

UNIVERSITY OF BIRMINGHAM

COUNCIL

28th June 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); Dame Christine Braddock; Mr Alan Davey CBE; Mr David Davies OBE; Mr Martin Devenish; Professor Sir David Eastwood (Vice-Chancellor and Principal); Mr Malcolm Harbour CBE; Mr Richard Haywood (Deputy Pro-Chancellor); Dame Lin Homer; Professor Tim Jones (Provost and Vice-Principal); Ms Ellie Keiller (President of the Guild of Students); Professor Hisham Mehanna; Mrs Caragh Merrick (Treasurer); 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 Chris Granger (Director of Finance); Ms Olivia Kew-Fickus (Director of Strategic Planning) - for Minute 17/43; 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 Minutes 17/37 to 17/41); Mr Stuart Richards (Director of Hospitality and Accommodation Services) - for Minutes 17/45 and 17/46; Mr Lee Sanders (Registrar and Secretary); Professor Andy Schofield (Pro-Vice-Chancellor and Head of College); Professor Tim Softley (Pro-Vice-Chancellor); Mr Nigel Waugh (Director of Human Resources) - for Minute 17/46.

Apologies: Dame Una O'Brien; Professor Peter Fryer; Sir Terry Morgan; Professor Karen Rowlingson; Professor Michael Whitby (Pro-Vice-Chancellor and Head of College).

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

17/32 Minutes of previous meeting

**Resolved:** that the minutes of the meeting of Council held on 25th April 2017 be approved (CO.17.06.01).

17/33 Matters Arising

**Reported:** that there were no matters arising.

17/34 Pro-Chancellor's Items

(1) Triennial Valuation of the Universities Superannuation Scheme (USS)

**Reported** that:

- (a) Universities UK would be consulting the sector on the findings of the triennial valuation of the Universities Superannuation Scheme (USS) between 1st and 29th September 2017;
- (b) given that there were no meetings of Council or Strategy, Planning and Resources Committee (SPRC) scheduled for September, it was proposed that a meeting of a sub-group of Council comprising the Pro-Chancellor, Treasurer, Deputy Pro-Chancellor, Derrick Anderson, Dame Lin Homer, and the Provost be convened during September to consider and agree the consultation response of the University. The Registrar and Secretary and the Directors of Finance and Human Resources would also attend the meeting of the Sub-Group, noting that the Vice-Chancellor was unable to attend because of the conflict of interest arising from his position as Chair of the USS;
- (c) SPRC on 13th June 2017 had endorsed this proposed way forward.

**Resolved**: that a meeting of a sub-group of Council as set out at (b) above be convened.

(2) One-to-One Meetings

**Reported**: that the one-to-one meetings for members of Council with the Pro-Chancellor/Treasurer/Deputy Pro-Chancellor were currently being held. A summary of the findings would be submitted to the October meeting of Council.

(3) Audit Committee

**Reported**: that Dame Christine Braddock had confirmed that she was willing to serve for a second term on the Audit Committee.

**Resolved**: that Dame Christine Braddock be re-appointed to serve on the Audit Committee from 1st August 2017 to 31st July 2020.

17/35 Vice-Chancellor's Items

**Considered**: a report from the Vice-Chancellor (CO.17.06.02).

(1) Teaching Excellence Framework

**Reported**:

- (a) that the award of a Gold rating in the Government's new Teaching Excellence Framework (TEF) represented a tremendous achievement and a reflection of the passion and innovation of many, many colleagues across the University;
- (b) the performance of the Russell Group in the TEF. Eight members of the Russell Group, including Oxford and Cambridge, had been awarded gold. Ten Russell Group institutions had been awarded silver and three (London School of Economics, Southampton and Liverpool) were bronze;
- (c) that so far the universities of Durham, York, Southampton and Liverpool had confirmed that they would be submitting appeals against their results;
- (d) that Council recognised that the TEF methodology itself required further work to produce a better absolute measure of excellence in teaching, rather than just measuring variation to benchmark (however low that benchmark was).

