

## Minutes of Council 7 May 2010

Present: Mr Denis Burn (Chair), Professor Tim Bond, Professor Paula Booth, Mr John Bramhall, Professor David Clarke, Mr Roy Cowap, Mr Chris Curling, Ms Emma Di'Orio, Mr Colin Green, Professor Len Hall, Dr Sally Heslop, Ms Ruth Jackson, Mr Ron Kerr, Ms Pru Lawrence-Archer, Mr Robert Massie, Mrs Dinah Moore, Mr Bob Morton, Dr David Newbold, Mr David Ord, Mr Owen Peachey, Mrs Cindy Peck, Mr Bill Ray, Mr Tim Ross, Ms Anne Stephenson, Professor Eric Thomas, Mr James Wadsworth, Mrs Cathy Waithe, Professor Avril Waterman-Pearson and Mr James Wetz.

In Attendance: Mr Derek Pretty, Sir James Tidmarsh, Mr Patrick Finch, Mr Andy Nield, Ms Kelly Archer, Mr Guy Gregory, Professor Guy Orpen, Ms Jane Bridgwater and Ms Lynn Robinson.

Apologies: Mr George Morton, Mr Bill Ray and Councillor Christopher Davies.

### Session 1

The Committee welcomed Mr David Alder, the new Director of Communications, to his first meeting of Council.

#### (i) Faculty of Social Sciences and Law

Council received a presentation from Professor Judith Squire, Dean of the Faculty of Social Sciences and Law, outlining the Faculty's key achievements, challenges and objectives.

#### (ii) Draft Education Strategy

Council then received a presentation from Professor Avril Waterman-Pearson, Pro Vice-Chancellor (Education), setting out the draft Education Strategy 2010-2016. The Strategy would be presented to Senate on 10 May 2010 for comments and a final version would be bought back for Council's approval at its meeting on 2 July 2010.

The Chair thanked both presenters for their informative accounts and asked that Council's thanks be passed onto their respective teams.

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### Session 2

#### **1. Apologies for Absence / Announcements**

1.1 The Chair welcomed colleagues to the meeting and noted the apologies received.

#### **2. Minutes of the Last Meeting**

2.1 CONFIRMED: The minutes of the meeting held on 18 March 2010.

#### **3. Matters Arising and Actions Register**

##### Matters Arising

3.1 There were no Matters Arising which were not covered elsewhere on the agenda.

### Action Register

- 3.2 Members had previously received a copy of the Action Register which had been updated to incorporate actions agreed at the Council meeting on 18 March 2010.
- 3.3 NOTED: That the Action Register items marked with an asterisk had either already been completed or were being dealt with accordingly.

## **4. Chairman's Report, Council Matters and Correspondence**

### Summary Report of Discussions at the 19 March 2010 Council Consultation Day

- 4.1 NOTED: That a report summarising discussion/outcomes from the recent Council Consultation Day would be circulated to members shortly. Any comments on the document should be passed onto Kelly Archer, Clerk to Council.
- 4.2 Following the discussion regarding Council's effectiveness, the Chair was planning to convene a meeting of the various Council Committee Chairs to consider how suggestions/recommendations could be taken forward. The Clerk would contact Committee Chairs in due course to identify a convenient date.

### Special Meeting of Council on Friday, 14 May 2010

- 4.3 NOTED: That members would receive a separate bundle of papers relating to a special meeting of Council on 14 May 2010. The papers would not be discussed at the meeting on 7 May 2010; they had been circulated in advance purely for information. The papers would be considered by Senate at its meeting on Monday, 10 May 2010 and views raised by Senate would be conveyed to Council after this meeting (but before Council's meeting on 14 May 2010).
- 4.4 RESOLVED: That Council, in accordance with Ordinance 3 (Council Procedure), had declared this business "urgent" (by a two-thirds majority of those present) so that the matter could be debated on 14 May 2010 if necessary without the minimum three days' notice. This would allow for any late notification of the decisions of Senate.

