



COUNCIL

Unconfirmed Minutes of the Meeting held on Thursday 15 October 2020 at 0930hrs by video-conferencing.

Members Present:	Denise Jagger (Chair and Pro-Chancellor), Dr Pürnur Altay, Philip Carpenter (Pro-Chancellor), Professor Simon Best, Dr Rachel Curwen, Mrs Lindsey Fussell, Professor Charlie Jeffery (Vice-Chancellor and President), Professor John Loughhead, Judith McNicol, Amanda Nevill, Patrick O'Donnell, Briana Pegado, Professor Duncan Petrie, Dr Philip Rycroft, Professor Jo Swaffield, Professor Saul Tendler (Deputy Vice-Chancellor and Provost), Chris Thompson (Treasurer), Professor Kiran Trehan (Pro-Vice-Chancellor for Partnerships and Engagement).	
In attendance:	Dr Adam Dawkins (Head of Governance and Assurance and Acting Secretary to Council), Dr Wayne Campbell (Academic Registrar), Ms Joan Concannon (Director of External Relations), Rebekah Desport (Director of Planning and Risk), Professor Ambrose Field (Dean of Arts and Humanities), Professor Brian Fulton (Dean of Sciences), Dr Joss Ivory (Acting Head of Professional Services/Director of Human Resources), Professor Tracy Lightfoot (PVC for Teaching, Learning and Students), Jeremy Lindley (Finance Director), Professor Matthias Ruth (Pro-Vice-Chancellor for Research), Stephen Talboys (Director of Technology, Estates and Facilities), David Watson (Lay Council Member and Audit and Risk Committee Member Elect).	
Apologies:	Mr Richard Sommers, Professor Stuart Bell (Dean of Social Sciences).	
Section 1: Formal Constitutional/Strategic Business To Transact		
20-21/001	The Chair welcomed Council members and all other UEB attendees to the formal section of Council meeting business, prior to the Council-UEB Away Day programme.	
	Appointment of Acting Secretary to Council (C20-21/01)	
	<i>The Head of Governance and Assurance remained present for this item, but did not contribute to the discussion or decision, noting a conflict of interest.</i>	
20-21/002	<p>The Chair reported that:</p> <ol style="list-style-type: none"> i. the purpose of the paper was to seek a Council resolution to appoint an Acting Secretary to Council, which is part of the role of the new position of (Acting) University Secretary, ahead of completing the process for a permanent appointment to be recommended to Council; ii. the newly-created role of University Secretary role would be the University's governance lead and, as part of this, Secretary to Council, Senate and Court, thereby transferring those responsibilities from the former role Registrar and Secretary; iii. as Council members would be aware, Dr Adam Dawkins, who has been Head of Governance and Assurance since June 2019, is Acting University Secretary and therefore would be appointed as Acting Secretary to Council, Senate and Court, subject to Council's consent; iv. it was proposed that the Vice-Chancellor and President returned to Council at its November 2020 meeting, to recommend a permanent appointment of Secretary to Council, based on a recommendation from the Vice-Chancellor and President in respect of confirming the appointment of a permanent University Secretary. 	CJ/JI
20-21/003	<p>Resolved To approve:</p> <ol style="list-style-type: none"> i. the interim appointment of Dr Adam Dawkins as the Acting Secretary to Council and in doing so, note that: ii. on an <i>ex-officio</i> basis, the role-holder of Acting Secretary to Council would also be appointed Acting Secretary to both the Court and the Senate, and to inform the Senate and the Court of this; 	

	<p>iii. the role of Acting secretaries to Council, Senate and the Court forms part of a wider, substantive role of Acting University Secretary, and the appointment, suspension and resignation terms are conditions are subject to existing HR procedures relevant to the grade of the post;</p> <p>iv. the role reports directly and jointly to: [a] the Vice-Chancellor and President in relation to the substantive role of Acting University Secretary and Acting Secretary to Senate (but is not a 'senior post-holder' as defined in the University's Senior Staff Remuneration governance framework) and [b] the Chair of Council with regard to the Acting Secretary to Council responsibilities.</p>	
	<u>Scheme of Delegation: Interim Contract and Signatory Amendments (C20-21/02)</u>	
20-21/004	Council considered a paper from the Acting University Secretary to seek Council approval for some interim, specific amendments to the Scheme of Delegation.	
20-21/005	<p>The Acting University Secretary reported that:</p> <p>i. the purpose of this paper was to address some pressing contractual and signatory authorities and approvals which required urgent re-allocation in the Scheme of Delegation (the 'Scheme'), following the departure of the Registrar and Secretary and the disbandment of this role to create an Acting Head of Professional Services (pending the appointment of the Chief Operating Officer) and Acting University Secretary position (pending the appointment of the University Secretary);</p> <p>ii. the paper included a table, replicating the stated responsibilities of the former Registrar and Secretary in the Scheme. It was not intended to be comprehensive of all duties performed by the former Registrar and Secretary, but contained the former role-holder's general contractual and signatory roles, linked to the Financial Regulations;</p> <p>iii. a summary of the transactional responsibilities of the Registrar and Secretary extracted from the current Scheme was listed, along with the interim and permanent proposals in in the paper. There was a rationale for substituting the Registrar and Secretary with the Acting Head of Professional Services for the period of this interim appointment in many instances, reflecting the nature of the role in overseeing the work of the majority of Professional Service heads, which was from where the majority of contracts or transactions stemmed. The Acting and permanent role(s) of University Secretary were listed where the substitution was more logically aligned to the Secretary element of the former Registrar and Secretary's portfolio, or where specific independence from line management of those responsible for the activity was favoured;</p> <p>iv. on appointment, the new Chief Operating Officer would assume the majority of the signatory responsibilities temporarily assigned to the Acting Head of Professional Services as proposed in the table.</p>	
20-21/006	<p><u>Resolved</u></p> <p><u>To:</u></p> <p>i. approve the interim and permanent reallocation of the specific authorities which were previously within the role of Registrar and Secretary as set out in the Scheme of Delegation;</p> <p>ii. delegate authority to UEB to make a range of cosmetic and immaterial changes be made to the Scheme;</p> <p>iii. note that a full and comprehensive review and restructuring of the Scheme of Delegation would be undertaken (in line with the Financial Regulations), which will take a full look at the most appropriate level of specific authorities for role holders and formal bodies, supporting the strategic aim of improved agility and effectiveness. Given the scope of priorities this would not be an immediate task.</p>	AD
	<u>University Strategy 2030 – Strategic Aims (C20-21/03)</u>	
20-21/007	Council considered a paper seeking Council approval of the Strategic Aims, as the five broad primary outcomes providing the foundation for the next phases in University Strategy development.	
20-21/008	The Vice-Chancellor and President reported that:	

