

## UNIVERSITY OF BIRMINGHAM

## COUNCIL

4th February 2015 at 9.00am

## MINUTES

Members present: Mr Ed Smith CBE (Pro-Chancellor, in the Chair); Mr Derrick Anderson; Professor Kathleen Armour; Ms Joulie Axelithioti (Postgraduate Officer); Dame Christine Braddock; Mr David Davies OBE; Mr Martin Devenish; Professor Sir David Eastwood (Vice-Chancellor and Principal); Professor Jon Frampton; Professor Peter Fryer; Mr Robert Halton; Mr Malcolm Harbour CBE; Mr Richard Haywood (Deputy Pro-Chancellor); Ms Sukhvinder Kaur-Stubbs; Mr Richard Keys; Mrs Caragh Merrick (Treasurer); Dr Norman Price OBE; Professor Adam Tickell (Provost and Vice-Principal); Ms Poppy Wilkinson (President, Guild of Students).

Also present: Professor Jeff Bale (Pro-Vice-Chancellor); Professor Saul Becker (Pro-Vice-Chancellor and Head of College); Mr Chris Granger (Director of Finance); Professor John Heath (Pro-Vice-Chancellor); Mrs Colette McDonough (Assistant Secretary); Professor Myra Nimmo (Pro-Vice-Chancellor and Head of College); Ms Heather Paver (Director of HR); Professor Malcolm Press (Pro-Vice-Chancellor); Mr Lee Sanders (Registrar and Secretary); Professor Michael Whitby (Pro-Vice-Chancellor and Head of College); Professor Richard Williams OBE (Pro-Vice-Chancellor and Head of College).

Apologies: Mr Alan Davey; Professor Andrew Sanders; Dr Ranjit Sondhi CBE; Professor Eric Jenkinson.

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

15/01 Welcome**Reported** that:

- (a) Mr Richard Haywood was attending his first meeting of Council as Deputy Pro-Chancellor;
- (b) Mr Chris Granger was welcomed to his first meeting of Council since he had joined the University as Director of Finance;

**Noted:** that Mr Alan Davey, lay member of Council, had been awarded a CBE in the New Year's Honours. Mr Davey had been congratulated by members of Council the previous evening.

15/02 Minutes of previous meeting

**Resolved:** that the minutes of the meeting held on 26th November 2014 be approved (CO.15.02.01). There were no matters arising from the minutes.

15/03 Pro-Chancellor's Items

**Noted:** that the Pro-Chancellor did not have anything to report to the meeting.

**Considered**: a report from the Vice-Chancellor (CO.15.02.02).

**Reported** that:

- (a) in relation to Paragraph 1.2, there remained concern about the uncertainty surrounding future research funding levels, noting that the ringfencing of Horizon 2020 funding was welcomed given the importance of this funding stream to the University;
- (b) in relation to Paragraph 3, Council:
  - (i) congratulated Professor Malcolm Press on his appointment as Vice-Chancellor of Manchester Metropolitan University with effect from 1st May 2015;
  - (ii) expressed its appreciation of the exceptional service to the University by Ian Barker, Director of Estates.
- (c) in relation to Paragraph 9, members of UCU had voted to accept the proposals for changes to the Universities Superannuation Scheme (USS) and not re-start its marking and assessment boycott at 69 UK institutions. Two-thirds (67.1%) of those who voted had agreed to accept the new proposals. USS would now proceed with a consultation with all of its members on the proposals which were due to be implemented with effect from April 2016;
- (d) in relation to Paragraph 10, that the University had been granted an extension of its possession order for the campus (excluding residences) to prevent occupational protests for a further twelve months;
- (e) in relation to Paragraph 11, sector specific guidance to support implementation of the Counter-Terrorism and Security Act would be important;
- (f) the Secretary of State for Business, Innovation and Skills (BIS) and the Minister for Universities and Science had confirmed funding allocations to HEFCE for the 2015/16 financial year. The grant letter (tabled as CO.15.02.02A) confirmed funding of just over £4bn, essentially unchanged from the indicative allocations announced in February 2014;
- (g) **[NOT FOR PUBLICATION]**

**Considered**: the analysis of the REF 2014 results and the University's approach to REF 2020 (CO.15.02.03).

**Reported** that:

- (a) UEB was leading the development and implementation of a REF2020 Strategy and Action Plan. A summary of the REF 2020 Strategy and Action Points prepared by UEB was tabled. This would be developed further by the REF 2020 Strategy Group led by Professor Michael Whitby as Interim Pro-Vice-Chancellor (Research and Knowledge Transfer) for report in June 2015;
- (b) the feedback from the REF Panels had been published recently and would be analysed by the University to identify key learning points for REF 2020;
- (c) the focus on REF2020 must be viewed in the context of the overall strategy of raising the research performance of the University;
- (d) it was important for Council to maintain engagement with implementation of the University's Research Strategy and preparation for REF 2020. In view of this, the evening presentations to Council would focus on each College to provide members of Council with an opportunity to gain an insight into research performance issues and preparation for REF2020 at College level;
- (e) the importance of increasing the amount of 4\* research by rewarding excellent research performance and appointing research performers with a 4\* record of

- achievement in the University's areas of research strength;
- (f) the need to ensure that the correct leadership was in place throughout the University to lead effective implementation of the Research Strategy.

