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UNIVERSITY OF BIRMINGHAM

COUNCIL

29th June 2022 at 9.00a.m.

MINUTES OF MEETING

Members present: Mr Mervyn Walker (Pro-Chancellor and Chair); Professor Helen Abbott; Professor David Adams (Pro-Vice-Chancellor and Head of College); Mr Mikey Brown, President of the Guild of Students; Mr Wei-Lun Chen, Guild International Officer; Professor David Hannah; Mr Malcolm Harbour CBE; Ms Rosie Harris; Mr Richard Haywood (Deputy Pro-Chancellor); Dr Clive Hickman OBE; Mr Steve Hollis; Dame Lin Homer*; Professor Tim Jones (Provost and Vice-Principal); Mr Harjinder Kang; Mr Mick Laverty; Mr Anthony Lilley OBE; Professor Catherine Mangan; Professor Una Martin; Mr Richard Swann; Ms Jacqueline Taylor; Professor Adam Tickell (Vice-Chancellor and Principal).

**Joined via Teams.*

Also present: Professor Richard Black (Pro-Vice-Chancellor and Head of College); Ms Nicolle Charlton, Deputy Finance Director - Minute 22/45; Dr Catherine Cochrane, Director of Research Strategy and Services - Minute 22/44; Ms Erica Conway (Finance Director); Professor Jo Duberley, Deputy Pro-Vice-Chancellor (EDI) - Minute 22/48; Professor Laura Green (Pro-Vice-Chancellor and Head of College); Professor Stephen Jarvis (Pro-Vice-Chancellor and Head of College); Professor Deborah Longworth, Pro-Vice-Chancellor (Education); Ms Rebecca Lambert, Director of Planning and Performance Insight - Minute 22/52; Ms Alice Liu, Guild International Officer 2022/23; Ms Acacia Matthews, President of the Guild of Students 22/23; Professor Robin Mason (Pro-Vice-Chancellor (International); Mrs Colette McDonough (Head of Governance); Ms Gillian McGrattan, Director of Human Resources - Minutes 22/48 to 22/50; Dr Alaric Rae, Deputy Director of External Relations - Minute 22/47; Dr Emma Robinson, Academic Registrar - Minute 22/51; Professor Corey Ross (interim Pro-Vice-Chancellor and Head of College); Professor David Sadler, Dubai Provost - Minute 22/46; Mr Lee Sanders, Registrar and Secretary; Mr Mark Senior, Chief of Staff; Professor Heather Widdows, Pro-Vice-Chancellor (Research and Knowledge Transfer).

Apologies: Ms Deborah Cadman OBE; Mr Tim Gardam.

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

22/39 Declarations of Interest

Reported: that the Finance Director declared an interest in Minute 22/57 as a Trustee of the University of Birmingham Guild of Students.

22/40 Minutes

Resolved: that the minutes of the meeting of Council held on 5th April 2022 be approved (CO.22.06.01).

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22/41 Matters Arising from the minutes not addressed elsewhere on the agenda

(1) Amendment of Charter and Statutes

Reported: that the Privy Council had approved the amendment of the University's Charter and Statutes on 8th June 2022. The amendments to create the second Deputy Pro-Chancellor role and disestablish the Guild of Graduates and Alumni Association had taken immediate effect from the date of this approval.

(2) NCATI Update

Reported progress in relation to the National College for Advanced Transport and Infrastructure as follows:

- (a) the establishment of the UoB NCATI Delivery Planning Board, led by Professor Mark Sterling and Tamara Glen;
- (b) **[NOT FOR PUBLICATION]**
- (c) the launch of two new Foundation Degrees (FdSc) at NCATI in Civil Engineering and Civil & Railway Engineering for September 2022 start, with feeder to the University in later years;
- (d)-(j) **[NOT FOR PUBLICATION]**
- (k) a Council Sub-Group meeting had been scheduled for 28th July **[NOT FOR PUBLICATION]**

22/42 Pro-Chancellor's Items

Reported: that the Pro-Chancellor had approved by Chair's action on behalf of Council the grant of three extra closed days at Christmas 2022 in recognition of the contribution of all staff to the University's success and to our REF performance in particular. This would extend this year's Christmas closed period to start on 19th December, meaning all staff would receive three extra days of holiday.

