

**COUNCIL 2****Minutes of the meeting held on 26 February 2020**

<b>Members:</b>	Baroness Ann Taylor (Chair)	Shahnaz Ali	Dr Pam Bagley
	Karl Bates	Jo Beaumont	Michael Bell
	Carl Chambers	Professor Shirley Congdon	Kersten England
	Terry Hartwell	Amir Hussain	Ayman Malik
	Sally Neocosmos	Mohammed Pandor	Samera Shabir
	Sarah Smith	Maurice Watkins	Stuart Watson
	Michael Ziff		

**Apologies** Karen McMahon

**In attendance:** Jacqui Holgate, Assistant Head, Governance (Secretary)  
Professor John Bridgeman, Pro-Vice-Chancellor, Research and Knowledge Transfer  
Professor Zahir Irani, Interim Pro-Vice-Chancellor, Academic Innovation and Quality  
Joanne Marshall, Director of People and Campus Services  
Stuart McKinnon-Evans, Chief Finance Officer  
Riley Power, University Secretary

Maurice Watkins joined the meeting via telephone conference.  
Kersten England left the meeting at 1450.

35.19-20 **Chair's Opening Remarks**

35.1 The Chair formally welcomed Michael Ziff to his first meeting of Council.

36.19-20 **Minutes of the meeting on 20 November 2019 (Document C31/19-20)**

36.1 The minutes of the meeting held on the 20 November 2019 were **approved** by circulation prior to the Council meeting.

37.19-20 **Matters arising and action tracker**

37.1 Council noted a report on matters arising from the Council meeting on 20 November 2019 and the actions taken since that meeting to address them.

38.19-20 **Declaration of Interests**

38.1 Council received and noted the register of Council members interests. No further declarations of interest were received in relation to the business of the meeting.

39.19-20 **Report from the Chair**

39.1 The Chair provided a brief oral update on the complex and increasingly regulated environment that the University was operating in. Points of note included the University's continued compliance with the Office for Students regulatory framework; the renewed emphasis on apprenticeships; transparency on value for money in the provision of Higher Education; duty of care to students; and the late introduction of the new universal bursaries for nursing students.

40.19-20 **Report on Chair's action (Document C34/19-20)**

40.1 Council received a report which confirmed the action taken by the Chair of Council, Treasurer and Vice-Chancellor in relation to the submission of the University's annual financial and student number returns and its third enhanced monitoring report to the Office for Students in December 2019 and January 2020, in accordance with the previous delegated authority by Council.

41.19-20 **Vice-Chancellor's report (Document C35/19-20)**

41.1 The Vice-Chancellor provided a summary of items arising since the previous Council meeting. Among topics highlighted were the extensive internal and external engagement activities that had been undertaken by the Vice-Chancellor, this included staff, students and local / City and regional engagement; a brief update on the staff survey that was conducted in October 2019 and achieved a response rate of 77%; an update on the industrial action by UCU over the 2019/20 pay round and USS changes; and the contingency plans had been put into place in response to the coronavirus outbreak.

41.2 Points made in discussion included:

- that the Vice-Chancellor had been appointed to the Board of the Leeds City Region Enterprise Partnership (LEP). The importance of the role of the LEP in ensuring inclusive economic and social growth for the city region was noted;
- effective engagement with stakeholders was integral to the successful delivery of the University Strategy. A stakeholder mapping exercise would be undertaken as part of the development of the Business and Community Engagement Sub-Strategy, to include alignment, and synergies with the City;
- the success of the academic workload model which was in its fourth year of operation; the model enabled the management and allocation of staff resource to different activities in line with the University's objectives;
- the reduction in the use of zero contract hours in the University; this was welcomed by the Council;
- implementation of the voluntary living wage in line with the Living Wage Foundation 2019 pay rates which confirmed the University's commitment to ensure salaries kept pace with the cost of living;
- the development of the Bradford Academic career pathway for academic staff which included improved probation and promotion procedures, to be introduced in the

academic year 2020/21. Bradford Professional and Technical equivalents would be produced following completion of this development;

- that the University was committed to delivering a holistic approach to wellbeing in the workplace and as such a number of employee wellbeing initiatives had recently been developed and/or reviewed;
- that 40 staff had joined the Institute of Leadership and Management (ILM) apprenticeship programme; this would increase leadership and management capability and capacity across the University through the development of a highly skilled and responsive workforce and support talent management and succession planning.