**Resolved:** that the University's approach to REF 2020 as presented on the evening of 3rd February 2015 and set out above be endorsed.

15/06 Key Performance Targets Update

**COMMERCIAL IN CONFIDENCE**

**Considered:** the Key Performance Targets (KPTs) Update for November 2014 (CO.15.02.04).

**Reported** that:

- (a) the KPT update had been considered by Strategy, Planning and Resources Committee (SPRC) in November and recommended to Council. **[NOT FOR PUBLICATION]**
- (b) the KPTs would be reviewed as part of the Strategic Framework process during 2014/15, with the intention of a revised and smaller set of KPTs being launched for the start of 2015/16;
- (c) the KPTs were useful for benchmarking and to identify/confirm trends, but less effective as a management tool because of the time lag nature of some of the data which informed their preparation. It was noted that the revision at (b) would include consideration of how more real-time data might feed into the revised set of KPTs;
- (d) **[NOT FOR PUBLICATION]**

15/07 University's Risk Management and Strategic Risk Register

**COMMERCIAL IN CONFIDENCE**

**Considered:** the annual update on the University's risk management process and Strategic Risk Register (CO.15.02.05).

**Reported** that:

- (a) the paper provided members with a summary of the key changes to the Risk Register over the 2013/14 reporting year, as well as an update on the latest review of the Risk Register at Quarter 1 2014/15 (i.e. 31st October 2014). **[NOT FOR PUBLICATION]**
- (b) Appendix 1 to Paper CO.15.02.05 showed changes to the pattern of risk for the four quarters of 2013/14 and the first quarter of 2014/15;
- (c) UEB was actively scenario planning and horizon scanning, noting that the Director of Finance and the Provost were leading work on financial scenario planning and risk and UEB was undertaking scenario planning as part of the work on the Strategic Framework;
- (d) **[NOT FOR PUBLICATION]**
- (e) the Risk Register would be revised in the light of the Strategic Framework 2015-2020 and the revised set of KPTs referred to at minute 15/06 above;
- (f) the Risk Register referred to cyber security risk, noting that UEB had recently overseen participation in the UUK Cyber Security Benchmarking Exercise and Audit Committee had been provided with a briefing on Cyber Security and received reports on cyber incidents and management action in response to these;
- (g) the importance of using scenario planning to identify positive opportunities (as

well as negative risks).

**Resolved:** that the annual update on the University's Risk Management and Strategic Risk Register for 2014/15 (CO.14.02.05) be approved, noting that the risk system was working effectively.

15/08 Recruitment and Admissions Update

**COMMERCIAL IN CONFIDENCE**

**Considered:** the summary of applications, offers and acceptances as at 19th January 2015 (i.e. after the 15 January UCAS deadline) (CO.15.02.06).

**Reported** that:

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

(f) the University had been awarded the fourth highest allocation of 224 scholarships in the HEFCE Postgraduate Taught Support Scheme: the interim scheme for 2015/16 prior to the introduction of postgraduate loans. This was on the basis of matched funding by the University of £1.2m. The University had launched its scheme at the national postgraduate fair hosted by the University on 28th January 2015;

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

(l) Council expressed its appreciation of the work undertaken by the Department of External Relations on recruitment and admissions for the University.

15/09 Report of the Strategy, Planning and Resources Committee

**COMMERCIAL IN CONFIDENCE**

**Considered:** a report from the meetings of the Strategy, Planning and Resources Committee held on 20th January 2015 (CO.15.02.07).

**Resolved:** the changes to a number of restricted endowments held by the University be approved as set out in Appendix 1 to Paper CO.15.02.07.

**Noted** that:

**[NOT FOR PUBLICATION]**

15/10 Report of the Membership Committee

**Considered:** the recommendations of the Membership Committee (by correspondence) (CO.15.02.08).

(1) Re-Appointment of Pro-Chancellor

**Reported** that:

(a) the term of office of Mr Ed Smith CBE as Pro-Chancellor was due to be completed on 31st July 2015;

(b) the Pro-Chancellor had made a tremendous contribution to the success of the University during his first term office. A consultation with members of Council conducted by the Deputy Pro-Chancellor and the Treasurer and discussions with the senior management team had concluded that there was unanimous support for the re-appointment of the Pro-Chancellor;

(c) the Statutes allowed, in exceptional circumstances, for a term to be extended beyond ten years and it was recommended that the second term of the Pro-

Chancellor ran until 31st July 2020 rather than hand over to a successor mid-way through the year. It was in the great interest of the University and the efficient and effective operation of Council to synchronise the second term of office with the end of the Academic and Financial year so that the Pro-Chancellor could complete the 2019/20 Year.

