



## Minutes COUN21-M4

Minutes of the Ordinary meeting held on 1 July 2021.

### Attendance

#### Members:

	Christine Hodgson CBE	
Prof. Bob Allison CBE	Ann Greenwood	Peter Saraga
Fejiro Amam	Sally-Ann Hibberd	Oliver Sidwell (ab)
Prof. Malcolm Cook	Paul Hodgkinson	John Sinnott (ab)
Dr Marcus Collins	Alan Hughes	Jane Tabor
Prof. Andy Dainty	Prof. Chris Linton (except item 13)	Steve Varley
Prof. Claudia Eberlein	Pauline Matturi	Tony Williams
Andrew Fisher	Jennifer Maxwell-Harris	Matt Youngs

#### In attendance:

Ffyona Baker (for item 6); Chris Carpenter; Graham Corfield; Andrea Davis; Marion Fanthorpe; Caroline Glendenning-Platt; Freya Mason; Dr Jennifer Nutkins; Prof. Steve Rothberg; Miranda Routledge (for item 6); Kyla Sala; Andy Stephens; Charlotte Style; Richard Taylor; Prof. Rachel Thomson; Mike Wedderburn

#### Apologies received from:

John Sinnott, Oliver Sidwell

### Business of the Agenda

No items were unstarred.

### 21/34 Previous Minutes

#### 34.1 Ordinary Meeting

COUN21-M1 – Minutes of the previous meeting.

Council **CONFIRMED** the minutes of the Ordinary meeting held on 16 March 2021.

#### 34.2 Extraordinary Meeting

COUN21-M3 – Minutes of the previous meeting.

Council **CONFIRMED** the minutes of the Extraordinary meeting held on 11 May 2021.

---

## SECTION A – Items for Discussion

## 21/35 Chair's Report

Council **RECEIVED** a verbal report from the Chair on items discussed at the most recent meeting of the Chair's Advisory Group, including student recruitment, development of the next University strategy, the effectiveness review and arrangements for the evening's joint Council-Senate dinner.

## 21/36 Starred Items

Council explicitly **APPROVED** all starred items in Section B of the agenda.

## 21/37 University Strategy

### 37.1 Update on the Higher Education External Environment

COUN21-P38

Council **NOTED** an update on the external environment in which the University operates and the following points emerged in the discussion:

- i. Decisions on the recommendations of the Augar review of post-18 education were expected in the autumn. If regulated fees were cut to £7,500, there would be significant implications for the sector as a whole. The level of impact for the University would depend upon whether or not a "top-up" for higher cost subjects would be provided. To ensure equity, any such "top-up" would need to be on the basis of cost delivery, rather than a subjective judgement of value. Without the "top-up", the University would experience a loss of £20-25m in income and would therefore need to deprioritise some activity. This might include considering a reduction in students paying the regulated fee and increasing international and postgraduate student numbers.
- ii. The global pandemic had decimated international student recruitment across the sector and around the world, and it was unclear when this would recover. In particular, there were concerns that the Chinese market, which was the largest for many in the sector, might not fully recover. The University had built a slow gradual recovery of international recruitment over the next few years into its financial forecasts and was concentrating on diversifying recruitment to include other markets to mitigate any impact.
- iii. The University had robust finances because of its actions and restraint in spending money. It was therefore in a better position to respond to the challenges in the sector than most higher education providers. Whilst student fees were important to the University, they were only part of its income and there were good opportunities available to grow through LUSEP. Of particular note was that the London campus was still making a surplus based on current recruitment levels and had a diversity of income streams.

### 37.2 Developing the University Strategy

COUN21-P39

Council **NOTED** an update on progress with developing the next University Strategy. Rather than seeking Council approval of the new strategy in November 2021, the originally planned timetable had been amended to allow the incoming Vice-Chancellor more time to incorporate his own vision. The current intention was that Council approval would therefore be sought at the March 2022 meeting.

Whilst most consultation to date had been with the academy, work was ongoing to involve a greater range of people. A webpage had been set up for comments, a number of internal briefing sessions had taken place for staff, and external stakeholders were being engaged. The level of emphasis placed on the strategic foci needed careful consideration to manage the difference between progressing the strategic ambitions and spreading activity too thinly. It was felt that the *together* element of the plan was starting to resonate with people and a narrative would be needed to bring the strategy to life.

A good strategy should create competitive advantage and the next strategic period would be even more competitive in attracting both students and staff. Council therefore encouraged the University to revisit its peer groups and ensure that it had a distinctive position and strategy.

### 37.3 Key Performance Indicators

COUN21-P40

Council **NOTED** KPIs that had been updated since the previous meeting. A number of KPIs had been delayed due to Covid and very few had changed and the overall position remained at amber. Members suggested there may be an

opportunity to work with and seek capital investment from large companies post-Covid, so this would be considered in the development of the strategy.