41.3 **ACTION: businesses that the University engaged with (local, national, global), including University Industrial Advisory Boards, would be reflected in the Business and Community Engagement Strategy (Vice-Chancellor).**

42.19-20 **Report from the University Secretary (Document C36/19-20)**

42.1 Council received an update from the University Secretary which summarised ongoing work relating to areas of governance pertinent to the work of Council and the University. This included an update on ongoing compliance with the Office for Students conditions of registration, Senate elected Council members, the Council strategic away day in April 2020, and the Committee Year Planner for 2020/21.

42.2 Outcomes from the recent Senate Effectiveness Review were noted, as was the preparation of a roster of lay governors to ensure that all would attend at least one Senate meeting annually; this would further support Council in its role in ensuring the effective operation of academic governance.

42.3 **ACTION: Senate rota to be developed and circulated to lay members (University Secretary).**

43.19-20 **Report from the Students' Union (Document C37/19-20)**

43.1 Council received a report from the UBU Education Officer and UBU Student Affairs Officer on current issues and recent activities which included an update and video on the Union's new initiative 'Kick Start' which aimed to engage students in UBU projects, give them the opportunity to develop and gain transferable skills, and to create social networks. The video, which was positively received by Council, was available online: <https://youtu.be/Wyd7LfNw29o>.

43.2 The intention was to roll out the programme to a wider number of students in 2020/21 and 2021/22. Council welcomed the initiative and was pleased to note that the Executive would continue to work in partnership with the Students' Union on its development.

44.19-20 **Institutional KPIs (Document C38/19-20)**

44.1 Council received a report on the latest performance against the University's agreed KPIs and noted that a new set of KPIs would be developed to support the new University Strategy and that these would be incorporated into the detailed sub-strategies that would be brought to Council for approval.

45.19-20 **Early financial forecast 2019/20 (Document C39/19-20)**

45.1 Council considered the early financial forecast which was based on student numbers and associated income at the end of October 2019. The forecast, which had been subject to review by the Finance Committee, presented a favourable position and Council was pleased to note that the University remained on track to deliver its planned financial results for 2019/20.

45.2 During discussion clarification was provided in relation to how the favourable position to budget had been achieved.

45.3 Council noted that the University's financial position would continue to be monitored closely in order to maintain a financially sustainable position going forward and agreed to receive a further update in due course.

45.4 **ACTION: mid-year forecast to be presented to the Council in May (Chief Finance Officer).**

46.19-20 **Student recruitment (Document C40/19-20)**

46.1 Council received a detailed presentation from the Pro Vice-Chancellor, Academic Innovation and Quality on specific marketing activities (immediate and medium-term) that were being undertaken to enhance UK and PGT home student numbers for 2020 applications, conversion and clearing activity and 2021 full cycle activity.

46.2 [REDACTED]

46.3 [REDACTED]



*Note: the above paragraphs have been redacted as they are considered to be exempt information as defined by section 43 (2) of the Freedom of Information Act 2000 which covers commercial interests.*

46.4 Council recognised the importance of the work that was being led by the PVC, AIQ and strongly **supported** the new approach to student recruitment which would enable the University to make important decisions about where to focus its recruitment efforts to ensure a sustainable financial position going forward. Council noted that detailed application data would continue to be monitored closely by the Executive and that Council would have a further opportunity to discuss student recruitment at its next meeting.

47.19-20 **Draft University Strategy 2020-25 (Document C41/19-20)**

47.1 Council considered the revised University Strategy, presented by the Vice-Chancellor, which had been developed to ensure the success and sustainable growth of the University during a period of unprecedented uncertainty across the UK and global higher education sectors. The Vice-Chancellor advised that the strategy would lay the foundations for growth and impact, drive and improve performance; place people at the centre of the University; be led effectively; and owned collectively.

47.2 Council noted that the strategy was built around four key themes, each of which would form the basis of a further sub-strategy: Learning, Teaching and Student Experience; Research and Innovation; Equality, Diversity and Inclusion; and Business and Community Engagement; these would be developed under the leadership of strategic portfolio holders. Four enabling strategies to support delivery would also be developed: People; Brand, Communications and Marketing; Estates and Infrastructure; and Finance and Performance.