**Resolved**: that Mr Ed Smith CBE be re-appointed as Pro-Chancellor from 1st August 2015 with his term of office extended to 31st July 2020 in the light of the exceptional circumstances set out above and at Paragraph 5.1 of Appendix 1 to Paper CO.15.02.08.

*[Note: The Pro-Chancellor left the room for the duration of this agenda item and the Deputy Pro-Chancellor took the chair].*

(2) Membership Committee

**Reported** that:

- (a) a vacancy on the Membership Committee had arisen because Dr Chris Banks CBE had completed his term of office on Council;
- (b) it was a convention of the University that one of the two slots for lay members on the Committee was filled by the Deputy Pro-Chancellor.

**Resolved**: that Mr Richard Haywood, Deputy Pro-Chancellor, be appointed as a member of the Membership Committee with immediate effect until 31st July 2018.

(3) Court

**Reported**: that a vacancy for a member of Council to serve on Court had arisen because Richard Haywood was now an ex-officio member of Court by virtue of his position as Deputy Pro-Chancellor.

**Resolved**: that Mr Malcolm Harbour CBE be appointed to serve on Court from 1st February 2015 to 31st January 2019.

15/11 Appointment of Pro-Vice-Chancellor (Research and Knowledge Transfer)

**Considered**: the process for the appointment of the Pro-Vice-Chancellor (Research and Knowledge Transfer) (CO.15.02.09).

**Reported** that:

- (a) the executive search agency, Perrett Laver, had been appointed to assist with the search for the successor to Professor Malcolm Press;
- (b) there were also strong candidates from within the University who had expressed an interest in the vacancy;
- (c) the interviews by the Appointment Panel were scheduled for 21st April 2015;
- (d) the lay member of the Council who had been appointed to serve on the Appointment Panel was Mr Derrick Anderson, noting that the Pro-Chancellor would, on behalf of Council, approve the appointment of the Senior Professors who would serve on the Panel;
- (e) Professor Michael Whitby had been appointed to act as Interim Pro-Vice-Chancellor (Research and Knowledge Transfer) from 1st April 2015. Professor Tony Arnall would act as Interim Pro-Vice-Chancellor and Head of the College of Arts and Law whilst Professor Whitby was serving in this interim capacity.

**Resolved** that:

- (i) the process for the appointment of the Pro-Vice-Chancellor (Research and Knowledge Transfer) be approved as set out in Paper CO.15.02.09, noting that:
  - (a) the appointment of the Pro-Vice-Chancellor (Research and Knowledge Transfer) would be made by Council on the nomination of the Vice-Chancellor following consultation with the Senate;
  - (b) the approval of the appointment by members of Council might have to be sought by correspondence.
- (ii) the appointments of Professor Michael Whitby as Interim Pro-Vice-Chancellor (Research and Knowledge Transfer) and Professor Tony Arnall as Interim Pro-Vice-Chancellor and Head of the College of Arts and Law be endorsed as set out at (e) above.

15/12 Report from the Council to Court

**Considered**: the draft report from the Council to Court (CO.15.02.10).

**Resolved**: that the draft report from the Council to Court be approved.

15/13 Capital Projects over £5m

**COMMERCIAL IN CONFIDENCE**

**Received**: a report from the Director of Estates (CO.15.02.11).

15/14 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.15.02.12).

15/15 Report to Council on the work of Council-approved Panels during 2014

**Received**: a report on the work of Council-approved Panels during 2014 (CO.15.02.13).

15/16 Appointment of Directors of Alta Innovations Ltd

**Noted**: that the Registrar and Secretary has approved the appointments of the following Directors of Alta Innovations Ltd as delegated by Council:

Dr Alan Begg (Chair)

Mr Mark Clement (Non-Executive Director)

15/17 Any Other Business

(1) Council Strategy Day

**Reported**: that the next Council Strategy Day would be hosted by Mondelez at their headquarters in Bournville. This would be preceded by the dinner at Hornton Grange on the evening of 21st April 2015.

15/18     Programme of Meeting 2014/15

**Noted**: the programme of meetings of Council for the remainder of 2014/15 as follows:

21st April 2015, 6.30pm, Council Dinner

22nd April 2015, 9.00am\*, Council Strategy Day

30th June 2015, 5.30pm, Council Presentation and Dinner

1st July 2015, 9.00am, Council Meeting

\*The start time had been brought forward from 10.00am at the request of the Pro-Chancellor.