### Provisional Council Meeting Dates 2010/11

- 4.5 The Clerk to Council had recently invited Council members to comment on the appropriateness / convenience of holding Council meetings during the daytime and on Fridays. The response had been overwhelmingly in favour of keeping meetings towards the end of the week and within normal working hours.
- 4.6 NOTED: That the provisional meeting dates for Council during the 2010/11 session were:
- 22 October 2010
  - 19 November 2010
  - 31 March 2011
  - 1 April 2011
  - 27 May 2011
  - 7 July 2011 (Thursday)

## **5. Vice-Chancellor's Report**

5.1 NOTED: The Vice-Chancellor's Report, reference **CN/10/035** (previously circulated, copy in the minute book).

### Outcome of General Election

5.2 It was noted that the previous day's General Election was expected to result in a hung parliament. The implications of this for the University were not yet fully understood. A further update would be provided for Council in due course.

### Support Process Review (SPR) Update

5.3 Since January 2010, the University had undertaken extensive consultation with staff about the proposed new administrative structures emerging from the SPR Programme. The consultation had identified widespread support for the principal objective of SPR, namely to improve the effectiveness and efficiency of all University support processes. There had also been broad acceptance that SPR needed to deliver cost savings. During the consultation, many people had stressed that SPR should seek to improve (and certainly not damage) the excellence of the University's research, education and student experience, or its income-generation capabilities. Priorities for the implementation planning phase, between May and July 2010, included the collection of further information to validate assumptions and development of the detail of future structures; alongside progression of some key senior appointments. Helen Galbraith, Director of Planning and Deputy Secretary, had now taken over management of the SPR programme.

### Alternatives to Compulsory Redundancy

5.4 The University had entered into discussions with the Joint Trade Unions about ways in which it could avoid or reduce the need for compulsory redundancies. In the course of those discussions the Trade Unions had proposed the use of periods of unpaid leave as a means to temporarily reduce staff costs.

5.5 To be effective in generating sufficient saving the unpaid leave approach would need to cover all, or a significant number, of staff and a collective agreement achieved via a ballot of union members could be used to deliver such an outcome.

5.6 As pay reduction was such an emotive issue, the University had decided to gauge the opinion of all staff to establish if there was broad support for the principle of taking unpaid leave. A copy of the information sent to staff was attached to the report for members' information. The survey had closed on Wednesday 5 May 2010 and the outcome (which was subject to final checking) was reported to be: 71% of all staff had responded to the survey. 65% had voted in favour of the principle of taking unpaid leave; 35% had voted against. The outcomes of the survey would be reported to staff on Monday 10 May 2010.

5.7 There was much work still to be done in terms of finalising the detail of any proposal to staff and negotiations with the Trade Unions would continue. Initial feedback from staff had indicated that opinion about the issue was extremely polarised.

- 5.8 It was noted that removal of three weeks workload across the University would present some significant operational challenges and that these would need to be looked at very carefully over the coming weeks.

#### Update on the Centenary Campaign

- 5.9 NOTED: A progress report on the Centenary Campaign. In recent years, the Campaigns and Alumni Relations Office had focussed upon alumni relations activity and had added at least 800 additional alumni donors every year, so that some 6.25% of the University's alumni would give in 2009/10, placing Bristol in the top four in the UK.

As at April 2010, over £53m was in hand and committed to the Centenary Campaign. The Campaigns Office's projections, which were based on existing patterns of Annual Giving, indicated that approximately £20m of further funds would be generated between 2010-2014. This would leave a target of £27m for the generation of new gifts by the end of 2014 to achieve the overall Campaign target of £100m.

#### Retirement of Derek Pretty, Registrar and University Secretary

- 5.10 NOTED: That after 12 years as University Registrar, Derek Pretty had announced his intention to retire from the University in July 2011. The University would be seeking his replacement as quickly as possible so that there could be a timely handover. The role and responsibilities of the Registrar would be reviewed to ensure that the University had the most effective post possible to meet its future challenges. The Vice-Chancellor noted that the Finance Director would report directly to the Vice-Chancellor rather than via the Registrar. In accordance with the Statutes, Council would be asked to approve the appointment of Mr Pretty's successor in due course.

#### International Workshop

- 5.11 Professor Guy Orpen, Pro Vice-Chancellor for Research and Enterprise, led a workshop on 'internationalisation' on 22nd March 2010. There were approximately fifty attendees from across the University, including Education and Research Directors, Undergraduate and Graduate Deans, members of the International Working Group, senior academics, members of Council and student sabbatical officers. Dr Robert Coelen, Vice-President International from Stenden University, The Netherlands, had been invited to present on his experiences of internationalisation and help facilitate discussion. A report on the activities of the International Working Group over the past year and outcomes from the workshop will be prepared for UPARC, Senate and Council.

