



The  
University  
Of  
Sheffield.

## **Minutes Meeting of Council**

<b>Date:</b>	3 July 2017
<b>Present:</b>	Mr Pedder, Pro-Chancellor (in the Chair); Mrs Harkness, Pro-Chancellor; Mr Young, Treasurer; Professor Sir Keith Burnett, President & Vice-Chancellor; Professor West, Provost & Deputy Vice-Chancellor; Mr Bagley, Mr Belton, Ms Hague, Mrs Hope, Dr Layden, Mr Maxwell, Mr Mayson, Mr Sykes, Professor Vincent
<b>Secretary:</b>	Dr Strike
<b>In attendance:</b>	Mrs Arnold, Mrs Dingle, Dr Lane, Ms McGrath, Professor Morgan, Mr Rabone, Ms Stephens, Ms Tait, Dr West
<b>Apologies:</b>	Dr Eden, Mr Sly, Professor Phillips, Professor Valentine

### **WELCOME**

The Chair welcomed Mr Kieran Maxwell (Students' Union President) and Ms Megan McGrath (Students' Union Development Officer) to their first meeting. Also welcomed were Mrs Helen Dingle (Director of Finance), Professor Wyn Morgan (Vice-President, Education) and Ms Gill Tait (Associate Director of Human Resources), who were attending for specific items; and Mrs Ruth Arnold (Director of Strategic Projects & Communications) and Dr Laura Lane (Senior Policy Officer), who were attending as observers.

### **AGENDA**

#### **1. DECLARATION OF CONFLICTS OF INTEREST**

No conflicts of interest were declared.

#### **2. MINUTES OF THE PREVIOUS MEETING**

The Minutes of the meeting held on 24 April 2017, having been circulated, were approved and signed.

#### **3. MATTERS ARISING ON THE MINUTES**

Matters arising on the Minutes were noted as follows:

- (a) Closed Minute.
- (b) Minute 3(j), MRI-PET scanner fundraising campaign: An update on the fundraising campaign had been provided in the President & Vice-Chancellor's Report. The Capital Programme report (see Minute 7 below) included a recommendation for approval of the business case for a purpose-built building to house the scanner.

- (c) Minute 4.1(a), Higher Education and Research Bill: The Higher Education and Research Act 2017 had received Royal Assent on 27 April 2017. Members had received a briefing on the Act as part of the background papers for the recent Council away day.
- (d) Minute 7, Social Sciences Hub: A planned presentation on the Social Sciences Hub had been deferred from the recent away day to allow time for an extended session on University strategy in a changing environment. It was anticipated that a full business case would be presented to Council in October or November 2017.
- (e) Minute 8, Council Effectiveness Review implementation: A meeting with Pinsent Masons had taken place on 15 June to review progress against the action plan approved by Council to address the Review's recommendations. Council would receive a report at its meeting in October 2017, together with a summary of responses to the annual questionnaire on Council effectiveness, which would be circulated to members for completion after the July meeting.

#### 4. **PRESIDENT & VICE-CHANCELLOR'S REPORT**

Council received and discussed the President & Vice-Chancellor's report and accompanying presentation, in which he provided information on key current and forthcoming developments across a range of areas. Points noted in particular included the following:

- (a) Changes in the HE environment: The sector remained concerned about the position of EU and overseas staff and students in the light of migration targets and Brexit and a proposed Immigration Bill. The University was continuing to take a lead, making representations, taking an active role in Russell Group and UUK discussions and highlighting the concerns of its staff and students. At the same time, implementation of the new Higher Education and Research Act would involve major changes for the sector, including the establishment of a single UK research funding body led by Sir Mark Walport and an Office for Students led by Sir Michael Barber.
- (b) Teaching Excellence Framework (TEF) update: The University had been awarded 'silver' in the TEF trial year, the metrics for which were based not on teaching quality *per se*, but on a series of proxy measures, including NSS scores, non-continuation and graduate destinations and presented a challenge for a research intensive university recruiting students from all backgrounds. The commentary provided in response to the University's TEF submission had noted students' access to world-class facilities; an engaging, research-led environment; outstanding volunteering schemes, internships and outreach programmes; and strong links with business, charities and other organisations, ensuring that teaching was informed by the needs of employers. Active consideration was being given to the actions necessary to improve the University's TEF outcome, key among which was the ongoing implementation of the Learning & Teaching Strategy, the three main strands of which involved:
  - developing high-quality teaching to inspire and engage students in an inclusive, research intensive environment;
  - preparing students for the world beyond the University through authentic learning that builds connections with communities and external partners;
  - supporting innovation by exploring new ways of teaching, the spaces in which learning takes place and the technologies employed.

