

# COUNCIL



## Minutes of the Meeting held on Wednesday 27 July 2022 at 0930-1330hrs in York Guildhall, Main Hall.

Members present: Denise Jagger (Chair and Pro-Chancellor)  
Abisola Barber  
Professor Simon Best  
Professor Dame Vicki Bruce  
Philip Carpenter (Pro-Chancellor)  
Andy Durrant  
Lindsey Fussell  
Professor Kieran Gibson  
Professor Charlie Jeffery (Vice-Chancellor and President)  
Judith McNicol  
Professor Nicky Milner  
Amanda Nevill (via Zoom)  
Pierrick Roger  
Dr Philip Rycroft  
Professor Lesley Stewart  
Professor Saul Tendler (Deputy Vice-Chancellor and Provost)  
Chris Thompson (Treasurer, Pro-Chancellor and Senior Independent Lay Member)  
Professor Kiran Trehan  
David Watson

In attendance: Dr Adam Dawkins, University Secretary (Secretary to Council)  
Nicola Campbell (Head of Conduct and Respect, for minutes 21-22/163-165)  
Dr Wayne Campbell (Academic Registrar, for minutes 21-22/149-151)  
Ruth Clark (Group Financial Controller, for minutes 21-22/143-148)  
Joan Concannon (Director of External Relations – for minutes 21-22/135-151)  
Rebekah Desport (Director of Planning and Risk – for minutes 21-21/135-151)  
Harvey Dowdy (Direct of Technology, Estates & Facilities – for minutes 21-22/143-145)  
Bethan Ellis (Head of Strategic Insight – for minutes 21-22/135-140)  
Jeremy Lindley (Director of Finance)  
Dr Joss Ivory (Chief Operating Officer)  
Professor Tracy Lightfoot (PVC T&L - for minutes 21-22/135-151)  
Professor Matthias Ruth (PVC R - for minutes 21-22/137-142)  
Gwion Sims (Head of International Recruitment, for minutes 21-22/142)  
Nic Streatfield (Director of Student Life and Wellbeing – for minutes 21-22/163-165)  
John Tuomey (O'Donnell and Tuomey for minutes 21-22/149-151)  
Helen O'Curry (ADP Architects – for minutes 21-22/149-151)

Apologies: Jonny Exon, Viviane Cao, Professor John Loughhead.

### Section 1: Standing Items

#### **Welcome, Introduction and Council Membership Nominations Matters (Oral Report)**

- 21-22/126 The Chair:
1. welcomed Abisola Barber to her first meeting of Council since she was appointed as an Independent Member on 01 June 2022, and Pierrick Roger, YUSU President for 2022-23;
  2. commended an informative and inspiring development session on Business and Industry held on 26 July, as a snapshot of the scale of ambition for income diversification.

#### **Resolved:**

- 21-22/127 **To approve the reappointment of Chris Thompson as an independent Council member from 01 August 2022 until 31 July 2026.**

#### **Declarations of interest in items on the agenda (Oral report)**

- 21-22/128 Interests were declared by Council members and attendees in respect of:

1. their membership of the USS pension scheme;
2. David Watson and his link to the Halifax Estate (Garrowby) with reference to items on Estates Development.

**Unreserved minutes of the last meeting held on 26 May 2022 (C.21-22/63), Action tracking and matters arising from the minutes not covered elsewhere on the agenda (C.21-22/64)**

21-22/129 Council **confirmed** the minutes of its meeting held on 26 May 2022 as an accurate record.

**Chancellor Appointment (Reserved Business) (Oral Report)**

21-22/130 The Chair **reported** that:

1. following a six-month selection process overseen by the Chancellor Search Committee (CSC) of Constitution and Nominations Committee (CNC), senior, informal discussions had been held with a recommended candidate, and we hoped to be in a position to make a recommendation to Council, for onward Court approval. The University Secretary would circulate further details to Council once in a position to confirm the candidate, seeking a written resolution to be passed; **(ADaw)**
2. post-appointment, an Inauguration/Installation Ceremony for the new Chancellor would be organised, which may coincide with a future graduation ceremony or be a standalone occasion in early 2023. **(JC)**

**Vice-Chancellor's and President's Report (C.21-22/66)**

21-22/131 Council considered the Vice-Chancellor and President's Report on a range of matters.