#### University Admissions

##### *(i) Undergraduate Admissions*

- 5.12 As at 19 April 2010, 9,851 home offers had been made which was comparable with the figures reported this time last year. Overall numbers of home undergraduate applications made this year had dropped by approximately 3-4%. There were a number of possible reasons for this: UCAS had reduced the number of institutions that students could apply to from six to five, which may have dissuaded those who were not confident that they would obtain the required grades from applying; lower than desirable National Student Survey scores were also noted to be a possible contributing factor. The University would monitor these figures closely and take action as appropriate. Council

was reminded, however, that Bristol currently received 10.5 applications per place, which was one of the highest application rates in the UK.

- 5.13 2,882 overseas offers had been made so far, an increase of 11.2% on the previous year. Overseas applicants also appeared to be slightly more likely to accept Bristol's offers at the moment, but, due to the longer recruitment cycle for overseas applicants, it was too early to tell how this would impact on the intake in September.

*(ii) Postgraduate Admissions*

- 5.14 This year, a compulsory deposit had been introduced for overseas postgraduate taught applicants who were self-funded. It was hoped that this would assist with student number planning. The University was considering introducing next year a deadline by which an applicant would have to have accepted their offer; and a deadline by which date they must have paid their deposit, both of which would allow for improved prediction of student numbers.
- 5.15 Looking at application trends in 2010, the number of applications received, offers made and offers accepted were higher for postgraduate programmes, and for both postgraduate research and postgraduate taught programmes, than at the same time last year. Applications to postgraduate taught programmes were 22% higher. On 1 April 2010, the University had received 10,748 applications (of which 7,973 were from overseas applicants) compared to 8,794 (6,566 overseas) on 1 April 2009. The number of offers made was also 22% higher, and acceptances were up by 11%.
- 5.16 In terms of the overseas recruitment market, there were still considerable concerns relating to the new regulations for student visas. The UK Borders Agency (UKBA) was adopting a hard line towards what it saw as a 'threat to our borders', and consultation with the HE sector prior to bringing in new requirements had been inadequate. While the University of Bristol was no more vulnerable than its UK competitors, the danger of a demographic shift in favour of the United States was a real one.
- 5.17 From September 2010, the new online postgraduate application system would be launched, providing a better service for applicants (who would be able to apply and receive decisions online), and a more efficient system for staff.

HEFCE Matters

*(i) HEFCE Annual Visit*

- 5.18 On 13 April 2010, The Vice-Chancellor and members of his senior team met with officers from HEFCE as part of the HEFCE annual visit. The visit proved to be a positive exchange and provided an opportunity to discuss key issues.

*(ii) HEFCE Calls for Funding*

- 5.19 On 6 April 2010, HEFCE had written to English HEIs and further education colleges to invite proposals for support from the new University Modernisation Fund to support new entrants and efficiency activities in 2010-11. £250 million had been allocated for 2010-11. The Government had asked HEFCE to prioritise the allocation of additional places in identified subject areas, focussing particularly on science, technology, engineering and mathematics (STEM) subjects. The University submitted a modest bid for 55 additional new entrants spread across Engineering, Science, and Medical & Veterinary

Sciences which, if successful would bring additional funding of approximately £870k in 2010-11. Council would be notified of the outcome of the bid at its July 2010 meeting.

*(iii) HEFCE Assessment of Institutional Risk*

- 5.20 NOTED: The University had received the outcome of HEFCE's annual assessment of institutional risk. HEFCE had judged the University to be 'not at higher risk', in line with the vast majority of other institutions. A copy of HEFCE's letter was attached to the Vice-Chancellor's report for members' information.

Recent Grants/Awards

- 5.21 NOTED: Details of significant new research grants and awards secured by the University since the Council's last meeting in March 2010.

**6. Financial Report**

- 6.1 RECEIVED: A report by the Finance Director outlining the University's progress against its financial strategy together with the draft operating budget for 2010/11, reference **CN/10/036** (previously circulated, copy in the minute book). The report set out the financial results for the period to February 2010 and the forecast result for the year to July 2010.