(2) General Election

**Reported:** that the government appeared to have withdrawn its funding of 10,000 new nursing degree places.

(3) Pro-Vice-Chancellor and Head of College of Social Sciences

**Reported** that:

- (a) Professor Saul Becker, Pro-Vice-Chancellor and Head of the College of Social Sciences, had been appointed as Deputy Vice-Chancellor of the University of Sussex;
- (b) Council congratulated Professor Becker on his appointment and thanked him for his leadership and significant contribution to the University during the past three years;
- (c) Saxton Bampfylde had been engaged to assist the University with the search for the successor to Professor Becker with interviews scheduled for late October/early November 2017;
- (d) Professor Glyn Watson, Deputy Head of College, would be Acting Pro-Vice-Chancellor and Head of College in the interim;
- (e) Heads of College were appointed by the Council on the recommendation of a Appointment Committee, whose composition was specified by the Council and included Professors from the College concerned. It was therefore proposed that, in accordance with normal practice, that the Pro-Chancellor be delegated authority to determine the composition of the Appointment Committee on behalf of Council.

**Resolved:** that the Pro-Chancellor be delegated authority to determine, on behalf of Council, the composition of the Appointment Committee for the post of Pro-Vice-Chancellor and Head of College of Social Sciences.

(4) Guild of Students

**Reported:** that the President of the Guild of Students was delighted to announce that it had been awarded an "Excellent" status by the National Union of Students (NUS) Quality Students' Unions accreditation. This placed the Guild amongst the very highest performing unions in the country. Council congratulated the Guild on this achievement.

(5) Deborah Cadman

**Reported:** that Ms Deborah Cadman, a graduate of the University and currently Chief Executive of Suffolk County Council, had been appointed as the first permanent Chief Executive of the West Midlands Combined Authority.

17/36 Birmingham 2026

**Considered:** the long-term vision for the size, shape, and performance of the University - 'Birmingham 2026', (CO.17.06.03).

**[NOT FOR PUBLICATION]**

**Resolved** that:

- (i) the long-term vision for the size, shape, and performance of the University - 'Birmingham 2026' - be approved as set out in Paper CO.17.06.03;
- (ii) **[NOT FOR PUBLICATION]**

17/37 Capital Projects  
The Accelerated Capital Masterplan – Update

**COMMERCIAL IN CONFIDENCE**

**Considered:** a progress report on the planning and delivery of the accelerated capital projects discussed at Council in January 2017, including an introduction to the business cases for the four accelerated capital projects which had been recommended to Council by SPRC on 13th June 2017 (CO.17.06.04).

**Reported** that:

- (a) the four capital projects which had been recommended by SPRC were extension of the Business School (c.£25.9m), Teaching and Learning Block (c.£35.9m), new School of Engineering Building (c.£65m) and Molecular Sciences Building Phase 1 (c.£80m);
- (b) the business case for 3 Centenary Square was being developed and would be submitted to Council and SPRC next academic year;
- (c) **[NOT FOR PUBLICATION]**
- (d) each of the business cases were aligned with the aspirations set out in the vision for Birmingham 2026 (Minute 17/36 refers);
- (e) the project management and procurement capacity of Estates was being strengthened to support delivery of the Capital Programme and in light of lessons learned from the experience of recent capital projects;
- (f) the routine maintenance of the University Estate would not be neglected at the expense of the Capital Programme. Indeed, the University had increased its funding in this area in recent years and allocated recurrent funding of £7m per year to cover this work;
- (g) the University's Residential Strategy was currently being developed and would be submitted to Council during 2017/18. This envisaged a balance between further campus residential development and third party provision for the period to 2024/25;
- (h) the construction work associated with delivery of the Capital Programme was being undertaken to minimise disruption to students and other campus users.

17/38 Extension of Business School

**COMMERCIAL IN CONFIDENCE**

**Considered:** the proposed extension of the Business School at a total cost of £25.9m (CO.17.06.05).

**Reported** that:

- (a) the proposed extension consisted of:
  - (i) a £23.2m extension to University House, home of the Business School;
  - (ii) a £2.7m investment to improve the site's student facing facilities. This enhancement of the School's student facing facilities was particularly important given that the Business School was home to a large proportion of the University's students. The School currently taught 4,000+ students at Edgbaston and the quality of the facilities was impacting directly on the student experience;
- (b) **[NOT FOR PUBLICATION]**
- (c) a member of Council suggested that a future evening presentation to Council might cover the future strategy and academic vision for the Business School. It

was agreed that the incoming Dean of the Business School, Professor Catherine Cassell, should be given time following her arrival in September to settle in and review the strategy, before attending Council.

