 Broad Street redevelopment, cost circa £10m;
 - (v) New Molecular Sciences building – replacement for the Howarth Chemistry building on the Munrow site, cost circa £65m;
 - (vi) smaller scale projects totalling circa £19m. Capital projects in the Medical School to support growth in numbers of Medical students circa £6m. Creation of additional STEM laboratories and changing rooms at the UoB School and investment into Drama at Selly Oak circa £2m. Additional prioritised IT projects to support accelerated campus network systems and infrastructure development circa £10m;
- (c) **[NOT FOR PUBLICATION]**
- (d) the costs above were indicative at this stage as further detailed work was required on the specifications and business plans, noting that individual business cases for each capital project would be developed and considered for approval by Council/SPRC/UEB/CPMG in accordance with the Scheme of Delegation for Council;
- (e) members of Council had received a comprehensive presentation and briefing on the proposed additional capital investment and its financing implications the previous evening. The subsequent discussion had covered a variety of issues relating to the recommendations from Strategy, Planning and Resources Committee, including:
 - (i) confirming the rationale for the selection of the projects at (b) for acceleration and confirming those future projects which had remained pending;

- (ii) the demand for student study space across campus, noting what had already been put in place by the University and the plans for raising student awareness of this provision;
- (iii) the additional space requirements of the College of Arts and Law for new members of academic staff;
- (iv) **[NOT FOR PUBLICATION]**
- (v) whether the recommended amount of proposed investment was set at the right level, or whether more investment to accelerate further capital projects should be considered;
- (vi) initial thoughts on the potential uses for 301 Broad Street;
- (vii) the future strategy for campus car parking provision;
- (viii) the University's future digital education strategy;
- (ix) the importance of effective staff and student communications to ensure both were fully informed of the plans for the Capital Programme for the next five years;
- (f) the delivery of these additional projects was achievable over the next five years without negatively affecting the estates projects already agreed;
- (g) additional resource would be brought into the Department of Estates to provide the capacity required to deliver the enhanced capital programme, noting that an enhanced Project Management Office had been established in Estates to supplement the capacity to deliver the University's Capital Programme.

Resolved: that enhancement of the Capital Programme Masterplan 2016-21 be approved at a total cost of £198M as set out in Paper CO.17.02.**03A**, noting the arrangements for detailed work to confirm the costings of each project and approval of the business cases for each individual capital project.

(2) Financing Implications

Considered: the financing implications of delivering the Enhanced Capital Programme Masterplan 2016-21 (CO.17.02.**03B**).

[NOT FOR PUBLICATION]

17/06 **[NOT FOR PUBLICATION]**

17/07 Annual Report – First Year of the University of Birmingham School

Considered: a progress report on year one of the operation of the University of Birmingham School (CO.17.02.**05**).

Reported:

- (a) that, as part of the governance arrangements for the University of Birmingham School, Council was requested to consider an annual report from the School Governors;
- (b) that the Principal was congratulated on the overall success of the first year of operation of the University of Birmingham School;
- (c) the distinctive nature of the education and personal character enrichment offered by the School;
- (d) the challenges of the sixth form, noting the plans for revision of the target pupil numbers for the sixth form;
- (e) the challenge of the diversity of the student intake, and balancing this with academic achievement;
- (f) the plans for enhancement of the labs and changing rooms at the School and investment in the University's drama students who were also based at the Selly

Oak Campus;

(g) the demands on teaching staff of the enrichment activities of the School, noting that adjustments were being made to improve their work/life balance.

Resolved: that the progress report on year one of the operation of the University of Birmingham School as set out in Paper CO.17.02.05 be approved.

17/08 Strategy, Planning and Resources Committee

Considered: the report of the meeting of the Strategy, Planning and Resources Committee held on 18th January 2017 (CO.17.02.06).

(1) Results of the BPAS Actuarial Valuation

Considered: the results of the triennial actuarial valuation of the BPAS scheme for support staff (CO.17.02.07).

[NOT FOR PUBLICATION]

Resolved that the proposals on BPAS Scheme deficit funding be approved as set out in Paper CO.17.02.08.

(2) Recruitment and Admissions Update

Considered: a summary of all applications received by 13 January for 2017 entry, with an emphasis on home undergraduate, and a comparison of the University's undergraduate recruitment position with that of its UCAS competitor group and nationally (CO.17.02.08).