- 6.2 The results for the seven months to February 2010 showed an operating surplus of £9.2m, compared to the budget of £5.5m (although members were reminded that these figures came with the caveat that the University did not yet operate full accruals accounting). For the full year, an operating surplus (pre voluntary severance/early retirement (vs/er)) of £7.5m had been forecast. A vs/er provision of £2m had been assumed.

Draft Budget 2010/11

- 6.3 The draft budget for 2010/11 forecast an operating surplus (pre any further vs/er costs) of £5m. This was lower than the £11m target that the University had set out in the December 2009 financial forecasts for HEFCE, reflecting a range of factors. After further vs/er costs of £9m, a deficit of £4m had been forecast.

- 6.4 Programmes were underway in both academic and support areas to reduce staffing costs. Due to the legal requirement to undertake a process of consultation, progress had been slower than originally hoped. The University did, however, remain confident that it would be able to deliver a substantial component of the targeted savings in 2011/12. The University was aiming to achieve net savings of £15m pa, as follows:

(i) £4m had been achieved during the current year from the 2008/09 vs/er programme and the salary exchange scheme.

(ii) £4m was forecast from implementation of the Support Process Review: £1m for 2010/11, a further £1m in 2011/12 and a further £1m in 2012/13.

(iii) £9m academic savings; £2m savings had been anticipated in 2010/11 with the balance being achieved in 2011/12.

- 6.5 The Finance Director stressed that the £15m p.a. savings target was to deal with currently known financial pressures. Any significant cut in HEFCE funding would necessitate further savings.
- 6.6 The importance of cash flow and ensuring that the University could continue to meet the debt service covenants in the Barclays Loan Facilities would be essential. Two key assumptions were the level and timing of any vs/er payments and the additional deficit-related cash contributions that would need to be made to UBPAS.
- 6.7 The draft Budget, which had been endorsed by Finance Committee on 21 April 2010, had been based upon a number of assumptions, which were outlined in detail within the report. The key assumptions implemented included:
- (i) funding cuts to the HEFCE Teaching Grant (-1.35%);
  - (ii) a funding increase to the HEFCE Research Grant (0.95%);
  - (iii) planned growth in overseas postgraduate numbers;
  - (iv) no allowance for an August 2010 pay award;
  - (v) achieved cost reductions from various cost saving initiatives;
  - (vi) provision had been made for vs/er costs on the basis of £1 of cost to achieve £1 of annual savings. The profile assumed had been: £2m in 2009/10, £9m in 2010/11 and £1m in 2011/12; and
  - (vii) contingency provision of £5.5m to reflect key risks.

#### Pensions

- 6.8 Negotiations with the USS Joint Negotiating Committee were ongoing. It was noted that the structure of USS made it difficult for the University to directly influence any changes.
- 6.9 Jonathan Lord, Chair of the Hewlett Packard Pension Scheme, had, subject to the University of Bristol Pension and Assurance Scheme (UBPAS) Trustee Board's formal approval, been appointed as Chair of UBPAS in place of Mr Nick Hutchen, who would stand down at the May UBPAS Trustee meeting. Mr Lord had wide experience.
- 6.10 Following the actuarial valuation of UBPAS, it was hoped that an agreed deficit-recovery plan would be agreed by the UBPAS Trustees during the coming week. The University currently anticipated having to make an ca. £5m p.a. additional contribution to deal with the UBPAS deficit. The University was proposing changes to UBPAS to reduce the cost and risk profile. The proposals included closing the scheme to new entrants and providing a Defined Contribution Scheme instead, together with changes to the benefit structure/employee contribution for existing members.
- 6.11 APPROVED: The draft budget for 2010/11, as outlined in the report.

## 7. **Matters for Discussion/Approval**

### Draft Education Strategy 2010-16

- 7.1 RECEIVED: A report from the Pro Vice-Chancellor (Education) setting out the draft Education Strategy 2010-16, reference **CN/10/038** (previously circulated, copy in the minute book).
- 7.2 The new Strategy had been developed to take account of the University Vision and Strategy 2009-2016 and had been guided by the outcomes of the Quality Assurance Agency's Institutional Audit, April 2009. Since summer 2009, Education Committee had been working on the new Strategy which had been subject to consultation in faculties, departments and with support services, as well as being made generally available on the ESU website to seek views from across the University. This version was the outcome of a special meeting of the Education Committee on April 16th 2010 when the feedback from the University-wide consultation was considered. The Education Strategy had taken two key chapters of the University Vision and Strategy 2009-2016 that were most pertinent and developed the Strategy around these: Education and the Student Experience; and Our Students.
- 7.3 Once the Education Strategy 2010-2016 had been approved, Education Committee planned to draw up an overarching targeted Action Plan to underpin the Strategy, which it would review annually in order to evaluate and prioritise activities. Faculties and relevant Support Services would also be expected to develop their own action plans within the broad framework, which would demonstrate how their priorities aligned with the overarching vision.
- 7.4 Council members were invited to raise any comments or queries in relation to the Strategy with Professor Waterman-Pearson. A final version would be brought back for Council's formal approval in July 2010.

