

UNIVERSITY OF BIRMINGHAM

COUNCIL

30th January 2019 at 9.00 a.m.

MINUTES

Members present: Mr Ed Smith CBE (Pro-Chancellor, in the Chair); Mr Derrick Anderson; Ms Deborah Cadman OBE; Mr David Davies OBE; 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); Mr Harjinder Kang; Mr Mick Laverty; Professor Hisham Mehanna; Mrs Caragh Merrick (Treasurer); Mr Reece Roberts (President of the Guild of Students); Professor Corey Ross; Professor Karen Rowlingson; Mr David Stead; Mr Richard Swann; Ms Jacqueline Taylor; Professor Nicola Wilkin.

Also present: Professor David Adams (Pro-Vice-Chancellor and Head of College); Professor Kathleen Armour (Pro-Vice-Chancellor (Education)); Professor Richard Black (Pro-Vice-Chancellor and Head of College); Ms Erica Conway (Finance Director); Ms Cathy Gilbert (Director of External Relations) - for Minute 19/05; Professor Laura Green (Pro-Vice-Chancellor and Head of College); Ms Olivia Kew-Fickus (Director of Strategic Planning) - for Minutes 19/08 and 19/10; Professor Robin Mason (Pro-Vice-Chancellor (International)); Mrs Colette McDonough (Assistant Secretary); Ms Alexandra Parish (Strategic Portfolio Manager) - for Minute 19/06; Mr Lee Sanders (Registrar and Secretary); Professor Tim Softley (Pro-Vice-Chancellor (Research and Knowledge Transfer)); Mr Colin Townsend (Principal of University of Birmingham School) - for Minute 19/09; Professor Michael Whitby (Pro-Vice-Chancellor and Head of College).

Apologies: Mr Alan Davey CBE; Ms Joanne Park (Guild International Officer); Dame Una O'Brien; Professor Andy Schofield (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.

19/01 Minutes of previous meeting

Resolved: that the minutes of the meeting of Council held on 28th November 2018 be approved (CO.19.01.01).

19/02 Matters Arising

(1) Minute 18/83(1), USS Update

Noted: the USS Update (CO.19.01.02). The Council USS Sub-Group would meet on 19th February 2019 to consider the University's response to the consultation by Universities UK. Council and SPRC would continue to be kept informed of the position regarding USS, noting the significant impact of pension contributions on the total cost of employing staff. Council also noted that the national pay negotiations for 2018 still had not been concluded with BUCU holding a second national ballot for strike action which was due to close on 22nd February 2019.

[The Vice-Chancellor and Principal declared an interest in this agenda item by virtue of his position as Chair of USS].

19/03 Pro-Chancellor's Items

Reported: that a tour of The Exchange and the Campus Tour would be held after the meeting of Council on 26th June 2019, and all members of Council were encouraged to attend.

19/04 Vice-Chancellor's Items

Considered: a report from the Vice-Chancellor (CO.19.01.03).

(1) Council Strategy Day: 4th April 2019

Reported: that the Council Strategy Day on 4th April 2019 would focus on the external challenges faced by higher education and the implications for the University, including the increased risk to financial sustainability from external factors, such as the Augar Review of Post-18 Funding.

(2) University of Birmingham Dubai

Noted: that the lease for the full campus was due to be signed shortly and the project was on track for the Phase 2 campus opening in 2021. The Pro-Chancellor would be travelling with the Vice-Chancellor to attend the official launch of Phase 2 in Dubai in February 2019.

(3) Brexit

Reported: that briefing notes on the University's planning for Brexit, including the academic implications and operational issues, would be placed on Board Intelligence for members of Council.

(4) New Core

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[NOT FOR PUBLICATION]

(5) Independent Review of the Teaching Excellence Framework

Reported: that the University would work to develop a robust institutional response to the consultation on the Independent Review of the Teaching Excellence Framework (TEF), highlighting some of its main concerns, notably that its emphasis on relative rather than absolute performance and the burden that subject-level TEF placed on institutions. As requested by the review, the University's consultation response would be shared and discussed with the Chair of Council ahead of the submission deadline of 1st March 2019.

19/05 Recruitment and Admissions Update

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Considered: the position regarding the number of applications received and the number of offers made for undergraduate, postgraduate taught and postgraduate research (CO.19.01.04).

Reported:

- (a) to (d) **[NOT FOR PUBLICATION]**
- (e) the focus of the University was now on maximising conversion, including through a programme of Offer Holder Visit Days, the importance of which had been emphasised to Schools. The growing popularity of holding open days on Saturdays was recognised, noting that Schools would need to respond to this to match competitors;
- (f) to (h) **[NOT FOR PUBLICATION]**
- (i) the discussion covered:
 - (i) the plans of the University to diversify its international student intake;
 - (ii) to (iii) **[NOT FOR PUBLICATION]**
 - (iv) the plans of the University for clearing;
 - (v) whether the format of the recruitment and admissions update could be improved by including the anticipated forward look in addition to the current position compared with previous years, noting though the difficulty of interpreting recruitment trends within year.