21-22/132 The Vice-Chancellor and President reported on a range of matters, including honorary degrees awarded to the outgoing Chancellor, the Student Rector at Karazin Kharkiv National University, the shifting and unstable external political environment, NSS 2022 results and funding to address workload pinch points in faculties. An update was also provided on GSA, as the Chief Executive had left the University's employment in July 2022. The Vice-Chancellor and President and Academic Registrar had worked closely with the YUSU Chief Executive given the cross-over of his portfolio to that of the GSA Chief Executive. [REDACTED]

21-22/133 [REDACTED]

21-22/134 Council **observed** that:

2. clarification was sought on which UEB member(s)' portfolio included oversight of the international student experience, confirming that it was a joint responsibility of the PVC (TLS) and Academic Registrar, who were mapping the end-to-end journey of international students to ensure the student experience was improved;
  3. it was pleasing to witness the growth of established international partnerships, alongside new ones being. An indirect outcome included increased international research citations and drive improvements in the global University rankings;
  4. 2022 pay negotiations had now concluded without trades union agreement. UCU had indicated it would conduct an aggregate ballot at HEIs, with UNISON balloting 94 HEIs.
- [REDACTED]

**Section 2: Strategic Development, Planning and Performance Monitoring – items for consideration and/or decision**

**Strategic KPIs (Tranche 1: Research, Partnerships, Enabling Strategic Change)  
(C.21-22/67, Confidential)**

21-22/135 Council **considered** the Strategic KPIs (Tranche 1: Research, Partnerships, Finance Enabling Strategic Change) from the Director of Planning and Risk and Head of Strategic Insight.

21-22/136 Council **observed** that:

1. UEB should be cognisant of the metrics and scoring strategies of league table compilers. The need for consistency around data, and the usefulness of comparators, combined with the ability to refresh and revise benchmarking groups when this is more meaningful for specific metrics. The ability to understand the appetite for, and implications of, moving up in one metric and how this might depress another one;
2. whilst KPI2 represented research income per academic FTE, it would be informative to see this for industrial income (KPI3) and field-weighted citations (KPI1). KPI7 (Social value of partnerships) was a useful springboard to discuss Sustainable Development Goal 17 (SDG17) but also how the University was measuring itself and performing against them as a suite of goals;
3. the second tranche of KPIs for Teaching & Learning, Community and the remainder of Enabling Strategic Change would be reported to Council in November 2022. **(RD)**

#### **University Strategy 2030 Update (C.21-22/78)**

21-22/137 Council **considered** the University Strategy 2030 update.

21-22/138 The Pro-Vice-Chancellor (Partnerships and Engagement) and Chief Operating Officer (COO) reported that:

1. Being a University for the Public Good was central to the content of, and approach to, Strategy delivery. Significant progress had been made in laying the foundations for Strategy delivery in the last year since its approval by Council;
2. the Strategic KPIs discussed in the prior item would be important measures and proxies for Strategy delivery, alongside other qualitative indicators of progress and performance.

21-22/139 Council **observed** that:

1. it commended the video on successes to date, and the infographic and Strategy on a page as presented, as brand recognition was key to the success of the Strategy in terms of staff, student and wider stakeholder engagement;
2. related to the previous item, it was important that the KPIs, particularly around the social impact of the Strategy for a University which exists for the public good, were well-rounded and meaningful;
3. further information on the 'Strategy one year in' would be provided at the Council-UEB Away Day. **(MR, TL, RD)**

21-22/140 **Resolved:**

**To endorse the vision and high-level plan, framework and next steps, and to provide collective leadership for the next stages of Strategy 2030 implementation.**

#### **Annual Statement on Research Integrity 2021-22 (C.21-22/79<sup>1</sup>)**

21-22/141 Council **considered** the Annual Statement on Research Integrity 2021-22 from the PVC (Research).

**Resolved:**

**To approve the Annual Statement on Research Integrity on the recommendation of Senate.**

#### **Student Recruitment and Admissions 2021/22 (C.21-22/69)**

21-22/142 Council **considered** the Student Recruitment and Admissions position at late July 2022, including the student recruitment forecast indicating that overall targets would be met, limits on entering Clearing, and that student accommodation forecast supply was positive, due to careful planning. [REDACTED]

#### **Integrated Infrastructure Plan (IIP) (C.21-22/70)**

21-22/143 Council **considered** the framework and next steps for development and delivery of the 10-year Integrated Infrastructure Plan (IIP) from the Director of Technology, Estates and Facilities (DTEF), supported by the Group Financial Controller.