Delivery of the Strategy would encourage a holistic view of programmes and greater consistency and coherence, as well as the sharing of good practice and working with colleagues to break down barriers between teaching and research to develop curricula informed by research expertise, for the benefit of both staff and students.

- (c) International staff and students: The University was continuing to lobby hard on measures to limit international students, working with other affected organisations, including the Engineering Employers Federation. An event in Parliament on 4 July with the CBI, Institute of Directors, Chambers of Commerce and other business organisations would seek to make a strong economic and business case for international students, building on the University's successful and increasingly high profile #WeAreInternational campaign.
- (d) Industrial strategy: The University was currently updating those in Government with new responsibilities in this area on its important work, including hosting a visit by the new Northern Powerhouse Minister, Jake Berry, to the AMRC. Work was also taking place with the media to explain the nature of initiatives being undertaken by the University and other anchor institutions within the Sheffield City Region.
- (e) AMRC Board: Following Council's endorsement of new arrangements for the governance of the AMRC, the President & Vice-Chancellor was chairing regular meetings of the new AMRC Board, whose members included Professor Keith Ridgway and the CEOs of the AMRC, Nuclear AMRC and Training Centre.

With respect to the Training Centre, it was reported that a plan was in place to address the issues raised in a recent Ofsted inspection report on sub-degree level apprenticeship provision. It was noted, however, that the timing of the inspection meant that findings had been based on data for a single apprentice cohort, and that the outcomes in terms of the quality of resources to support skills development and the vision and strategy to support apprenticeship delivery had been extremely positive. The University did not intend to lodge an appeal, and a further Ofsted inspection would take place in 18-24 months' time.

With respect to the future of the AMRC, it was noted that, working with the City Council and private investors, the University was exploring a venture capital approach to support a future phase of development. Attention was also drawn to a recent School of Architecture project to develop a vision for the Don Valley.

- (f) Advanced Social Science Research Centre: The Faculty of Social Sciences accounted for more than 30% of the University's capability and delivered impact through policy, education and planning, a recent example being the University's contribution to *A Better Future Together*, a prospectus for the Sheffield City Region. The full business case for a new Social Sciences building would be presented to Council early in 2017-18 and this major development would provide, in addition to a new base for the Faculty, an opportunity to develop an Advanced Social Science Research Centre to support and promote the applied and translational aspects of the Faculty's work, based on the successful AMRC model
- (g) Fire safety: Following the Grenfell Tower fire in London, rapid action had been taken to assess the safety of the University's estate and leased private sector student accommodation. The President & Vice-Chancellor had since received a more detailed report, which provided assurance concerning exterior cladding, fire alarms and emergency evacuation procedures and would be considered by the Health & Safety Committee in due course. It was noted that clarification was being sought concerning the University's legal position in relation to leased student accommodation.

- (h) Good news: The President & Vice-Chancellor drew attention to a pleasing rise in the University's position in the QS World University Rankings Top 100 international tables, due in significant part to academic reputation. Also noted were:
- the University's strong performance in research income and strengthening student recruitment, especially postgraduate;
  - the University's position as number one in the Russell Group for student experience, and the Student Union's success in remaining top in the UK;
  - confirmation of the University's A+ credit rating by Standard & Poors, details of which had been circulated separately to Council;
  - the award for Outstanding Estates Strategy in the recent Times Higher Education Leadership and Management Awards;
  - the #WeAreInternational campaign's achievement of a Gold CASE Global award and Highly Commended in the Times Higher Education Leadership and Management Awards;
  - the success of the Big Walk (30 June 2017) in raising funds (£105k to date) for the MRI-PET scanner campaign. Thanks and congratulations were extended to all participants. Council also asked that the President & Vice-Chancellor convey its congratulations to Miles Stevenson, Director of Advancement, and colleagues in DARE for achieving a significant increase in fundraising income.

## 5. MONITORING IMPLEMENTATION OF THE STRATEGIC PLAN

### 5.1 Action plan for 2017-18

Council considered and endorsed an action plan for 2017-18, noting that this comprised the short and medium term actions identified by the Strategy Delivery Group (SDG) to increase income and reduce costs (discussed by Council at its recent away day), and the priorities and actions agreed following completion of the annual planning cycle.