**Resolved:** that the proposed extension of the Business School at a total cost of £25.9m be approved as set out in Paper CO.17.06.**05**.

17/39 Teaching and Learning Block

**COMMERCIAL IN CONFIDENCE**

**Considered:** the proposed construction of a new £35.9m Learning and Teaching Block (CO.17.06.**06**).

**Reported** that:

- (a) a room-by-room analysis of all the teaching and learning spaces on campus, linked to a review of current timetabling practice and room utilisation, had clearly identified the need for this investment;
- (b) the project would provide a purpose built teaching and learning building, adjacent to the new library and bordering the Green Heart. This would enhance the student experience through the provision of a 500 seat lecture theatre, additional key teaching and study space and enable the University to host major academic conferences on campus;
- (c) the design of the building had been developed in accordance with sector benchmarks. A standard approach to the look and feel of learning spaces to achieve consistency across the campus was also being developed.

**Resolved:** that the proposed construction of a new £35.9m Teaching and Learning Block be approved as set out in Paper CO.17.06.**06**.

17/40 New School of Engineering Building

**COMMERCIAL IN CONFIDENCE**

**Considered:** the proposed construction of a new £65m building for the School of Engineering (CO.17.06.**07**).

**Reported** that:

- (a) to (b) **[NOT FOR PUBLICATION]**

**Resolved:** that the proposed construction of a new £65m building for the School of Engineering be approved as set out in Paper CO.17.06.**07**.

17/41 Molecular Sciences Building Phase I

**COMMERCIAL IN CONFIDENCE**

**Considered:** the proposed construction of the £80m Molecular Sciences Phase I building (CO.17.06.**08**).

**Reported** that:

- (a) the masterplan for the development comprised of a phased approach to the construction of a flagship, curved building and allowed for three initial phases up to c. 20,000 sqm, with room for further expansion to the north of the site. Phase 1 of

the Molecular Sciences Building would be completed by July 2021 with subsequent phases being delivered as part of the next capital plan(s) beyond 2021. The business case being presented to Council was based on Phase 1 development only;

- (b) the building would house the School of Chemistry, researchers from Pharmacy currently based in the Haworth building, a small cohort of Environmental Scientists from the School of Geography, Earth and Environmental Sciences and an interdisciplinary postgraduate research student centre;
- (c) the concept for the new building had been developed in response to a societal and funding shift towards challenge-led research as it had become clear that the major issues faced by society would only be addressed by multi-disciplinary approaches;
- (d) **[NOT FOR PUBLICATION]**
- (e) no commitment to proceeding with the further planned phases of the building was being sought at this time. This first phase was completely separate from subsequent bids for capital funding which would be considered as part of the next Capital Programme.

**Resolved:** that the new Molecular Sciences Phase 1 Building be approved at a total cost of £80m as set out in Paper CO.17.06.08.

17/42 University College Birmingham Collaboration

**Noted:** an update on the University's deepening collaboration with University College Birmingham which built on 20 years of partnership between the two institutions (CO.17.06.09).

**Reported:**

- (a) the three priority areas of activity (FE-HE pathways, international collaboration (**[NOT FOR PUBLICATION]**) and Degree Apprenticeships);
- (b) the Collaborative Framework that would be put in place to govern the partnership;
- (c) that the public launch of the partnership was scheduled for July, with a stakeholder event planned for the Autumn;
- (d) that other initiatives would emerge as the relationship developed. **[NOT FOR PUBLICATION]**
- (e) **[NOT FOR PUBLICATION]**
- (f) that Andy Street, Mayor of the West Midlands, had welcomed the deepening of the collaboration.

