

Ref	Affirmation / Recommendation	Response	Actions	Timeline
A	That the work to update the Charter and Statutes, in order to correct titles of officers and other redundant references, should be completed as soon as possible.	<p>An update to the Charter and Statutes is required following changes in recent years. This should be accompanied by a review of Ordinances to assure alignment.</p> <p>The Charter also needs to reflect the expectation of regulators is that the Council is the “supreme” authority of the University.</p> <p>The Nomination & Governance Committee recommends that the role of Treasurer is removed.</p> <p>The Council has agreed at its meeting in November 2018 to change Statute XX.</p>	<p>Review of Statutes, Charter and Ordinances to ensure all changes are captured.</p> <p>Consider role of Treasurer</p> <p>Review of Statute XX following consultation and in agreement with Trade Unions</p> <p>New Statutes, Charter and Ordinance to be agreed by the Council</p> <p>New Statutes, Charter and Ordinance to be agreed by the Court</p> <p>New Statutes, Charter and Ordinance to be submitted to Privy Council for approval.</p>	<p>Ongoing</p> <p>April 2019</p> <p>October 2019</p> <p>November 2019</p> <p>February 2020</p> <p>February 2020</p>
B	That the membership of the Audit and Risk Committee is reviewed to ensure there is sufficient accounting/financial expertise available to it.	The Audit & Risk Committee has a co-opted member with specific accounting expertise and the Council is currently recruiting for new members of Council, including those with specific financial expertise.	<p>Re-consider membership of Audit & Risk Committee following recent recruitment of Council members.</p> <p>It no suitably expert members are available, consider alternative targeted approaches to recruit members with the required expertise.</p>	<p>May 2019</p> <p>July 2019</p>

C	<p>That Council and its sub-committees should expect that strategic or policy proposals being presented should have been reviewed and broadly supported by the executive.</p>	<p>It was recognised that in the past some papers had not been fully considered by the Executive. Since January 2019 there has been a significant positive change to the Executive meetings and all items are fully considered prior to being considered by the Council.</p> <p>However, this needs to be balanced by the need for differing views to be heard at the Council.</p>	<p>No further action is required.</p>	<p>January 2019 (completed)</p>
D	<p>That the development of a written Scheme of Delegation, to encompass non-financial as well as financial delegations, should be completed as a matter of urgency.</p>	<p>A Scheme of Delegated Authority has been approved by the Finance & Resources Committee and the Nominations & Governance Committee and requires approval by the Council.</p>	<p>Scheme of Delegated Authority to be considered and approved by the Council.</p>	<p>April 2019</p>
E	<p>That the urgent actions in support of financial sustainability, currently being planned, are reported to and fully endorsed by Council and, importantly, that they are set within an agreed strategic context.</p>	<p>The University's financial sustainability is a major challenge. These challenges are being considered by the Executive and a plan for Achieving Financial Sustainability has been agreed.</p> <p>At the Council meeting on 30 November 2018, the Council considered and formally approved a series of plans for restructuring the Academic Domain and certain Professional Services. These plans were subject to consultation and no</p>	<p>Regular updates to every meeting of Finance & Resources Committee, and the Council.</p> <p>Scrutiny meeting with Council members.</p>	<p>Ongoing</p> <p>April 2019 (completed)</p>

		<p>decisions have yet been made.</p> <p>At its meeting on 8 February 2019, the Council were keen to ensure that proposals were scrutinised appropriately by the Council before decisions were made by the Executive to ensure that individual decisions do not compromise strategic objectives or lead to unintended consequences. It was agreed that the Chair should discuss further with the Vice-Chancellor how best to achieve this.</p> <p>Challenges associated with the term of the current strategic plan and the appointment of a new Vice-Chancellor are acknowledged.</p>		
F	<p>That the Chair undertakes 1 to 1 performance/development reviews with all lay members as soon as practicable during 2019 and that the appropriate arrangements for providing feedback to individuals, and more generally to Council, be put in place.</p>	<p>The Chair has indicated that 1 to 1 performance reviews will take place with all members. The Vice-Chair will be asked to undertake a review of the Chair's performance.</p> <p>Council members need broad objectives and expectations and a clear job description.</p> <p>A summary report of general themes will be provided to the Nominations & Governance Committee annually.</p>	<p>Re-issue role descriptor for Council members to all.</p> <p>1 to 1 performance reviews with all Council members to have taken place.</p> <p>Summary report to the Nominations & Governance Committee.</p>	<p>April 2019</p> <p>September 2019</p> <p>November 2019 and annually.</p>