	<ul style="list-style-type: none"> i. the Strategic Aims had been subject to extensive consultation and engagement as summarised in the paper, including consultations across August and September, from staff webinars, senior leadership meetings and HoDs' fora, students' union and trades union consultation and an Extraordinary Meeting of Senate in late-September 2020; ii. the co-ordination of this phase in strategy development by the Pro-Vice-Chancellor for Research, in conjunction with the Deputy Vice-Chancellor and Provost and the other Pro-Vice-Chancellors, had been effective, and signalled to the wider University community appropriate strategic and thematic academic influence, direction and weight being given to the work; iii. the importance of regarding the strategic aims as the 'moral compass' to guide the University community, reflecting the Strategic Vision and deliver these through specific themes and thematic and delivery plans; iv. whilst relevant to the next steps in strategy development, the importance of evidence of the strategic aims being delivered was critical, to ensure that they avoided 'virtue signalling' and were authentic, lived values for the entire University community, and not least Council and the University senior management. 	
20-21/009	<p>The Pro-Vice-Chancellor for Research reported that:</p> <ul style="list-style-type: none"> i. following approval of the Strategic Vision by Council in January 2020, 11 working groups had been established to take forward the consultation, which was paused due to Covid-19 and resumed in July 2020; ii. a range of feedback arose from the consultations on the draft strategic aims, including that the language needed to be clearer, more concise, a reduced number of strategic aims (hence the move from six to five), a less 'corporate' tone to the document, and a more explicit connection to the Strategic Vision and of the role of University in relation to the City and wider region. The feedback led to a refinement of the Strategic Aims and a final phase of consultation on the five strategic aims presented in the paper; iii. the titles of five strategic aims are: Research with relevance and reach; Ethical and Empowering education; Positive and Productive Partnerships; Lasting Legacies and Agile, able and aligned. These were intended to be bold and ambitious, whilst resonating with the University's founding principles; iv. the aims were underpinned by four cross-cutting principles: Public Good, Environmental Sustainability, Equality, Diversity and Inclusion and Collaboration across disciplinary boundaries. These principles were the basis for subsequent Council-UEB Away Day element of discussion on the University Strategy; v. subject to agreement of the Strategic Aims, the detailed work would begin to develop strategic themes, thematic and supporting strategies, agreeing key objectives, implementation plans and deliverables. 	
20-21/010	<p>Council observed that:</p> <ul style="list-style-type: none"> i. it commended the consultation and engagement which had been undertaken, and the thoughtful reflection on, and accommodation of, the feedback, and provided its support of the progress made and the resulting articulation of the strategic aims; ii. uncertainty as to the University's starting point in a context of great uncertainty was a challenge, and made it difficult to identify what could be achieved by 2030 strategy end; iii. how the aims would be translated into deliverable objectives and outcomes would be key, and he looked forward to Council's views on how the strategic principles might be delivered as part of the Away Day session. 'Sustainability', whilst a strategic principle, was a concrete example of where clear and deliverable objectives included not only the University's world-leading research in aspects of sustainability, such as Green Chemistry and the bioeconomy, but how the University advanced sustainability through its own carbon management, built environment and green transportation operations, for example; 	MR/ Ali S

	<p>iv. mapping stakeholders and target audiences to the description of each strategic aim in Table 2 would aid the translation of the intentions to external contexts, and how those audiences would be engaged and communicated with;</p> <p>v. as a corollary to the previous observation, identifying stakeholder organisations and groups who shared similar or the same values to the University would be productive, and provide opportunities for mutual challenge around values, to build and maximise capacity and co-create accountability with major partners;</p> <p>vi. the importance of staff reward, recognition and promotion as a feature of a post Covid-19 context would be key to recruit, develop and retain talent, and pivotal to the successful realisation of the University Strategy;</p> <p>vii. the Vice-Chancellor and President’s observations on the importance of avoiding virtue-signalling were key, as strategies were only as successful and effective as the behaviours on which they were built, and through which they were delivered;</p> <p>viii. there needed to be a clear apparatus and architecture for the next stages of thematic and supporting strategies, and delivery and implementation plans and how they would be monitored;</p> <p>ix. the challenge of envisaging a fundamentally different post-Covid 19 world would be key to the next steps in refine themes and plans;</p> <p>x. it looked forward to receiving the next phases of strategy development at its December 2020 Council meeting.</p>	
20-21/011	<p><u>Resolved</u> To: i. <u>approve</u> the Strategic Aims set out in this paper, which provides the foundation on which to formulate the Strategic Themes and Thematic Strategies as the next stage in the Strategy Development process; ii. <u>endorse</u> the next steps in the development of the University Strategy.</p>	CJ

Dr Adam Dawkins
Head of Governance and Assurance
Acting Secretary to Council

28 October 2020