19/06 The Exchange - Updated Business Case

COMMERCIAL IN CONFIDENCE

Considered: an update on The Exchange project and the refined business case (CO.19.01.05).

Reported that:

- (a) since the concept of The Exchange had been approved by Council in June 2018, significant work had been undertaken to refine and enhance the detailed activity for the building, in preparation for opening in 2021. This included updated project governance arrangements, several Open House events and stakeholder meetings, the development and submission of multiple funding bids, and detailed planning for each strand of the programme and operation;
- (b) the overall proposition had been refined, with The Exchange acting as a launch pad to:
 - (i) deliver a step change in the University's engagement with the citizens of the City and West Midlands, its organisations and visitors, through a year-round public programme;
 - (ii) create a centre of excellence for university-led policy development, breaking down barriers between government, industry, academia and civil society;
 - (iii) develop entrepreneurship for students built around a city centre incubator for student start-ups;
 - (iv) expand the University's offer of CPD and short courses;
 - (v) establish a new Leadership Institute to showcase and build upon existing work to improve the quality of our research and education;
- (c) to (d) **[NOT FOR PUBLICATION]**
- (e) approval of the updated business case by Council in January 2019 would enable the project to progress at pace to ensure the building opened successfully in April/May 2021 and that the longer term benefits of a new city centre home were realised;
- (f) the Provost would oversee all aspects of the project development, and a Management Board would be established under his chairmanship to ensure the benefits of the business case were delivered, including meeting the financial targets, the income and expenditure forecasts and the cumulative net position;
- (g) **[NOT FOR PUBLICATION]**
- (h) the discussion focused on:

- (i) the benefits of The Exchange in terms of the opportunities it presented for stronger links with the City and its synergies with the Knowledge Exchange Framework;
- (ii) the scope for greater emphasis on the international dimension of The Exchange;
- (iii) **[NOT FOR PUBLICATION]**.

Resolved: that the refined business case for The Exchange project be approved as set out in Paper CO.19.01.05, noting that as set out in Appendix 2 of the paper, in order to meet the financial targets in the plan, **[NOT FOR PUBLICATION]**.

19/07 Strategy, Planning and Resources Committee

Considered: the report from the meeting of the Strategy, Planning and Resources Committee (SPRC) held on 16th January 2019 (CO.19.01.06).

- (1) Covenants and Borrowing

COMMERCIAL IN CONFIDENCE

[NOT FOR PUBLICATION]

- (2) Q1 Projected Financial Outturn for year ending 31st July 2019

COMMERCIAL IN CONFIDENCE

Considered: the Q1 Projected Financial Outturn for year ending 31st July 2019 (CO.19.01.08).

Reported:

- (a) that the Q1 forecast financial performance as measured by the key financial indicators was summarised **[NOT FOR PUBLICATION]**
- (b) to (c) **[NOT FOR PUBLICATION]**
- (d) that the key financial scenarios for the University over the next three to five years would be considered at the Council Strategy Day on 4th April 2019.

- (3) University Station

COMMERCIAL IN CONFIDENCE

[NOT FOR PUBLICATION]

19/08 Update of Strategic Framework Key Performance Targets

COMMERCIAL IN CONFIDENCE

Considered: the Key Performance Targets Update (CO.19.01.10).

Reported that:

- (a) 13 out of the 16 Key Performance Targets (KPTs) had been updated in this cycle, reflecting the availability of data;
- (b) **[NOT FOR PUBLICATION]**
- (c) the discussion at Council focused on:
 - (i) **[NOT FOR PUBLICATION]**
 - (ii) the opportunity to review Key Performance Targets as part of work on the

next edition of the Strategic Framework for the period 2020 onwards which would commence in the 2019/20 academic year. **[NOT FOR PUBLICATION]**

(iii) to (iv) **[NOT FOR PUBLICATION]**.

Resolved: that the Key Performance Targets Update be approved as set out in Paper CO.19.01.10, **[NOT FOR PUBLICATION]**.

19/09 Annual Report of the University of Birmingham School

Considered: the Annual Report of the University of Birmingham School (CO.19.01.12). As part of the governance arrangements for the School, this report from the Governors of the School was submitted to the Council of the University. It was a progress report on year three of the operation of the School which:

- (i) summarised the current governance arrangements for the School;
- (ii) provided an update on pupil numbers;
- (iii) reported on the OFSTED grade of 'Good';
- (iv) reported on the School's academic performance, including the first two sets of A level results and noting that the GCSE results would be in 2020;
- (v) provided an update on the relationship between the School and University;
- (vi) outlined the end of year financial position for the financial year 2017/18 from the audited accounts.