### UBU Audited Accounts 2008/09

- 7.5 RECEIVED: The audited UBU accounts for the year ending 2008/09, reference **CN/10/039** (previously circulated, copy in the minute book).
- 7.6 The Accounts had been approved by the UBU Board of Trustees on 27 April 2010. A draft version had been endorsed by Student Affairs Committee in March 2010.
- 7.7 Mr Owen Peachy introduced the audited accounts to Council and took the opportunity to thank the University for its continued support for UBU and its activities.

### Changes to the Memorandum and Articles of the University of Bristol Students' Union

- 7.8 CONSIDERED: A report from the UBU President, outlining proposed changes to the Memorandum and Articles of the University of Bristol Students' Union, to reduce the quorum of UBU Company General Meetings and Annual Members Meetings from 400 to 300, reference **CN/10/040** (previously circulated, copy in the minute book).
- 7.9 At the Students' Union Company General Meeting on Thursday 4 February 2010, a motion was passed to change the quorum of the General Meetings of the Company and Annual Members' Meetings of the charity. Under the

Memorandum and Articles of the University of Bristol Students' Union, Ordinance 24 of the University of Bristol, and the Education Act 1994, Council is required to approve any changes to the Memorandum and Articles of the organisation.

7.10 The motion was as follows:

**Change in the Quorum of Company General Meetings and Annual Members Meetings**

This Union notes:

1) That the current quorum of Company General Meetings and Annual Members Meetings is 400 members of the University of Bristol Students' Union.

2) The Quorum is the minimum number of members of the membership of the Union necessary to conduct the business of the Union. It is put in place to ensure that the views of the membership are, to a great an extent as possible, represented accurately.

3) Very frequently, for a variety of reasons, past Union Annual General Meetings have been inquorate and due to this it has been impossible to set Union policy. [http://en.wikipedia.org/wiki/Quorum\\_-\\_cite\\_note-Garner-0](http://en.wikipedia.org/wiki/Quorum_-_cite_note-Garner-0)

**This Union Believes:**

1) The current quorum of Company General Meetings and Annual Members Meetings of the University of Bristol Students' Union is too high.

2) The Union needs to ensure that decisions about policy, governance and organisational direction can be made every year at the Company General Meetings and Annual Members Meetings.

3) Lowering the quorum is a practical and pragmatic step to empower the students of the University of Bristol to effectively and efficiently set the governance and policy of their Students' Union.

4) It would be better to have policy passed by the open membership of the University of Bristol Students' Union than by the Union Board of Trustees or Student Council.

5) Passing this motion during the Company General Meeting will infer that the quorum for the Annual Members Meeting should also be changed.

**This Union Resolves:**

1) To change the quorum of Company General Meetings and Annual Members Meetings to 300 members and change Article 65 and Byelaw 4:4. to reflect this.

7.11 APPROVED: The proposed changes in the quorum of the UBU Company General Meetings and Annual Member Meetings from 400 to 300, and to

change Article 65 and Byelaw 4:4 of the UBU Memorandum and Articles to reflect this.

#### Amendments to University Statutes

- 7.12 CONSIDERED: A report from the University Secretary outlining proposed changes to University Statutes to reflect changes in University practice, reference **CN/10/41** (previously circulated, copy in the minute book).