22/43 Vice-Chancellor's Items

Considered: the report of the Vice-Chancellor (CO.22.06.02).

[NOT FOR PUBLICATION]

22/44 REF 2021 Results

COMMERCIAL IN CONFIDENCE

Considered: the University's REF 2021 Results and the proposed next steps for the University (CO.22.06.03).

Reported that:

- (a) the outcome of REF 2021 for the University had also been considered by Council at yesterday's evening presentation and discussion session;
- (b) the University had received an outstanding vote of confidence in the quality of its research and contribution to society with the REF results which had concluded that the University is one of the best in the country;
- (c) the University had achieved the largest rise in places in the Russell Group compared with the last REF in 2014 on almost every institutional measure (percentage 4*, Grade Point Average (GPA) and Research Power). It had been ranked for 4* at 11th in the Russell Group and 19th out of 157 institutions in the UK that were assessed, a rise of 25 places since REF 2014;

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- (d) the key headline REF 2021 results for the University were:
- (i) ranked 10th in Russell Group and 16th in UK for Grade Point Average (up from 39th in 2014);
 - (ii) ranked 19th in the UK for 4* research (up from 44th in 2014);
 - (iii) ranked 11th overall in the UK for Research Power (up from 15th in 2014);
 - (iv) ranked 13th in Russell Group for world-leading impact (up from 23rd in 2014);
 - (v) 52% of research recognised as 4*;
 - (vi) Largest rise in the Russell Group on percentage 4*, GPA and Power ranking measures;
 - (vii) Nine subjects ranked in the UK Top 5 for 4* (individual subject rank displayed in brackets): Physics (1), Earth Systems and Environmental Sciences (2), Computer Science (3), Philosophy (3), Theology and Religious Studies (3), Area Studies (3), Education (4), Sport and Exercise Sciences (5), Public Health, Health Services and Primary Care (5)
15 subjects ranked in the top 10 for 4*: Those above plus Anthropology and Development Studies (7) Classics (8), Art History (8), Social Work and Social Policy (9) Law (9) Engineering (10);
 - (viii) 70 out of 118 case studies submitted had 4* impact;
- (e) this was a tremendous result for Birmingham. It reflected many years of hard work by outstanding researchers working at the forefront of their disciplines across the University and our clear focus on producing highly impactful research. The results also reflected the University's strong partnerships with industry, health and cultural sectors working together to deliver solutions for people's lives, society and the planet;
- (f) members of Council congratulated all those who had contributed to this significant achievement across the colleges and professional services, and particularly the leadership of Professor Sir David Eastwood and Professor Tim Softley who set the University on this trajectory, and Professor Heather Widdows whose passion and commitment to impact as Deputy Pro-Vice-Chancellor (Research Impact) also had a transformative effect;
- (g) this was a fantastic platform on which to build and provided the impetus and momentum for the University to deliver its ambition for Birmingham 2030. The next steps for the University in support of this were set out in Paper CO.22.06.03, **[NOT FOR PUBLICATION]**
- (h) the discussion of Council at the evening session and during the meeting reflected on the results of the REF 2021 and the proposed next steps, noting: **[NOT FOR PUBLICATION]**

Resolved: that Council congratulated the University on its outstanding performance in REF 2021, noting the next steps as set out in Paper CO.22.06.03 and summarised as follows:

- (i) a detailed analysis of the quantitative and qualitative REF2021 data, recognising the need to revisit once the results of the current review of REF were public, expected December 2022;
- (ii)-(v) **[NOT FOR PUBLICATION]**

22/45 2022/23 Budget and 5 Year Plan

COMMERCIAL IN CONFIDENCE

- (1) 2022/23 Budget

Considered: the draft budget for 2022/23 (CO.22.06.04).