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<sup>1</sup> Item escalated to this point in the Agenda to enable consecutive presentation and reporting by the PVC (Research).

21-22/144 Council **observed** that:

[REDACTED]  
learning from other providers who had embarked on a large-scale integrated plan of this time would be key. It was no longer feasible to fix and deliver a static 'masterplan' of the traditional estates form due to the rapidly evolving nature of ways of working and new technologies and changes in the external operating environment. [REDACTED]

3. [REDACTED];
4. the end-of-life of some existing digital systems constrained the capacity to generate future earnings, so driving digital business cases would be key. Network resilience was also key during the period, as end of life systems and software were being retired and replaced;  
behavioural change, as identified, could not be underestimated and was key to the successful delivery of the IIP to time and budget, and alongside digital literacy, it would mean redesigning spaces which created more collective and collaborative spaces for staff and students [REDACTED]

21-22/145 **Resolved to endorse the proposed flexible framework and approach to enable the UEB to develop, approve and deliver an Integrated Infrastructure Plan (IIP) for a 10-year period.**

**Five-Year Forecast 2022/23 -2026-27 (C.21-22/72)**

21-22/146 Council **considered** the five-year forecasts 2022/23-2026-27 from the Finance Director and Treasurer which confirmed that the Key Financial Indicators would be met in all years.

21-22/147 Council **observed** that:

1. [REDACTED];
2. allocation for revenue expenditure on sustainability had been built into the forecast, and the IIP had plotted decarbonisation and optimisation across each of the Plan's 10 years, [REDACTED].

21-22/148 **Resolved to approve the Five-Year Forecast 2022/23-2026-27, on the recommendation of Finance Committee.**

**Transformational Initiatives: Student Centre Update (C.21-22/71)**

21-22/149 Council considered progress on the Student Centre.

21-22/150 The Pro Vice-Chancellor (Teaching, Learning and Students), John Tuomey (O'Donnell and Tuomey) and Helen O'Curry (ADP Architects) **reported** and presented that the two-way relationship to the Library and the Lake at Campus West had been key to the design of the Student Centre. The flexible and configurable internal design would be agreed through ongoing engagement, sought to create the balance between the space being an important locus for student interaction beyond their academic experience, as well as a digital hub for online and offshore students, and others working remotely.

21-22/151 Council **observed** that:

1. student and student representative involvement would continue to be key to the next phases of the Student Centre project, including the Accessibility Working Group, with the YUSU President's early involvement much appreciated;
2. the sustainability commitments for the Student Centre centred on creation of a zero-carbon building, achieving *Passivhaus* standards, potential use of recycled steel and use of the Lake as a heatsink and a ground source to reduce energy consumption;
3. questions were raised about the predominantly pre-cast concrete structure from aesthetic and sustainability perspectives. However, the recessed nature and expansive coverage of the glazing did not constitute a standard concrete construction. Further considerations were underway to incorporate

oyster shells into the concrete;

4. it would be apprised of progress at a future development session or meeting.

*Secretary's Note: due to time constraints, the OPPA Fundraising and Philanthropy Annual Report 2021-22 (C.21-22/73) was deferred to a future Council meeting/event.*

### Section 3: Policy and Regulatory Matters

#### **Charter Statutes and Ordinances Update and Final Approval (C.21-22/74 and 74i)**

21-22/152 Council **considered** an update on the Charter, Statutes and Ordinances amendments, and a later paper seeking Council paper final approval, along with final tracked changes and a clean version had been circulated to Council on the Category II Agenda.

21-22/153 The University Secretary **reported** the following:

1. the update paper included reference to the new Statute 11 on conferring benefits on Council members in response to *ad hoc* advice on the informal submission to the Privy Council Office (PCO) which recommended that the detailed regulation on the new Article in the Charter be moved up from Ordinance to Statute;
2. the paper to Council presented the final Charter and Statutes amendments in response to the PCO confirmation that it -and its advisors - had no further comments on the proposed amendments. Subject to University Council final approval, documentation would be submitted to the PCO in the near future for consideration at a future session of the Privy Council, and the Orders could empower University Council to set the date on which the new Charter and Statutes would come into force.