G	<p>That, in addition to reports to the Remuneration Committee concerning the Vice-Chancellor's performance, Council should receive a report on the key objectives set for the Vice-Chancellor by the Chair on an annual basis and that Council be given the opportunity to receive updates on the achievement of those objectives.</p>	<p>There has been no clarity in the past as to whether the Vice-Chancellor had been subject to a performance development review. The Chair had recently undertaken a review of the previous Vice-Chancellor.</p> <p>The Chair has agreed objectives with the Interim Vice-Chancellor and these have been shared with the Executive and are due to be considered by the Council at its next meeting.</p>	<p>New Remuneration Code adopted</p> <p>Interim Vice-Chancellors' objectives to be considered by the Council.</p> <p>Vice-Chancellor's objectives and performance to be considered by Council annually at September and April meetings.</p>	<p>Completed</p> <p>April 2019</p> <p>September 2019</p>
H	<p>That Council minutes, when approved, are made publicly available on the University website as soon as possible.</p>	<p>Minutes are published on the intranet, but this is not currently available to people external to the University.</p> <p>The challenges on balancing openness and transparency and the need for confidential minutes is important to note. Minutes will need to be reviewed and some elements redacted prior to publishing.</p>	<p>Summary of Council meetings issued to staff through Staff Bulletin shortly after each Council meeting.</p> <p>Council minutes for 2016/17, 2017/18 and 2018/19 to be available on the University website and future minutes published as soon as approved at the following meeting of the Council.</p>	<p>Completed</p> <p>May 2019</p>
I	<p>That the Chair, in consultation with the Vice-Chancellor and Secretary, should ensure that a viable means of keeping Council members informed of key developments between Council meetings is developed.</p>	<p>The University has recently introduced fortnightly staff bulletins and these are distributed to Council members.</p> <p>In the past, monthly newsletters were sent to Council members between Council meetings with an update on Council business. It is agreed to re-introduce these.</p>	<p>Staff Bulletin distributed to Council members fortnightly when issued to staff.</p> <p>Re-introduction of Council Newsletter each month that Council does not meet.</p>	<p>Completed</p> <p>May 2019</p>

1	That the Executive should ensure that the operation of the key risk management processes is not unduly affected by any staff re-structuring.	There have been staff losses in the team responsible for risk management processes and this has prompted a review of the process. The University will ensure that the loss of key staff does not affect the accuracy and coverage of risk management processes.	Review the resource requirements of the Planning team once the new processes are embedded.	September 2019
2	That Council should ensure that all its (main) sub-committees undertake an annual self-assessment exercise to ensure their continued effectiveness and arising from that in the longer term assess whether it would be feasible/desirable to ask sub-committees to assume increased levels of delegated authority/responsibility.	The Audit and Risk Committee undertakes an annual self-assessment seminar. Current terms of reference for each Council sub-committee include the requirement to undertake an annual self-assessment but this has not always taken place. More papers should be considered by Committees in advance of the Council where possible and the recent introduction of coversheets highlighting key points are invaluable.	Ensure all sub-committees undertake an annual self-assessment exercise. Nominations & Governance Committee to review responsibilities of all sub-committees following these reviews.	September 2019 and annually. November 2019
3	That the Council and the Students' Union agree what information about Union activities should be presented to Council.	The Council agreed at its meeting on 9 February that the Students' Union update report is presented higher up the Council agenda. There may be more effective ways for the Students' Union to communicate with the Council through other media, including video presentations of	Meet with the Students' Union to agree a programme of information. Develop a 'buddy' scheme for new Student members of the Council.	June 2019 September 2019