Reported that:

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

Resolved: that the draft Budget for 2022/23 be approved as set out in Paper CO.22.06.04.

(2) 5 Year Financial Plan 2022/23 to 2027/28

Considered: the proposed 5 Year Financial Plan 2022/23 to 2027/28 (CO.22.06.05).

Reported that:

- (a) the 5 Year Financial Plan projected the financial position for the University, based on the Budget for 2022/23 and a forward look for the following 4 years (2023/24 – 2026/27);
- (b) a set of agreed and consistent assumptions had been issued as the basis for the submissions from each College and Professional Services. The individual submissions had then been consolidated to provide an overall University position;
- (c)-(j) **[NOT FOR PUBLICATION]**

Noted:

- (i) the current 5 Year Financial Plan as set out in Paper SPR.22.06.06;
- (ii) **[NOT FOR PUBLICATION]**

22/46 University of Birmingham Dubai

COMMERCIAL IN CONFIDENCE

Considered: the progress update on the University of Birmingham Dubai (UoBD) (CO.22.06.06).

Reported:

- (a) the successful opening of the new campus in Dubai which was a milestone achievement in the history of UoBD, noting that the opening had taken place in the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of Dubai;
- (b) that 17 new programmes had been developed during the current academic year for launch in 2022/23, to maximise the opportunity for growth presented by the new campus. The diverse programme portfolio, with some programmes rarely offered in-country positioned UoBD as an institution able to offer a very distinctive breadth and inter-disciplinary environment;
- (c) **[NOT FOR PUBLICATION]**
- (d) that the campus had rapidly established good informal relationships with key external partners in the local and national business and policy communities. Five partnerships were of particular significance: the Dubai Roads and Transport Authority (RTA), Siemens, Dubai Academic Health Corporation (DAHC)/ Mohammed bin Rashid University of Medicine and Health Sciences (MBRU), the Dubai Police, and Expo/District 2020;
- (e) that the Dubai campus project phase had formally closed at the end of February 2022, and a new governance structure had successfully been established as set out in Appendix 1 to Paper CO.22.06.06;
- (f) that the discussion at Council highlighted:
 - (i) the excellent external relationships which were being developed by the University in Dubai;
 - (ii) **[NOT FOR PUBLICATION]**
 - (iii) the continued strengthening of partnership working between staff in

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- (iv) Edgbaston and Dubai;
[NOT FOR PUBLICATION]

22/47 Recruitment and Admissions Update

COMMERCIAL IN CONFIDENCE

Considered: the Recruitment and Admissions Update (CO.22.06.07).

Reported that:

- (a)-(d) **[NOT FOR PUBLICATION]**

22/48 Annual Assurance Report on Equality, Diversity and Inclusion

Considered: the Annual Assurance Report on Equality, Diversity and Inclusion (EDI) (CO.22.06.08).

Reported that:

- (a) the Assurance Report set out:
- (i) progress against each theme of the EDI Strategy and against the key priorities for 2021 (as identified in the previous Assurance Report);
 - (ii) progress against the data benchmarks established in the EDI Strategy;
 - (iii) progress in relation to University gender and ethnicity pay gaps;
 - (iv) female and minority ethnic representation on key decision-making committees;
 - (v) EDI priorities for 2022;
- (b) the Deputy Pro-Vice-Chancellor (EDI) would be bringing forward a proposal for the next stage of development of the University's EDI strategic priorities in the Autumn, including a proposed investment to support implementation and leadership of EDI. Members of Council would have the opportunity to discuss this further;
- (c) members of Council congratulated the Deputy Pro-Vice-Chancellor (EDI) on the progress made in relation to EDI to date, particularly the partnership working on EDI with the University's Guild of Students. However, it was recognised that there was more work to be done. For example, in order to increase the proportion of more senior Black, Asian and minority ethnic staff. The importance of continuing to strengthen the diversity of the membership of the University Council was also raised, noting that this was a key priority for the current recruitment search for new members of Council.