Points noted in discussion included the following:

- (a) Benefits and costing: Attention was drawn to the importance of quantifying the benefits of the proposed actions, and it was confirmed that a costing exercise was underway, as was work to quantify the impact of actions identified by the SDG.
- (b) Prioritisation: Given the range and scope of the proposed actions, Council suggested that prioritisation would be important, taking into account impact and potential savings. It was noted that many of the SDG actions were already in progress, and, in the case of several reviews, were already being implemented.
- (c) Collaborative working: A number of those present at the recent Council away day had suggested that greater opportunities for collaborative working might exist. It was noted that the Faculty Reflections exercise currently taking place under the aegis of the SDG would bring forward further proposals, including a more top-down approach and greater operational coherence and consistency, facilitating more collaborative working in both teaching and research.
- (d) Marketing and branding: It was confirmed that marketing and branding, and particularly the need to avoid fragmentation of brand, was recognised as a priority.

## 5.2 Assessing progress against the University's Strategic Plan 2016-2021

Council considered and approved (subject to the caveats noted below) proposed amendments to the Key Performance Indicators developed to demonstrate the extent to which the University was achieving the ambitions expressed in the Strategic Plan 2016-2021. These had been endorsed by UEB and reflected changes in the HE policy and external environment, as well as current political and economic uncertainty.

- Three new areas for narrative reporting (funding; space efficiency; and student experience) would be added to the list of KPIs.
- The student satisfaction KPIs would be brought in line with the similar TEF measures.
- New KPI measures would be developed covering research awards, academic staff research outputs, PhD students with external funding, and international student intakes. Although quantitative measures had been proposed, it was agreed that further consideration would be given, in consultation with the Vice-President (Research & Innovation), to the proposed measures for research outputs and PhD student funding, where apparently quantitative measures were based on internally generated data and relied on qualitative judgments.
- Further consultation would take place on the potential addition of faculty-level financial performance KPIs to supplement the existing corporate KPIs, and on the inclusion of appropriate measures to indicate the overall quality and/or esteem of academic staff.
- It was agreed that consideration would be given to the inclusion in future reporting on KPIs of a 'confidence factor' to indicate the level of certainty that specific ambitions would be achieved.

The revised KPIs would inform a report on institutional performance, to be presented to Council at its meeting in October 2017. In preparing this report, care should be taken to maintain a strategic emphasis and where possible avoid the use of technical terminology.

## 6. FINANCIAL FORECASTS 2016-17 to 2020-21 AND BUDGETS 2017-18

6.1 The Treasurer presented the Financial Forecasts for the period 2016-17 to 2020-21, drawing attention to the following points:

- that for the first time in many years, the position for the current year had not improved during the course of the year, resulting in an underlying deficit;
- that the Finance Committee had agreed to recommend a forecast for an underlying deficit of no more than £5m in 2017-18, which it considered to be both realistic and challenging, and which would require close monitoring and remedial action if necessary;
- that in subsequent years, sustained improved forecast performance was projected to lead to the achievement of a target operating surplus of 1.8% by 2019-20, representing the level of surplus required to achieve the financial sustainability necessary to the University's long term success;
- that the current pause in the University's capital programme would need to be reviewed and consideration given to the University's longer term borrowing requirements;
- that in the current unstable political climate the University would need to be prepared to respond rapidly to unexpected developments.