		<p>activities and more informal discussions of student activities.</p> <p>The Students Union have acknowledged that they feel able to comment on any matter under discussion at the Council and that their views are welcomed. However they feel it is difficult for new student members to get up to speed.</p>		
4	<p>That Council and Senate jointly consider how the two bodies can strengthen their relationship and operate more effectively in support of each other, recognising their different but complementary remits.</p>	<p>The Senate is the academic authority of the University. However, the Council has overall responsibility for the University's affairs. In common with many universities there are opportunities to improve the relationship between the two bodies.</p> <p>Senate membership and meeting format has recently been reviewed and there has been a significant improvement in the discussion at the recent meetings of the Senate.</p>	<p>Consider joint meeting of Senate and Council to discuss how the bodies could work more closely together.</p>	
5	<p>That Council considers giving lay members the opportunity to observe at validation or similar events, to observe at meetings of Senate as a means of increasing their understanding of the academic product and the processes involved in assuring quality and standards.</p>	<p>A challenge for many Universities is ensuring that lay members have a deeper understanding of academic matters.</p> <p>It has been suggested in the past that this may be possible through observation of validation events.</p>	<p>Chair of Council to observe Senate meeting.</p> <p>Invite Council members to attend Senate and/or validation events as part of a development programme.</p>	<p>May 2019</p> <p>August 2019</p>

6	<p>That the Chair and the Vice-Chancellor (or the Strategy and Performance Committee) consider how best to present performance data to Council so that members receive greater assurance on what Council would regard as the <u>key</u> performance indicators across the range of University activities.</p>	<p>The Strategy & Performance Committee has recently been re-established and will be an important route for performance data to the Council.</p> <p>The Council receives a large amount of performance data on an annual cycle and steps have been taken recently to ensure that this is accompanied with an executive summary drawing out the key issues for members. Electronic distribution of papers should help.</p> <p>Much of the cycle of data is driven by HEFCW requirements but this needs to be balanced by the needs of Council members, within the resource envelope available.</p> <p>At the November 2018 meeting of the Council it was agreed that the Strategy and Performance Committee should consider mechanisms for holding leads to account for performance across key business areas.</p> <p>The development of a new strategic plan has been delayed until a new Vice-Chancellor is appointed. This will be an opportunity to be more focused on the key indicators of performance.</p>	<p>Hold a seminar at a future meeting of the Strategy and Performance Committee to consider all data available and assess future presentation and timetable of performance data for 2019/20.</p>	June 2019

7	<p>That the Chair, in consultation with the Vice-Chancellor and the Secretary, should assess the need for, and practicalities of, holding informal pre-meetings and/or development sessions for Council.</p>	<p>In the past, development sessions were held at the beginning of Council meetings but due to increased business in the last few years these have not taken place.</p> <p>Informal sessions on the morning of Council meetings have also taken place which have been an opportunity for lay members to meet with members of the Executive to discuss any matter of interest, including an opportunity for a more detailed briefing on matters on the agenda that day.</p>	<p>Re-introduction of informal pre-meetings in advance of Council meetings to discuss any items on the agenda.</p> <p>Agree a programme of development sessions for Council members for 2019/20, including Charity law, external partnerships, and legal matters.</p> <p>Continue informal evenings in advance of Council meetings 2-3 times a year.</p>	<p>April 2019</p> <p>July 2019</p> <p>Ongoing</p>
8	<p>That Council considers appropriate and viable ways of increasing interaction with other members of the University with a view to increasing mutual understanding.</p>	<p>Council members are currently given opportunities to attend university events. It is hoped that recent improvements in communication will facilitate this.</p> <p>The Nominations & Governance Committee recently agreed to revise the time commitment of Council members in the recruitment pack to 10-12 days a year.</p> <p>There may also be possibilities for Council members to make links with particular Schools and Professional Services where there is a shared</p>	<p>Vice-Chancellor to hold 1 to 1s with Council members to assess opportunities.</p> <p>Nominations & Governance Committee to consider a formal scheme to link Council members to areas of University.</p>	<p>Ongoing</p> <p>June 2019</p>

		interests to both offer support and gain a better understanding of the area.		
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