#### *Emeritus Deans*

- 7.13 At its meeting on 22 November 2006, Council, on the recommendation of Senate, approved the award of the title Emeritus Dean to colleagues who had served as Deans at the University but who had retired from the University without having been awarded the title of Professor.
- 7.14 The report proposed that Emeritus Deans should be assigned the same status as Emeritus Professors and should, therefore, be included as official members of the University and members of Court. This would require an amendment to Statutes 2 and 11.
- 7.15 In accordance with the Statutes, Council, upon recommendation from Senate, approves the appointment of Honorary and Emeritus Professors, and it seemed appropriate that the same process be used for the appointment of Emeritus Deans. This would require changes to be made to Statutes 17 and 21.
- 7.16 APPROVED: By Special Resolution, the following changes to Statutes 2, 11, 17 and 21 (additions marked in underscore, deletions in strikethrough):

#### ***(i) Statute 2 - Members of the University***

The following are Members of the University:

The Chancellor and Pro-Chancellors

The Treasurer

The University staff

The University students

The Members of Council

The Members of Court

The Members of Convocation

The Honorary Fellows

The Emeritus and Honorary Professors

The Emeritus Deans

#### ***(ii) Statute 11 - Membership of Court***

Members

The members of Court shall be as follows:

Category I – University

The Chancellor, the Pro-Chancellors, the Vice-Chancellor, the Pro-Vice-Chancellors, the Treasurer, the Chair of Council and the Chair of Convocation

The Honorary Fellows

The members of Council

The members of Senate  
The Emeritus Professors  
The Emeritus Deans

The Registrar, the Secretary, the Librarian and up to ten holders of such other offices as the Vice-Chancellor shall from time to time specify  
For renewable three year terms: Fifteen elected members of the non-academic staff, the method of election to be determined by Ordinance  
For renewable four year terms: One hundred graduates of the University elected by Convocation

***(iii) Statute 17 - Powers of Council***

Council shall be the governing body of the University, and shall have the following powers:

**9. Honorary Appointments**

Council may, on the recommendation of Senate, appoint honorary professors, ~~and may~~ confer the title of emeritus professor on any professor who has retired from office, and confer the title of emeritus dean on any Dean who has retired from the University without having been awarded the title of Professor ~~on the recommendation of Senate.~~

***(iv) Statute 21 - Powers of Senate***

Senate shall have the following powers:

**Honorary appointments**

7. Senate shall recommend to Council the appointment of honorary and emeritus professors and emeritus deans

*UBU Membership of University Council*

- 7.17 At its meeting in February 2010, Council considered a proposed amendment to Statute 15 – Membership of Council, which had resulted from a restructure of UBU's representation systems, and in particular changes to its postgraduate representation mechanisms. Council had been supportive of the proposal, namely that it was no longer helpful to appoint a dedicated Postgraduate Union Officer but instead to appoint two elected Union officers who would represent all students, both undergraduate and postgraduate. It was agreed that the proposed amendment to the Statute should be revised to ensure that it would not be restrictive should the Union undergo further restructure in the future.
- 7.18 APPROVED: By Special Resolution, the following changes to Statute 15 (additions marked in underscore, deletions in strikethrough):

**Statute 15 – Membership of Council**

Class III - Students

The President of the University of Bristol Union

~~The President of the Postgraduate Union~~

~~One student appointed by the University of Bristol Union~~

Two Full-time Union-Elected Officers, nominated by the Union

7.19 NOTED: That in accordance with Statute 17, The Privy Council's consent to the Statute amendments must be obtained before they could take effect.

## **8. Matters for Formal Decision and Approval**

### National Composites Centre (NCC)

- 8.1 RECEIVED: A report from the Finance Director outlining progress made and key issues associated with the NCC, reference **CN/10/037** (previously circulated, copy in the minute book).
- 8.2 Council, at its meeting on 18 March 2010, agreed that it would delegate authority to Finance Committee to consider and approve on Council's behalf, any required NCC contracts/agreements. This report provided Council with an update of developments since that meeting.
- 8.3 The University had signed the first set of agreements with the South West Regional Development Agency (SWRDA) on the evening of 6 May 2010. This agreement related to the SWRDA and Department for Business, Innovation and Skills funding. The agreements had been structured in a way that would allow the Centre to operate with a reasonable risk profile for the University.
- 8.4 The report had been considered by Finance Committee on 21 April 2010 and by Audit Committee on 28 April 2010. Finance Committee had delegated authority to the Vice-Chancellor or Registrar plus the Finance Director for finalising and completing the NCC legal agreements. The Audit Committee had indicated support for the project and had recognised the potential gain that it could present to the University. However, as the Committee would not meet again until September 2010, it requested a further interim report from the Finance Director which outlined: the key risks associated with the programme (including a worst-case scenario illustration); and how the University was managing/mitigating these risks. The Committee would review these documents electronically and the Treasurer would report any significant concerns to Council.
- 8.5 The key next steps included:
- (i) Obtaining planning permission for the NCC site at Bristol Science Park.
  - (ii) Obtaining Barclays Bank's consent to proceed (ie, to confirm that the project would in no way breach the loan covenants).
  - (iii) Finalising contracts with sufficient industrial partners before letting the construction contract.
  - (iv) Finalising the European Regional Development Fund (ERDF) £9m grant funding agreements.
- 8.6 Peter Chivers, a senior executive from Airbus, had now been appointed as interim Managing Director of the Programme.
- 8.7 The Chair, on behalf of Council, expressed thanks to the University team which had been working tirelessly to progress the NCC programme. Particular