- 6.2 Points raised in discussion included the following:
- (a) Budget monitoring: It was confirmed that all budget holders were aware of the University's challenging financial position and would be asked to provide plans to deliver against their budgets, so that regular monitoring could be undertaken and any issues identified at an early stage. The level of budget was considered to strike an appropriate balance between challenge and achievability.
  - (b) Capital grant income: Clarification was provided on the figures for capital grant income under the Other Activities section of the Financial Forecasts paper, where the significant gap between income and expenditure in 2017-18 reflected financial reporting requirements, under which full capital grant income was reported up front, with expenditure spread over a longer period. It was confirmed that research capital grant income did not influence the underlying surplus/deficit position.
  - (c) Tuition fee income: Clarification was requested concerning the level of confidence underpinning a progressive projected uplift in tuition fee income over the period of the Forecasts. It was noted that the Forecasts were based on reduced student number targets to reflect the challenging and volatile nature of the market. They also reflected an increase in the Home/EU undergraduate tuition fee from 2017-18. The long term impact of TEF outcomes on student recruitment was difficult to predict, but was not expected to affect recruitment in 2017-18.
  - (d) Faculty Reflections: In response to a query concerning the likely financial impact of the ongoing Faculty Reflections exercise, it was noted that while assumptions about its outcomes had not been included in the Forecasts, it would provide more detailed information concerning the ability of individual Faculties to manage their budgets, which would in turn facilitate enhanced monitoring and early interventions if required.
  - (e) Communication and engagement: Attention was drawn to the importance at a time of financial challenge of internal communication to support staff morale and motivation. It was confirmed that a range of communications were in hand, and that the Provost & Deputy Vice-Chancellor was visiting all 42 academic departments to discuss the current position and the agenda for change. In addition, there had been a good level of staff engagement in focus groups held to inform the Faculty Reflections exercise.
- 6.3 Council approved the Financial Forecasts for the period 2016-17 to 2020-21 and the accompanying Commentary for submission to HEFCE as part of the accountability return due on 31 July 2017, and noted that the Forecasts for 2017-18 would be used internally for purposes of setting budgets in 2017-18 and to inform indicative budgets in 2018-19.
- 6.4 The President & Vice-Chancellor expressed his thanks to the Treasurer, Finance Committee, the Chief Financial Officer and Director of Finance for their work on the Forecasts and assured Council that UEB would approach with vigour and urgency the change agenda developed by SDG. Notwithstanding this, the challenges and uncertainties associated with the current external environment were not to be underestimated, and affected the level of confidence with which the University could approach the coming period.

## **7. CAPITAL PROGRAMME: UPDATE AND BUSINESS CASES**

7.1 Council received an update on progress of projects in the capital programme, together with a report on projects for which funding had been underwritten in advance of the receipt of external funds. A Capital Programme Action Tracker was appended to the report and provided detailed information on priority live projects as well as a list of pipeline projects for which no funding commitment had yet been made. It was noted that, following a careful process of prioritisation, a number of cases for full release of funds were expected to be presented to Council in October/November 2017 and had been selected on the basis of their importance to the University's long term capability in terms of teaching and research.

7.2 Council approved the following business cases, which had previously been considered and supported by the Finance Committee and UEB:

- (a) Sir Henry Royce Institute Discovery Centre (RDC): release of grant-awarded funds and associated University matched funding to ensure continuity of the RDC project development in accordance with grant timescales.

Clarification was provided concerning the project costs, which exceeded previous estimates due to the need for a second building, which had not been apparent at the outset. Value engineering would reduce the cost of this high-profile facility, which was expected to attract external funding and industrial research.

- (b) MRI-PET scanner: approval of the preferred option to build a two-storey purpose built building to house the scanner, with the budget for the building and equipment derived from fundraising (25%), faculty contribution (50%) and the capital programme (25%).

- (c) Advanced Manufacturing Innovation District master planning infrastructure: release of additional funds to cover the remaining balance associated with additional works.

## **8. ETHICAL GOVERNANCE: A REVISED APPROACH**

Council considered and approved a revised approach to the governance of ethical matters, as set out in a proposed Code of Ethics. This had been developed in response to recommendations arising from an internal audit review undertaken in 2016 and replaced the existing Framework for decision-making relating to ethics and reputational risk. The revised approach and associated Code had been welcomed by Audit Committee and sought to emphasise positive ethical behaviour, with enhanced arrangements for training and awareness raising, dedicated web pages and a new reporting and monitoring regime involving UEB, Audit Committee and Council.

## **9. REPORT ON STUDENT MENTAL HEALTH**

9.1 Council received a report outlining the University's response to concerns raised about the provision of support for students with mental health issues, as well as actions already taken and planned. These included the establishment of a Mental Health Strategy Group chaired by the Vice-President (Education) and reporting to the President & Vice-Chancellor, membership of which comprised representatives of all internal stakeholders and a member from the local Clinical Commissioning Group. A revised mental health strategy would be developed over the summer and would draw on new sector guidance from UUK. Work was in progress to clarify the boundaries between University support and other services within the local community, and a new triage process had been established. Support and training were being provided for staff dealing with affected students.

- 9.2 Clarification was provided on a number of matters, including the use of data and survey information to inform service provision and provide a better understanding of the causes and incidence of mental health difficulties, supporting earlier assessment and intervention. It was noted that changes in the support provided by the Nightline service emphasised the importance of an effective internal triage process. The scope to use this work to inform support for staff with mental health issues was noted, as was its relationship with wider issues of wellbeing and workplace stress. It was agreed that consideration should be given to the mechanisms through which Council sought and received assurance on staff and student mental health and wellbeing and to the role of the Health & Safety Committee and other Council sub-committees in this.
- 9.3 It was agreed that a further update and progress report would be provided to Council in October 2017.

