

Academic and Governance Services

Council

22/14 A meeting of the Council was held in Room 201, Carrington Building, on Monday 14 March 2022 at 2.15 pm.

The President	
The Vice-Presidents	(Mr T. Beardmore-Gray, Mrs H. Gordon, and Mrs K. Owen)
The Vice-Chancellor	
The Deputy Vice-Chancellor	
The Pro-Vice-Chancellor	(Professor E.M. McCrum)
The Pro-Vice-Chancellor	(Professor D. Zaum)

Professor J. Board	Mr B. Knowles
Mrs S. Butler	Miss G. Loweth
Mrs P. Egan	Mr J. Magee
Professor R. Frazier	Mr P. Milhofer
Professor J. Gibbins	Mrs S. Plank
Professor U. Kambhampati	Mr N. Richards

In attendance:

- The Chief Strategy Officer and University Secretary
- The Chief Financial Officer
- The Director of Quality Support and Development
- The Director of Digital Technology Services (for Minutes 22/18-22/20 only)
- The Director of Estates (for Minutes 22/18-22/20 only)
- The Strategy and Space Manager (for Minutes 22/18-22/20 only)

A(M)Tj2 Tw 7rtrr(r)5. w6 (n)2.e1 ()-11.1 (ec)1.1 ()1.itir10.6 (r)3.m0 Tc 0 Tw((r1Td()TjEMC 01 Tc -0.01 Tc 0.30

explained the key elements of the plan, which was being managed through two workstreams, focused on Enabling Programme Design and on Enabling Operations. In response to questions from Professors Kambhampati, Frazier and Gibbins, and from Mr Magee, Professor McCrum acknowledged that the implementation of the Portfolio Pathway would make additional demands on staff who were already under pressure. She indicated that there was an allocation of resource to provide support for Schools, although backfilling senior staff was not always feasible, and that discussions with Schools to date had included consideration of how to create capacity and protect research. She noted that the implementation of the Portfolio Pathway implied different levels of demand on Schools, depending in part on the extent of changes introduced in recent years as part of the Curriculum Review. Professor McCrum undertook to consider the comments at Council and give further thought to the resource available to Schools and how best to safeguard time available for research.

Minute 22/10: Audit progress (Item 3.2)

The Council noted that, after the meeting of the Strategy and Finance Committee on 28 February 2022, the President had approved and signed the year-end accounts and the annual financial submission to OfS. The President thanked the Chief Financial Officer, Director of Finance, and Financial Controller (Specialist Accounting) and her team for their exceptional support for the audit process.

Minute 22/10: Audit progress (Item 3.2)

Mr Richards, as Chair of the Audit Committee, reported that, following wider initial interest, two firms had submitted formal tenders for the contract as the University's external auditor and had given presentations to the selection panel. The Audit Committee's recommendation would be available shortly. The Council authorised the Chair to consider and, if appropriate, approve the recommendation on its behalf, given the benefits of early confirmation.

In response to questions, Mr Richards explained that the receipt of only two tenders reflected the state of the market, which was characterised by a general rel(m)-9.4[(tw)10e 6 (ailab)2.3 (l(r)]T (ad)2.2 (s)

Main items of business: strategic and governance matters for discussion

22/18 Introduction to presentations on the Digital Strategy and Estate Strategy

The Chief Strategy Officer and University Secretary introduced the discussion of the emerging Digital Strategy and Estate Strategy. The two strategies were interrelated and underpinned the Strategic

Mr Brown referred to the importance of strong central governance of the digital estate and services, which would then enable greater devolution to local hubs, closer to staff and students and their needs.

Mr Brown noted that successful delivery of the strategy depended on a more highly skilled and more flexible workforce. Recruitment of staff was challenging given the disparity between salaries offered by the University and the private sector. The University was mitigating this risk by taking on apprentices and by formalising career paths.

In response to a question from Mrs Gordon, Mr Brown advised that around 90% of services for which DTS was responsible were delivered in-house, and that those which were outsourced tended to be specialist services. Outsourcing of digital technology services had generally not worked well in the sector and was not part of the University's strategys xedp5.2 (r)10.9 (ow.9 (s)1..7 (tr2.2 (is)

sense of place, the possibility of working with partners to sha

Mrs Owen thanked the RUSU officer team for their contributions to the Committee and the University over their term of office.

Resolved:

‘That the Report of the meeting of the Student Experience Committee held on 31 January 2022, now submitted, be approved.’

22/23 Report of the Senate (Item 9)

The Council received the Report of the meeting of the Senate held on 2 March 2022.

Professor Frazier reported on the work of the Senate Review Group and the Sub-Group for the Review of Council-Senate Effectiveness, which was jointly owned by Senate and Council. He outlined themes discussed by the Senate Review Group, including clarity about members’ roles, induction into the roles, the diversity of membership, and changes in process which would support more active engagement with the business of meetings. He noted that the Sub-Group had now met twice, was making good progress, and had been considering how to promote a better mutual understanding between the two bodies.

In response to questions, Professor McCrum advised that the Annual Learning and Teaching

w-0.004 Tc -0.005 Tw S6 2217 Td[(.109-3 (ll ad)13.1 (v)-5.5 (3ic)-1.217 JF.1 (m)in)2.3 r.6 (v)-5.6 (e)-3 (rs)t2 (9 th

The Council received the Report of the meeting of the Strategy and Finance Committee held on 28 February 2022.

The Council noted that the projected outcome for the year had improved since Q1, and that the deficit budget was being addressed through the Strategic Foundations Programme. The Sustainable Planning System had now completed its current round; the minor capital pot had been reinstated at its normal level, following its reduction last year, and targeted funding had been agreed