Resolved: that the Annual Assurance Report on Equality, Diversity and Inclusion be approved as set out in Paper CO.22.06.08.

22/49 Strategy, Planning and Resources Committee

Considered: the report from the meetings of the Strategy, Planning and Resources Committee held on 17th May and 14th June 2022 (CO.22.06.09).

[NOT FOR PUBLICATION]

22/50 Annual Health and Safety Assurance Report

Considered: the Annual Health and Safety Assurance Report (CO.22.06.11).

[NOT FOR PUBLICATION]

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Resolved: that the Annual Health and Safety Assurance Reported be approved as set out in Paper CO.22.06.11.

22/51 Senate

Noted: the report from the meeting of the Senate held on 15th June 2022 (CO.22.06.12).

(1) Annual Report on Student Conduct, Complaints and Appeals

Considered: the Annual Report on Student Conduct, Complaints and Appeals (CO.22.06.13).

Reported that:

(a)-(g) **[NOT FOR PUBLICATION]**

Noted: the annual report on student conduct, complaints and appeals as set out in Paper CO.22.06.13, and, in particular, the following actions approved by University Quality Assurance Committee and University Executive Board and noted by Senate:

(i)-(iii) **[NOT FOR PUBLICATION]**

22/52 Audit Committee

Noted: the report from the meeting of Audit Committee held on 7th June 2022 (CO.22.06.14).

(1) Revised Institutional Risk Register

Considered: the Revised Institutional Risk Register (CO.22.06.15).

Reported that:

- (a) following the publication of the Birmingham 2030 Strategic Framework, the institutional risk register had been reviewed and refreshed to reflect the goals and priorities set out in the new Framework;
- (b) the University's existing risk management approach was robust and well-established, and was built on extensive engagement and external advice and was linked closely to the University's strategic objectives and also captured the most important risks facing a research University. Bearing this in mind, this approach was being enhanced, drawing on external advice to ensure it was informed by the latest best practice, focusing on key risks and current actions, and aligning the register with the Birmingham 2030 Strategic Framework;
- (c) to support the review, external feedback from PwC had been sought on the University's current approach to institutional risk management and how its revised approach might reflect best practice, especially for research universities. Member of Council, Rosie Harris, who had a background in risk management and was a member of Audit Committee, had also provided very helpful insight into approaches taken in other sectors and advised on how this might be applied at the University;
- (d) Audit Committee had considered the revised approach in March in some detail, and offered a number of helpful insights. These comments had been incorporated into a final draft that had been recommended to Council by Audit Committee in June 2022;
- (e)-(f) **[NOT FOR PUBLICATION]**
- (g) the new approach would take immediate effect as the University's institutional risk register. Colleges and Professional Services would align their registers to the new approach. Council would receive the annual update on the risk register at its April

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- meeting each year. UEB would review the register termly (although UEB would also adjust the ratings for any significant changes in risks in the interim if necessary). Audit Committee would receive an update every six months;
- (h) members of Council welcomed the revised risk model and register, commending them as a key management tool for the University.

Resolved: that the revised approach to the institutional risk register be approved as set out in Paper CO.22.06.15, including the ratings in Appendix 2.

22/53 **[NOT FOR PUBLICATION]**

22/54 Membership Committee

Considered: the report of the meeting of the Membership Committee held on 22nd June 2022 (CO.22.06.17).