47.3 Points of note included:

- the mission, vision and core components of the strategy had been developed through wide-ranging consultation with staff and the UBU; Council had also contributed to the key themes at the Council residential in October 2019;
- values were an essential part of the strategy and would support its successful delivery; University staff workshops would take place in March to further define values and behaviours;

- that value driven leadership would create a culture that optimised financial performance, ethical practice, social contribution and environmental impact;
- the strategy was not a static document; it was a living document that would be updated as appropriate;
- the operational planning process would be aligned to the strategy;
- that change would be driven by people, place, and performance; these would be underpinned and delivered by the University's values;
- that following two significant change programmes, the University would now focus on a process of continuous improvement to ensure effective and efficient systems and processes were in place at the University;
- the development of a Board Assurance Framework and Performance Dashboard to reinforce strategic focus and better management of risk.

47.4 Following discussion, Council **approved** the revised Strategy which provided a clear framework to address the key strategic risks faced by the University and would place the University in a strong position for the future; support ongoing financial sustainability; and investment in the student experience.

47.5 **ACTIONS:**

- **sub-strategies to be approved by Council in May, with enabling strategies to be approved in July (Strategic Portfolio Holders);**
- **new set of KPIs to be presented to the Council in May 2020 (University Secretary).**
- **session on values to be held at the Council strategic away day (University Secretary).**

Secretary's note: due to disruption from the COVID-19 outbreak, the timeline for strategy approval was being revisited but that all strategies were still expected to be completed and approved no later than 31 July 2020.

48.19-20 **Update on Options for Manningham Site (Document C42/19-20)**

48.1 Council **endorsed** the report which presented an update on options for the University's Manningham campus, which comprised Emm Lane and Heaton Mount. Initial market assessment had concluded that there were a range of potential uses for the site and interest had been expressed by a range of different parties through informal discussions. Following further discussion with Bradford Council planning authority, formal bids would be invited.

48.2 Council **agreed** to receive a further report on the Manningham Site in due course.

48.3 **ACTION: a more detailed report on options for the future use of the Manningham Site to be presented to Council in July (Chief Finance Officer).**

49.19-20 **Report on China Office (Document C43/19-20)**

49.1 Council considered a report on the China Office and **approved** the proposed appointments; approval complied with Chinese company legislation:  
Legal Representative and Executive Director: Professor John Bridgeman;  
General Manager: Professor Zahir Irani;  
Supervisor: Professor Shirley Congdon.

49.2 Formal resolutions which gave effect to these changes were signed at the meeting, these would be formalised and sent to China to complete the process.

50.19-20 **2019/19 Access Agreement monitoring return (Document C44/19-20)**

50.1 Council received and noted the report.

51.19-20 **Prevent Duty update (Document C45/19-20)**

51.1 Council received and noted the report.

52.19-20 **Staff survey update (Document C46/19-20)**

52.1 Council received and noted the report.

53.19-20 **Industrial action update (Document C47/19-20)**

53.1 Council received and noted the report.

54.19-20 **Report from Senate, January 2020 (Document C48/19-20)**

54.1 Council received and noted the report.

55.19-20 **Report from Audit Committee, January 2020 (Document C49/19-20)**

55.1 Council received and noted the report.

56.19-20 **Report from Finance Committee, January 2020 (Document C50/19-20)**

56.1 Council received and noted the report.

57.19-20 **Report and recommendations from Governance and Nominations Committee, February 2020 (Document C51/19-20)**

57.1 Council approved two recommendations from the Governance and Nominations Committee:

- Changes to Ordinance 17 to reflect changes to the Alumni Association governance arrangements;

- Terms of reference of the new Alumni Advisory Panel to support the Alumni and Development Team in its management and coordination of engagement and activities for the Alumni Association.

58.19-20 **Report from Remuneration Committee, February 2020 (Document C52/19-20)**

58.1 Council received and noted the report.

59.19-20 **Terms of reference and membership 2019/20 (Document C53/19-20)**

59.1 Council received and noted the report.

60.19-20 **Draft Council 3 agenda (Document C54/19-20)**

60.1 Council received and noted the report.

61.19-20 **Council schedule of business (Document C55/19-20)**

61.1 Council received and noted the report.

Secretary: Jacqui Holgate, Assistant Head (Governance)

Date: April 2020