21-22/154 **Resolved to approve:**

- 1. that the Charter of the University of York be amended as set out in the accompanying paper and tracked changes to the document, subject to any changes that the Privy Council may require;**
- 2. that the Statutes of the University of York be amended as set out in the accompanying paper and tracked changes to the document, subject to any changes that the Privy Council may require.**

#### **Senate Effectiveness Review 2021/22 (C.21-22/75)**

21-22/155 Council **considered** the Senate Effectiveness Review Report recommendations which had been approved by Senate at its meeting on 05 July 2022, including those specific recommendations as related to Council's interaction(s) with Senate. The Deputy Vice-Chancellor and Provost thanked the Senate Review Group members, including Professor Dame Vicki Bruce, who advised the Group as an independent Council member.

#### **Scheme of Delegated Approvals (SoDA) 2021/22 Update (C.21-22/76)**

21-22/156 Council **considered** amendments to the overarching principles and management detail in the Scheme of Delegated Approvals (SoDA) made in-year under the delegated authority to the Secretary to Council.

21-22/157 **Resolved:**

**To endorse the schedule of priority work for 2022/23 in Appendix 1 of the Scheme of Delegated Approvals (SoDA) item which would result in further clarification of decision-making.** *Substantive future changes entailed by this would be brought to Council for approval in the round, whilst given the Secretary continued latitude in-year to sign off changes to the SoDA on its behalf.*

#### **Council EDI Statement Action Plan (C.21-22/77)**

21-22/158 Council **considered** the Council EDI Statement Action Plan presented by the University Secretary.

21-22/159 Council **observed** that:

2. a skills assessment review was undertaken in 2021/22 and should be a feature of future membership succession planning.

21-22/160 **Resolved: to approve the EDI Statement Action Plan.**

**Speak Up (Whistleblowing) Policy (C.21-22/78)**

21-22/161 Council **considered** a revised Speak Up (Whistleblowing) Policy presented by the HR Director and reviewed by Audit and Risk Committee (ARC).

21-22/162 **Resolved: to approve the revised Speak Up (Whistleblowing) Policy.**

**Anti-Sexual Violence and Anti-Harassment Programme Delivery (Presentation)**

21-22/163 Council **considered** a presentation on tackling sexual violence and harassment at the University.

21-22/164 The Academic Registrar, Director of Student Life and Wellbeing, Head of Student Conduct and Respect and HR Director **reported** that:

1. the University's progress to counter sexual violence and harassment on campus has been an ongoing commitment, well before OfS's Statement of Expectations in this area and recent CUC guidance for governing bodies, given momentum and focus through the University's comprehensive response to the 2020 'Last Taboo' report;
2. there had been a marked increase in the number of cases of student-to-student sexual violence reported into the central University, from 20 in 19/20 to 86 in 2021/21, with the number of students supported, increasing from 113 to 159 over the same period;
3. priorities included building on the preventative work and positive culture change, close working with HR and newly designated roles of Dignity Contacts.

21-22/165 Council **observed** that:

1. it commended progress made and professionalism and dedication of staff involved;
2. the increased number of incidents being recorded might link to the launch of the Report and Support tool, and increased confidence in making disclosures. It enquired as to when incidents numbers and/or types would cross a threshold to trigger wider concern.

**Appointment of External Auditors (C.21-22/80)**

21-22/166 Council **considered** a recommendation from Audit and Risk Committee in relation to the appointment of new external auditors for the University.

21-22/167 **Resolved to approve:**

- 1. Grant Thornton UK LLP as University and Group Auditor for the year ending 31 July 2023 and the four subsequent financial years;**
- 2. Azets UK as University Subsidiary Companies Auditor for the year ending 31 July 2023 and the four subsequent financial years.**

**Section 4: Sub-committee Summaries and Meeting-related information**

**Committee Reports (C.21-22/81-85)**

21-22/168 Council **noted**:

1. the circulated report on key activities from the GSA President (C.21-22/81) and an oral report from the President of YUSU on proposals for a review of YUSU's governance arrangements, including its by-laws, referenda procedures and Academic Assembly;
2. executive summaries of the meetings of Senate: 5 July 2022 (C.21-22/82), Audit and Risk Committee: 14 July 2022 (C.21-22/83), Written Resolution: 20 July 2022 (C.21-22/83i) Constitution and Nominations Committee: 26 May 2022 (C.21-22/84), Written Resolution: 26 June 2022 (C.21-22/84i), Finance Committee: 23 June 2022 (C.21-22/85).

21-22/175 **Council Schedule of Business 2022/23 (C.21-22/86)**

Council noted its draft schedule of business for its 2022/23 meetings.

**Dr Adam Dawkins**  
**University Secretary and Secretary to Council**  
**August 2022**