(1) Membership of Council

Resolved that:

- (i) Steve Hollis be elected as the Deputy Pro-Chancellor (Finance) from 1st August 2022 to 31st July 2024, noting that Steve would continue to take strategic oversight of, and assurance on, the University's finances as he had been doing as interim Treasurer since last September;
- (ii) Dame Lin Homer be elected as Deputy Pro-Chancellor from 1st August 2022 to 31st July 2024;
- (iii) Jacqueline Taylor, Deborah Cadman, Harjinder Kang and Richard Swann be re-appointed as lay members of Council for a second term of office from 1st August 2022 to 31st July 2026;
- (iv) Lisa Fretwell and Lucy Baldwin be appointed as lay members of Council for a first term of office from 1st August 2022 to 31st July 2026;
- (v) consideration of the recommendation for appointment of the remaining candidate for a first term of office be deferred as it had emerged since the meeting of the Membership Committee that they would not be available to attend meetings of Council until June 2023 at the earliest. The Pro-Chancellor would maintain contact with the candidate to establish whether they were able to join the Council during the next calendar year.

(2) Annual Review of Council Committees for 2022/23

Resolved that:

- (i) the Deputy Pro-Chancellor (vice Steve Hollis) be the ex-officio Deputy Chair of the Remuneration Committee (replacing the Treasurer on the Committee), noting that the Committee would be chaired by the other Deputy Pro-Chancellor, Dame Lin Homer;
- (ii) the Deputy Pro-Chancellor (vice Steve Hollis) replace the Treasurer on the Strategy, Planning and Resources Committee;
- (iii) the Deputy Pro-Chancellor (vice Steve Hollis) replace the Treasurer as ex-officio Chair of the Investment Sub-Committee;
- (iv) the recommendations of the Membership Committee in respect of the membership of Council Committees for 2022/23 be approved as set out in Paper CO.22.06.17.

(3) Appointment of BPAS Trustees

Resolved: that the appointments of BPAS Trustees be approved with effect from 1st August 2022 as set out in Paper CO.22.06.17.

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22/55 Capital Projects over £10m

COMMERCIAL IN CONFIDENCE

Noted: the progress update on Capital Projects over £10m (CO.22.06.18), particularly the position in relation to the University Station and its readiness for the Commonwealth Games.

22/56 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.22.06.19).

22/57 Amendment of Guild Bye-Laws

Resolved: that the amendment of the Guild Bye-Laws as set out in Paper CO.22.06.20 be approved.

22/58 Any Other Business

(1) Retiring Members

Reported: that, on behalf of Council, the Pro-Chancellor thanked:

- (a) Professor Una Martin who had been an academic member of Council since 2019 and a member of Strategy, Planning and Resources Committee since 2020;
- (b) Mikey Brown for his contribution as Guild President 2021/22;
- (c) Wei-Lun Chen for his contribution as Guild International Officer 2021/22;
- (d) Malcolm Harbour who had been a member of Council for eight years since 1st August 2014. Malcolm had been a member of Audit Committee, Investment Sub-Committee and Research Committee;
- (e) Richard Haywood who had been a member of Council for ten years since 1st August 2012, eight of those as Deputy Pro-Chancellor. Richard had made a tremendous contribution to the University and had committed a huge amount of time to the University during his tenure. Richard's significant contribution, including to Council and Strategy, Planning and Resources Committee, his chairing of two Effectiveness Reviews of Council in 2015 and 2019 and as Chair of Remuneration Committee, and his insight, support and wisdom had been much valued by senior colleagues and fellow members of Council.

(2) Summer Update

Reported: that members of Council would be kept updated during the Summer break between the June and September meetings as per the feedback from last year's one to one meetings.

22/59 Programme of Meetings

Noted: the programme of meetings of Council for 2022/23:

Tuesday 4th October 2022, 6.30pm, Council Dinner
Wednesday 5th October 2022, 9.00am, Council Strategy Day
Tuesday 29th November 2022, 5.00pm, Council Presentation and Dinner
Wednesday 30th November 2022, 9.00am, Council Meeting

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Tuesday 31st January 2023, 5.00pm, Council Presentation and Dinner

Wednesday 1st February 2023, 9.00am, Council Meeting

Thursday 20th April 2023, 9.00am, Council Strategy Day and Dinner

Tuesday 27th June 2023, 5.00pm, Council Presentation and Dinner

Wednesday 28th June 2023, 9.00am, Council Meeting