## **10. ANNUAL REPORT OF THE EQUALITY, DIVERSITY & INCLUSION COMMITTEE**

- 10.1 Council received and approved the Report. It was noted that changes to the Equality, Diversity & Inclusion Committee's terms of reference and composition had enabled it to take a more proactive role and that this would support the future development of a new and broader E,D& I strategy and action plan, with each Faculty committing to actions that would support University priorities. Areas of focus in the current year had been: improving the representation, progression and success of BME students and staff; addressing challenges faced by disabled students and staff, particularly those experiencing mental health difficulties; and building diverse teams. Progress against relevant institutional KPIs and additional priorities was noted, as was external recognition through, for example, the Athena Swan awards and Stonewall Top 100 Employers. Council would have the opportunity to consider its role in promoting E,D&I in more detail at a session following the meeting and facilitated by Simon Fanshawe.
- 10.2 Council commended the good progress being made and reiterated (see Minute 9.2 above) the need to consider the future operation of relevant Council sub-committees in relation to wellbeing and mental health. It was noted that although the University's position compared with others was monitored, the considerable degree of annual variation in reported data limited the value of such information. Much could be gained, however, from sharing good practice. In response to a query, it was confirmed that the University offered unconscious bias training, and that this was supplemented by work to de-bias relevant policies and procedures, for example those relating to staff recruitment.

## **11. STUDENT LIFECYCLE PROJECT: REPORT OF THE COUNCIL OVERSIGHT GROUP**

- 11.1 Council noted the first report of the group established under the chairmanship of Adrian Belton to have oversight of the Student Lifecycle Project and provide assurance to Council that the Project had appropriate arrangements in place for monitoring progress, controlling risks and achieving benefits. The report had also been considered by the Audit Committee. Good progress was being made and the recommendations of an assurance review undertaken by PwC were being addressed. It was noted that key to successful delivery of the Project was the University's capacity to manage the broader change agenda and ensure that that the necessary funding was in place at a time of financial constraint and competing priorities. The group would meet again in July/August 2017.
- 11.2 It was agreed that consideration should be given to the inclusion of a student representative on the oversight group, to supplement the student representation already in place on the associated Project Sponsoring Group.

## **12. CORPORATE RISK REGISTER**

Council approved the revised Corporate Risk Register, which included an increased rating for cyber security and provided updated information on the actions being taken to address specific risks. It was noted that current volatility in the external environment combined with ongoing political and economic uncertainty and the implications of the Higher Education and Research Act presented a challenge in terms of risk management. An offer of assistance from Adrian Belton was welcomed. It was agreed that the Corporate Risk Register should continue to appear under Section B of the Council agenda to enable full discussion.

## **13. REPORT OF THE SENATE**

(Meeting held on 21 June 2017)

Council received and noted the Report.

## **14. REPORT OF THE AUDIT COMMITTEE**

(Meeting held on 12 June 2017)

Council received and approved the Report.

## **15. REPORT OF THE COUNCIL NOMINATIONS COMMITTEE**

(Meetings held on 25 May and 7 June 2017)

Council received and approved the Report, including:

- (a) amendments to the Nominations Committee's composition to make the Pro-Chancellors and Treasurer *ex-officio* members, and to provide for the appointment of an additional member of Council at times when only two Pro-Chancellors are in post;
- (b) amendment of the composition of the Finance Committee to include an additional member of Council;
- (c) the re-designation of the Estates Committee as an advisory group to the Executive;
- (d) the reappointment/appointment of the following as Class (3) members of Council:
  - Adrian Belton (reappointment for the period 1 August 2017 to 31 July 2020);
  - Dr Jonathan Nicholls, former Registrar & Secretary at the Universities of Cambridge, Birmingham and Warwick and currently Director of Strategic and Policy Services (Education) at Shakespeare Martineau (new appointment for the period 1 August 2017 to 31 July 2020);
  - John Sutcliffe, CEO, Henry Boot plc and a member of Finance Committee and the Investment Group (new appointment for the period 1 August 2017 to 31 July 2018);
  - Tony Wray, former CEO of Severn Trent Water and a graduate of the University (new appointment for the period 1 August 2017 to 31 July 2020);
  - Katherine Whitton, Global Head of Brand/Chief Marketing Officer for Barclaycard and a graduate of the University (new appointment for the period 1 August 2018 to 31 July 2021);
- (e) the appointment of John Sutcliffe (CEO, Henry Boot plc and a member of Finance Committee and the Investment Group) as Treasurer for the period 1 August 2018 to 31 July 2022;