thanks were made to Professor Guy Orpen, Patrick Finch, Andy Nield and Neil Bradshaw and their respective teams.

- 8.8 Council ENDORSED the approach that the University had employed in moving the project forward and looked forward to receiving further updates in due course.

Student Appeals, Complaints and Disciplinary Matters\*

- 8.9 RECEIVED: The progress report on Student Appeals, Complaints and Disciplinary Matters, reference **CN/10/042**, (previously circulated, copy in the minute book).

- 8.10 NOTED: The information contained within the summary report on Student Appeals, complaints and disciplinary matters. This reported on the status of any cases that had previously been referred to Council.

- 8.11 RESERVED BUSINESS

Chair Appointments Update Report\*

- 8.12 RECEIVED and NOTED: an update report on Chair appointment activity, reference **CN/10/043** (previously circulated, copy in the minute book).

Report from the Capital Investment Programme Board (CIPB)

- 8.13 RECEIVED: A report by the Secretary to the CIPB outlining the business discussed and decisions taken by the CIPB at its meeting on 1 March 2010, reference **CN/10/044** (previously circulated, copy in the minute book).

- 8.14 NOTED: (i) That the main item of business involved the review of lists of Faculty/Support Service capital priorities provided by Deans and the Registrar. CIPB had since requested more detailed information on a number of small projects with a view to further consideration of whether these should be taken forward within the next 12-18 months.

(ii) That the Vice-Chancellor, on the advice of UPARC, had approved funding of £300k for integrating Engineering workshop facilities into a single workshop which would free up space to allow for the creation of a School office in the Queen's Building. The funding would cover the purchase of new workshop equipment and of new printed circuit board manufacturing equipment.

(iii) That CIPB authorised expenditure to ascertain whether a reduced specification solution would deliver a basic equine surgery facility at Langford (at a cost of c. £2m instead of £3.3m).

(iv) That CIPB had agreed that Phase 1 of the Langford Surgery project (separate from the equine surgery project) should proceed to tender.

## **9. Reports for Information**

### Faculty Annual Reports

- 9.1 The Chair introduced three Dean's Annual Reports which had been presented to Council for information. The Chair proposed to retain the current pattern of Faculty reporting in 2010/11, ie to receive a presentation from each Dean every other year and a written report annually. After consulting with the Chair of Council, the Deputy Vice-Chancellor had written to Deans to set out

guidelines about the content and format of their reports to Council. They had been asked to produce reports that were concise and forward-looking. The aim would be to fit the Annual Reports into the Faculty internal annual review process and it was hoped that this would help to minimise workloads and focus the Deans' efforts on producing reports which provided the greatest value for their various audiences.

- 9.2 RECEIVED: The Annual Reports of the following Faculties (all previously circulated, copies in the minute book):
- (i) Arts, reference **CN/10/045**.
  - (ii) Social Sciences and Law, reference **CN/10/046**.
  - (iii) Medicine and Dentistry, reference **CN/10/047**.