Reported that:

(a) to (c) **[NOT FOR PUBLICATION]**

(d) this was a strong position at this stage of the cycle. However, there were some external risk factors which could affect conversion. The University's competitor group had reduced applications and this could lead to aggressive conversion;

(e) to (g) **[NOT FOR PUBLICATION]**

(h) the University Recruitment, Admissions and Targets Board had reviewed a detailed analysis of how the Unconditional Offer Scheme had performed since 2013. Following discussion, it had been agreed that the scheme should continue, but that individual subjects would look at their offer criteria, with a view to increasing the GCSE requirements in some cases;

(i) the University kept the effectiveness of its recruitment strategy under review and continued to innovate to maintain its competitive advantage for each recruitment cycle, noting, for example, the introduction of the Offer Calculator for the 2017 recruitment cycle;

(j) the University was planning to stay within its recruitment targets for 2017 entry.

17/09 Update of Strategic Framework Key Performance Targets

Considered: the update of Strategic Framework Key Performance Targets (CO.17.02.09).

Reported:

(a) that the KPTs were updated twice each year, for Council meetings in January/February and June/July. 13 out of the 16 KPTs had been updated in this cycle, reflecting the availability of data, much of which came from external sources which updated on an annual basis;

(b) to (f) **[NOT FOR PUBLICATION]**

Resolved that:

- (i) the Key Performance Targets Update be approved as set out in Paper CO.17.02.11;
- (ii) **[NOT FOR PUBLICATION]**

17/10 University Risk Management and Risk Register: Annual Update to Council

Considered: the annual update to Council on the University's risk management process and Risk Register (CO.17.02.10).

Reported that:

- (a) UEB continued to be responsible for institutional risk management and the scoring of risks and mitigating actions. The Audit Committee continued to review and provide oversight of the operation of the overall institutional risk framework and process on behalf of Council. UEB monitored the Risk Register on a quarterly basis whilst Audit Committee considered it twice a year (in October and March);
- (b) major risk factors such as Brexit or increased regulatory reform had an impact across the University's portfolio of activities. These were considered by UEB and contextualised and embedded in the Risk Register against individual existing strategic risks and activities, rather than added as additional factors;
- (c) the risks associated with the accelerated capital programme and its financial implications approved by Council earlier in the meeting would be factored into the next Q2 update;
- (d) the Chair of Audit Committee confirmed the Committee's monitoring of the University's approach to risk management.

Resolved: that the annual update on the University's risk management process and Strategic Risk Register be approved as set out in Paper CO.17.02.10.

17/11 Report from the Council to Court

Resolved: that the report from the Council to the next meeting of Court on 10th March 2016 be approved (CO.17.02.11).

17/12 Report to Council on the work of Council-approved Panels during 2016

Noted: the report to Council on the work of Council-approved Panels during 2016 (CO.17.02.12).

17/13 Items Approved Between Meetings of Council

Considered: a list of business approved since the meeting of Council on 30th November 2016 under the procedure for approval between meetings of Council (CO.17.02.13)

Noted: that the following items of business had been approved:

- (i) insurance settlement in respect of Manor House;
- (ii) disposal of the Manor House site.

17/14 Capital Projects over £5m

COMMERCIAL IN CONFIDENCE

Received: a report from the Director of Estates (CO.17.02.14).

17/15 Affixing of the University Seal

COMMERCIAL IN CONFIDENCE

Received: a report noting the transactions which had required use of the University Seal since the last meeting of Council (CO.17.02.15)

17/16 Any Other Business

Reported that:

- (a) the next Council Strategy Day would include a session on the International Strategic Framework, including the University's recommended future approach to Europe;
- (b) a trial of the weekly Wonkhe e-mail bulletin would be arranged for lay members of Council. It was suggested that, if the trial was successful, this might replace the weekly subscription to Times Higher Education currently provided to lay members.

17/17 Programme of Meetings

Noted: the programme of meetings of Council for 2016/17 and 2017/18:

2016/17

Tuesday 25th April 2017, 10.00am, Council Strategy Day and Dinner
Tuesday 27th June 2017, 5.00pm, Council Presentation and Dinner
Wednesday 28th June 2017, 9.00am, Council Meeting

2017/18

Tuesday 3rd October 2017, 6.30pm, Council Dinner
Wednesday 4th October 2017, 9.00am, Council Strategy Day
Tuesday 28th November 2017, 5.00pm, Council Presentation and Dinner
Wednesday 29th November 2017, 9.00am, Council Meeting
Tuesday 30th January 2018, 5.00pm, Council Presentation and Dinner
Wednesday 31st January 2018, 9.00am, Council Meeting
Tuesday 24th April 2018, 9.00am, Council Strategy Day and Dinner
Tuesday 26th June 2018, 5.00pm, Council Presentation and Dinner
Wednesday 27th June 2018, 9.00am, Council Meeting