**Resolved:** that Council endorsed the collaboration with University College Birmingham.

17/43 Update of Strategic Framework Key Performance Targets

**COMMERCIAL IN CONFIDENCE**

**Considered:** the University Strategic Framework Key Performance Targets Update (CO.17.06.10).

**Reported:**

- (a) the positive nature of the University's performance against its Key Performance Targets (KPTs). The University was two years into the Strategic Framework period, and the KPTs showed that it remained on track to achieve its Strategic Framework ambition. **[NOT FOR PUBLICATION]**
- (b) to (e) **[NOT FOR PUBLICATION]**

**Resolved** that:

- (i) the Key Performance Targets Update as set out in Paper CO.17.06.10, **[NOT FOR PUBLICATION]**, be approved;
- (ii) the issue of graduate employability would be explored further at a future evening presentation for Council.

17/44 Budget for 2017/18 and 3 Year Forward Look

**COMMERCIAL IN CONFIDENCE**

**Considered**: the draft budget for 2017/18 and forward look to 2020/2021 (CO.17.06.11).

**Reported**:

- (a) to (f) **[NOT FOR PUBLICATION]**

**Resolved**: that the draft budget for 2017/18 and forward look and the HEFCE Financial Forecast Tables be approved as set out in Paper CO.17.06.11.

17/45 Strategy, Planning and Resources Committee

**Considered**: the report of the meetings of the Strategy, Planning and Resources Committee held on 16th May and 13th June 2017 (CO.17.06.12).

(1) New Core Update

**Considered**: the revised New Core project timetable, higher overall cost and improved benefits case (Appendix 1 to Paper CO.17.06.12) and the consideration of the matter by SPRC and Audit Committee.

**Resolved**: that the revised New Core project timetable, higher overall cost and improved benefits case be approved, noting the external assurance provided by the detailed independent review by PwC Oracle implementation specialists as at Paragraph 5(d) of and Appendix 1 to Paper CO.17.06.12, noting the detailed consideration of the matter by SPRC.

(2) Operating Model for the Conference Park

**Resolved**: that the proposed corporate structure for the Hotel and Conference Centre be approved as a wholly owned trading subsidiary of the University and the establishment of a wholly owned trading subsidiary for this purpose be approved as set out in Appendix 2 to Paper CO.17.06.12.

(3) ASSUR – Interim Update

**Resolved**: that the Annual Sustainability Assurance Report (ASSUR) Interim Update be approved as set out in Appendix 3 to Paper CO.17.06.12.

17/46 Annual Health and Safety Assurance Report

**Considered**:

- (a) the Annual Health and Safety Assurance Report (CO.17.06.13).
- (b) in light of the terrible fire at Grenfell Tower in London, a briefing on the University's approach to fire safety (Appendix 4 to Paper CO.17.06.13).

(1) Fire Safety

**Reported** that:

- (a) in light of the Grenfell Tower fire, the University was reviewing all multi storey developments on campus in order to provide a consistent level of assurance regarding cladding systems and materials that were used during their construction. The tallest occupied buildings on campus were the Chamberlain and Muirhead Towers;
- (b) Chamberlain Tower, which was the University's only student residence over 18m, had been built in 2015 compliance with all fire and building regulations that were current at the time and, in addition, a sprinkler system had been installed throughout, along with a wet riser system, even though legislation did not, at the time of construction, make it compulsory. The University had been assured by Balfour Beatty and the architects that there were no materials (e.g. cladding) used in the construction that could lead to an incident such as the recent one in London, but the University was carrying out a thorough review with the architects;
- (c) Muirhead Tower had been built and refurbished in compliance with all fire and building regulations that were current at the time. A detailed review of the cladding system and building materials used in the Muirhead Tower was under way. Initial assurance had already been provided. The cladding of Muirhead consisted of steel panel sheets secured to the concrete frame that were each 1 hour fire-rated and the first floor Starbucks extension utilised cladding panels containing non-flammable Rockwool insulation;
- (d) the University had nominations agreements with external parties for eight student residences, primarily for first year students. The University was working with its external accommodation providers to verify the fire safety of these buildings and was pressing the third parties to provide assurance before the end of August 2017;
- (e) the University's Strategic Emergency Response Team (SERT) would be undertaking an emergency planning exercise on the theme of fire in the Summer. Derrick Anderson, Lay Member of Council, would also be sharing his experiences of emergency planning in London with SERT;
- (f) the University would be working in partnership with the Guild of Students to raise fire safety awareness to new and returning students in the Autumn, especially in Residences. This would include a blog on the Guild website and regular fire drills in University residences;
- (g) there were technological solutions being deployed by the University to support emergency planning. For example, the CallMy mass notification system which staff and students were encouraged to download;
- (h) the arrangements for the transaction of business between meetings of Council over the Summer were available if Council involvement was required.