- (f) the appointment of Professor Gill Valentine (Vice-President & Head of the Faculty of Social Sciences and interim Provost & Deputy Vice-Chancellor) as one of two Senior Academic Officers to serve on Council and the interim appointment of Professor Nigel Clarke (Vice-President & Head of the Faculty of Science) to the second role pending the recruitment of a new Provost & Deputy Vice-Chancellor;
- (g) the appointment or reappointment of representatives of the Council on other committees and bodies.

Council also approved the appointment of Major Lisa Marr (Head of Engagement, Yorkshire and the Humber, based at the Catterick Garrison) to serve on the Universities of Sheffield Military Education Committee for the period 1 August 2017 to 31 July 2020.

**16. REPORTS OF THE FINANCE COMMITTEE:**

**16.1 Meeting held on 8 May 2017**

Council received and approved the Report.

**16.2 Meeting held on 19 June 2017**

Council received and approved the Report.

**17. REPORT OF THE HEALTH AND SAFETY COMMITTEE**

(Meeting held on 17 May 2017)

Council received and approved the Report.

**18. REPORT OF THE HONORARY DEGREES COMMITTEE**

(Business conducted by correspondence)

Council received and noted the Report.

**19. REPORT OF THE HUMAN RESOURCES COMMITTEE**

(Meeting held on 14 June 2017)

Council received and approved the Report.

**20. REPORTS OF THE SENIOR REMUNERATION COMMITTEE**

(Meetings held on 24 April and 13 June 2017)

Council received and approved the Reports.

**21. ANNUAL REPORT OF THE UNIVERSITIES OF SHEFFIELD MILITARY EDUCATION COMMITTEE**

Council received and noted the Report.

**22. HEFCE ANNUAL PROVIDER REVIEW 2016-17**

Council noted the outcome of the Annual Provider Review undertaken by HEFCE as part of its new model for quality assessment.

**23. COUNCIL MATTERS:**

**23.1 Scheme of Delegation**

Council confirmed the Scheme of Delegation for 2017-18.

## **23.2 Statement of Primary Responsibilities**

Council received details of the mechanisms whereby it discharged its responsibilities as set out in the Statement of Primary Responsibilities (originally a document developed by the Committee of University Chairs and recently incorporated into the Council Regulations under the heading Functions of Council). This had been developed in response to one of the recommendations arising from the Council Effectiveness Review and would in future be updated and presented annually to Council.

## **23.3 Council Business Plan 2016-17**

Council noted the Plan. A new Business Plan would be developed for 2017-18 and included in the papers for the October 2017 meeting of Council.

## **24. USE OF THE UNIVERSITY SEAL**

Council noted a summary of the use of the University Seal since the April meeting of Council.

## **25. PUBLIC AVAILABILITY OF COUNCIL PAPERS**

Council received and approved recommendations concerning the publication on the web of papers presented at the meeting, in accordance with previously agreed proposals on the disclosure of information. It was noted that a number of papers were confidential and would not be made publicly available.

## **26. THANKS AND FAREWELLS**

On behalf of Council, the Chair expressed thanks and good wishes to the following members who were coming to the end of their period of appointment:

- Sarah Harkness, who had joined Council in 2010 and been appointed as a Pro-Chancellor in 2013, had also chaired the Audit Committee and had served on numerous other committees, as well as chairing a major review of the University's Charter, Statutes and supporting Regulations;
- Professors Nicola Phillips and Mary Vincent, who had served on Council since 2014 as elected representatives of the Senate.

Thanks and good wishes were also expressed to the following:

- Professor Shearer West, Provost & Deputy Vice-Chancellor, who had joined the University in September 2015 and would take up the position of Vice-Chancellor of the University of Nottingham in October 2017;
- Bob Rabone, who had joined the University in 2005 as Director of Finance and had become Chief Financial Officer in 2012, had been responsible for the financial management of the University during a period in which its income had doubled, and had served as Chair of the British University Finance Directors' Group;
- Dr Andrew West, who had been a member of staff of the University for 24 years, for the last eleven as Director of Student Services and most recently as University Secretary, and had held a number of roles in national and global professional networks.

These Minutes were confirmed

at a meeting held on 16 October 2017

..... Chair