Report of the Nominations Committee of Court

- 9.3 RECEIVED: A report by the Secretary to the Committee outlining discussion that had taken place at Nominations Committee of Court's meeting on 18 March 2010, reference **CN/10/048** (previously circulated, copy in the minute book).
- 9.4 The Committee discussed the recruitment process that it would implement this year in order to find new lay members of Council. Having looked at the skills base of the existing lay members of Council, including those who would be standing down at the end of the year, the Committee concluded that it would prioritise candidates with the following skills/backgrounds/attributes:
- (i) IT expertise - with particular interest in IT systems, process change, IT architecture, High Performance Computing, and library and information strategy. This would be especially important given John Bramhall's (Chair of ISSC) departure at the end of December 2010.
  - (ii) Communications (external and internal). In view of the extensive change programme that the University was embarking upon, the Committee felt that it would be hugely beneficial to add this expertise to Council.
  - (iii) High-profile individuals, preferably women, who were high profile international players and who could significantly raise Bristol's international profile, and/or who were well connected with the City of Bristol.
  - (iv) Women and individuals from Black and Minority Ethnic Groups – both of which were currently significantly under-represented on Council and on Council committees.

- 9.5 As last year, a sub-panel of the Nominations Committee would be convened to interview shortlisted candidates for lay membership of Council before making a recommendation to Council and then to Court in December 2010.

- 9.6 The Chair of the Nominations Committee, Sir James Tidmarsh, had, at the Committee's request, written to the Chief Executive's of Bristol's biggest (in terms of employee numbers) 50 companies to invite expressions of interest for lay Council membership. He reported that to date he had had a very good response rate and the names of some very high calibre individuals had begun to come forward. Sir James noted the importance of managing the

expectations of potential applicants and it was agreed that relationships should be developed in any way possible so as not to lose enthusiasm and interest in the University.

#### Report on the University's Support Services

- 9.7 RECEIVED: The Registrar's Annual Report on the University's Support Services, reference **CN/10/049** (previously circulated, copy in the minute book).
- 9.8 The report covered the academic year 2008/09 and set out key objectives and challenges for 2009/10 and beyond. The annual reports of all of the Support Services divisions, which underpinned the overall report, had been prepared in autumn 2009 and had been reviewed at that time by small internal panels. The main sections of the report were as follows: Key Achievements for 2008/09; People; Strategic Objectives; Challenges for Support Services in 2009/10; Resources; and Looking ahead: Support Process Review.

### **10. Committee Reports**

#### Report of the Estates Committee

- 10.1 RECEIVED: An oral report from Mr Roy Cowap, Chair of the Estates Committee, to update Council on the discussions that had taken place at the Estates Committee meeting on 30 April 2010.
- 10.2 Members of the Committee had received a presentation on the proposed refurbishment and upgrade of the UBU Building in Queen's Road. The presentation was delivered by project managers Provelio and the architects Fielden Clegg Bradley Studios.
- 10.3 The Committee received progress reports on the refurbishment projects taking place at the Hawthorns and at Old Park Hill. Both projects would result in more usable space for the University.
- 10.4 The Committee received an update on the NCC project.
- 10.5 HEFCE now required the University to provide evidence that it was working to reduce its carbon emissions and was making efficient and effective use of space across the University's estate. The Estates Division was undertaking a space survey across the University and the outcomes of this would inform a new University Space Management Policy.

#### Report of the Audit Committee

- 10.6 RECEIVED: A report from the Secretary to the Audit Committee outlining the discussions that had taken place at the Audit Committee meeting on 28 April 2010, reference **CN/10/50** (previously circulated, copy in the minute book).
- 10.7 The Committee had noted that following the preliminary actuarial evaluation of UBPAS, the UBPAS Trustee Board was finalising a deficit recovery plan and it was anticipated that final agreed University additional deficit-related contribution would be in the region of £4.8m per year. Discussions with the Trades Unions about potential changes to the benefit structure of UBPAS were ongoing.

10.8 The Committee considered a detailed report from the Finance Director about the University's involvement with the NCC. The report outlined the legal structure, timetable, banking arrangements and grant funding arrangements. The Committee appreciated that a great deal had already been done to identify and mitigate the University's risks in relation to this programme, however, suggested that an additional paper which detailed the risks associated with the project together with information about how the University was managing/mitigating them, would be helpful.

10.9 The Committee approved the External Audit Plan for 2009/10.

10.10 The Committee approved an outline process and timetable for retendering of the University's External Audit function. The new contract would commence at the beginning of the 2010/11 financial year.

**11. Any Other Business**

11.1 Barry Taylor, Director of Communications would be retiring at the end of May 2010. Council expressed thanks to Barry for all that he had done for the University during his nine years in post. Council wished Barry a very happy retirement.

**12. Dates of Next Meetings:** Friday, 14 May 2010; Friday, 2 July 2010

\* Reserved Business