Reported:

- (a) that the priority for the new Principal of the School was to focus on academic standards and enhancing results at A level and GCSE, building on the strong foundation established by his predecessor, Michael Roden;
- (b) the importance of the linkages between the University and the School (for example, the joint working between the University's School of Education and the School);
- (c) **[NOT FOR PUBLICATION]**;
- (d) that Professor Jeff Bale, former Pro-Vice-Chancellor (Education) of the University, had been appointed as the new Chair of Governors for the School, commencing in March);
- (e) that the School could host another meeting of the University Council in due course.

Resolved that:

- (i) the Annual Report of the University of Birmingham School be approved as set out in Paper CO.19.01.12;
- (ii) the next Annual Report would include more details of the arrangements in place to support pupil mental health and welfare.

19/10 University Risk Management and Risk Register: Annual Update to Council

Considered: the annual update to Council on University Risk Management and the Risk Register (CO.19.01.11).

Reported that:

- (a) Paper CO.19.01.11 provided an overview of changes made and factors considered since the last update on University Risk Management and the Risk Register to Council in January 2018;
- (b) UEB had primary responsibility for institutional risk management and reviewed the institutional risk register on a quarterly basis. Audit Committee had considered a report from UEB on risk management at its March and September 2018 meetings;

(c) to (f) **[NOT FOR PUBLICATION];**

(g) significant focus had been paid throughout the year to risks affecting research, student recruitment and experience, financial sustainability, regulation, Brexit, TEF, Dubai, New Core and industrial action. In relation to Brexit, Council was referred to the update on Brexit preparations in the Vice-Chancellor's Items (Paper CO.19.01.03), which addressed both academic-related issues (students, staff, research) and the operational risks of a no-deal Brexit and the mitigating actions such as forward purchasing and work with contractors.

Resolved: that the annual update to Council on University Risk Management and the Risk Register be approved as set out in Paper CO.19.01.11.

[NOT FOR PUBLICATION]

19/11 2017/18 Access and Participation Monitoring Return

Considered: the University's 2017/18 Access and Participation Monitoring Return (CO.19.01.13).

Reported that:

- (a) the Access and Participation Monitoring Return was the mechanism through which the OfS determined whether institutions had complied with the provisions set out in their 2017/18 Access Agreement. The deadline for submission was 23rd January 2019;
- (b) the return had been reviewed by the Chief of Staff and Deputy Director of Strategic Planning, and signed-off for submission by the Vice-Chancellor;
- (c) the University had met its obligations with respect to the total investment in access and participation activity for 2017/18, spending £14.9m (or 30.3% of its higher fee income);
- (d) **[NOT FOR PUBLICATION].**

Resolved: that the University's 2017/18 Access and Participation Monitoring Return be approved as set out in Paper CO.19.01.13.

19/12 Register of Interests

Noted: the update on the Register of Interests (CO.19.01.14).

19/13 Report to Council on the work of Council-approved Panels during 2018

Noted: the Report to Council on the work of Council-approved Panels during 2018 (CO.19.01.15).

19/14 University of Birmingham Enterprise Ltd.

Noted: that the re-appointment of Mr Andrew Sleight as a Non-Executive Director on the University of Birmingham Enterprise Ltd. Board for two years to 31st December 2020 has been approved by the Registrar and Secretary on behalf of Council.

19/15 Capital Projects over £10m

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Received: a report from the Director of Estates (CO.19.01.16).

19/16 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.19.01.17).

19/17 Any Other Business

Noted: that there were no items of Any Other Business.

19/18 Programme of Meetings

Noted: the programme of meetings of Council:

2018/19

Thursday 4th April 2019, 9.00am, Council Strategy Day and Dinner

Tuesday 25th June 2019, 5.00pm, Council Presentation and Dinner

Wednesday 26th June 2019, 9.00am, Council Meeting

2019/20

Tuesday 1st October 2019, 6.30pm, Council Dinner

Wednesday 2nd October 2019, 9.00am, Council Strategy Day

Tuesday 26th November 2019, 5.00pm, Council Presentation and Dinner

Wednesday 27th November 2019, 9.00am, Council Meeting

Tuesday 28th January 2020, 5.00pm, Council Presentation and Dinner

Wednesday 29th January 2020, 9.00am, Council Meeting

Thursday 2nd April 2020, 9.00am, Council Strategy Day and Dinner

Tuesday 23rd June 2020, 5.00pm, Council Presentation and Dinner

Wednesday 24th June 2020, 9.00am, Council Meeting