(2) Health and Safety

**Reported**:

- (a) that management attention had focussed on reviewing and strengthening health and safety governance and management arrangements during 2016/17. This had primarily been achieved through reform of the University Health and Safety Executive Group;
- (b) that the priority for the next twelve months was the comprehensive review and revision of the University Health and Safety Policy and the arrangements to implement it;
- (c) that the importance of promoting a culture of health and safety awareness and compliance across the University was emphasised. The post of Health and Safety Communications Officer had been recently established in support of this;

**Resolved:** that the Annual Health and Safety Assurance Report (CO.17.06.13) and the University's approach to fire safety as reported above and at Appendix 4 to Paper CO.17.06.13 be approved.

17/47 Review of Court

**Considered:** the findings of the review of Court (CO.17.06.14).

**[NOT FOR PUBLICATION]**

17/48 Annual Provider Review

**Noted:** the update on the HEFCE's 2016/17 Annual Provider Review for the University (CO.17.06.15). The University had received the highest possible outcome: 'Meets Requirements'. This was a strong endorsement of the University's approach, affirmed by Council, to the management of quality and standards.

17/49 Report of Membership Committee

**Considered:** the report of the meeting of the Membership Committee held on 13th June 2017 (CO.17.06.16).

**Resolved** that:

- (i) Mr Mick Laverty be appointed as a new member of Council for four years from 1st August 2017 to 31st July 2021;
- (ii) appointments to the vacancies in the membership of Council Committees, the BPAS Trustee Body and Court be approved as set out in Paper CO.17.06.16, including the waiving of Ordinance 2.17.3 to extend the second term of office of Ms Norma Broadbridge on Court for one year (rather than the standard four year term specified by the Ordinance).

17/50 Audit Committee

**Noted:** the report of the meeting of Audit Committee held on 6th June 2017 (CO.17.06.17).

17/51 Senate

**Considered:** the report of the meeting of Senate held on 14th June 2017 (CO.17.06.18).

**[NOT FOR PUBLICATION]**

17/52 Capital Projects over £10m

**COMMERCIAL IN CONFIDENCE**

**Received:** a report from the Director of Estates (CO.17.06.19).

17/53 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.17.06.20).

17/54 Arrangements for Transaction of Business between Meetings of Council

**Considered:** the arrangements for transaction of business between meetings of Council (CO.17.06.21).

**Resolved** that:

- (i) the procedure for transacting matters of urgency during the Summer Period between meetings of Council be confirmed as set out in Paper CO.17.06.21;
- (ii) authority be delegated to the sub-group of Council, previously established for Dubai, consisting of the Pro-Chancellor and Chair of Council, Deputy Pro-Chancellor, Treasurer, Vice-Chancellor and Principal, and Martin Devenish, to act on behalf of Council with responsibility for considering and approving any matters requiring Council agreement over the Summer which arise before the next meeting of Council in respect of the University of Birmingham Dubai.

17/55 Any Other Business

**Reported** that:

- (a) the Pro-Chancellor thanked members of Council and University Executive Board for their contribution to a fantastic year for the University;
- (b) the Pro-Chancellor thanked Professor Peter Fryer, Academic Member of Council, who would be completing his term of office on Council on 31st July 2017;
- (c) members of Council were invited to contact the Assistant Secretary if they wished to experience Clearing during the week commencing 14th August 2017.

17/56 Programme of Meetings

**Noted:** the programme of meetings of Council for 2017/18:

*2017/18*

Wednesday 4th October 2017, 9.00am, Council Strategy Day and RSC Performance  
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