## 21/38 University Finance

### 38.1 Financial Out-Turn 2020/21, Budget 2021/22 and Financial Forecasts 2022/23-2025/26

COUN21-P41

On the recommendation of Finance Committee, Council **APPROVED** for adoption by the University the estimated out-turn for 2020/21 and budget 2021/22. This year's end-position was better than had been expected, given losses around fees, accommodation, LUSEP and hotels. However, these had been largely mitigated through enacting a vacancy freeze, deferring capital expenditure and employing an "essential spend" test, leaving a minor deficit of £2m, even after £5.5m of severance costs. For 2021/22, budgets would be devolved to Schools and Professional Services and the vacancy freeze would come to an end.

Council also **NOTED** the University's initial forecasts for the period ending 31 July 2026, which would be brought to Council for approval in the autumn, prior to submission to the Office for Students (OfS) at the end of the calendar year. A conservative assumption had been applied in relation to student recruitment for the next academic year – forecasts would be refreshed in the autumn once actual student numbers were known. Over a longer period, international student intakes were forecast to steadily return to normal levels. Pensions continued to present a strategic risk and were, along with static fees, driving an inflationary gap in the finances, although this had been mitigated for the time being through the severance scheme. The degree of uncertainty increased significantly over the course of the forecast period, with compliance and regulatory activity growing and generating increased pressure on the sector. It was highlighted that diversity of activity and processes would add costs into the operating model and Council members encouraged the University to reduce complexity wherever reasonably possible.

### 38.2 Revolving Credit Facility

COUN21-P42

On the recommendation of Finance Committee, Council **APPROVED** a one-year extension to the University's revolving credit facility and **DELEGATED** authority to the Director of Finance to complete such legal documents as may reasonably be required on behalf of the University.

## 21/39 Race Equality Charter

COUN21-P43

Council **ENDORSED** the draft Race Equality Charter (REC) submission which would be submitted for a bronze award in July 2021. Whilst this was not a panacea or a full race equality strategy, it had allowed the University to take stock of its current position and identify meaningful actions.

## 21/40 Audit Committee

### 40.1 Report of Meetings

COUN21-P44

Council **RECEIVED** a report from the meeting of the Audit Committee held on 10 June 2021 and **NOTED** the following points:

- i. PwC had been reappointed as the University's internal audit providers for a period of two years, plus a further three depending on performance. The incoming Chair of Audit Committee had been involved in the process.
- ii. Audit Committee had received presentations from the internal and external auditors on proposed reforms to corporate governance and audit which were currently subject to a consultation by the Department for Business, Energy and Industrial Strategy (BEIS). If the proposals were enacted, universities would be classed as Public Interest Entities and would lead to increased accountability and responsibility of lay members.
- iii. PwC had been working with the Director of Finance to further develop the risk management framework. Discussion had taken place with the University's Senior Leadership Group and ALT, but the former needed to reflect further with input from the incoming Vice-Chancellor. Council would return to the matter in the Autumn.

- iv. Internal Audit action tracking had previously proved problematic; all high-risk actions which were due had now been addressed, although some lower risk items were still overdue. PwC had adopted some new software to help monitor actions going forward.

## 21/41 Effectiveness Review of Council

COUN21-P45

Council **NOTED** an update on the effectiveness review. An interim report would be submitted to Council October, with the final report following in November. Members were encouraged to contact the Working Group with any suggestions.

## 21/42 Capital Framework

### 42.1 Sport Park Pavilion 4

COUN21-P46

Council **DELEGATED** authority to the Chair of Council to **APPROVE** a Stage D proposal for Sport Park Pavilion 4. EMC had placed the following conditions on the proposal going ahead:

- i. A signed Heads of Terms document between the University and the anchor tenant.
- ii. A letter of comfort from the LLEP regarding the timescales for drawing down the £6m grant.
- iii. Confirmation that the £500k highways contribution would not be payable.
- iv. Confirmation that the recommended appointment of the contractor with the highest scoring tender would not exceed the project budget.

EMC would need to return to these conditions over the summer to assess whether the project could go ahead before requesting approval from the Chair of Council.

### 42.2 \*Progress Report

COUN21-P47

Council **RECEIVED** a progress report.

## 21/43 Covid-19 Response

COUN21-P48

Council **NOTED** an update on the University's response to the Covid-19 pandemic. It was deemed that the University had managed the pandemic well and the response had been positively received by students. Case numbers were being closely watched in response to the Delta variant and forthcoming events would operate in a Covid-secure manner – graduation ceremonies and the Council-Senate dinner could go ahead under the Government's step 3, so were not reliant upon rules changing later in the month. Thanks were expressed to the Pro-Vice-Chancellor (Teaching) and the Chief Operating Officer for their work in leading the Silver Teaching Group and Gold Group respectively.

## 21/44 Appointment of Acting Vice-Chancellor

COUN21-P49

Council **CONFIRMED** the appointment of Professor Chris Linton as Acting Vice-Chancellor and Accountable Officer for the period 31 July to 3 October 2021.

## 21/45 Health, Safety and Environment Committee

### 45.1 Report of Meetings

Council **RECEIVED** a verbal report from the meeting of the Health, Safety and Environment Committee held on 26 May 2021 and **NOTED** the following points:

- i. Covid-19 had been a significant aspect of the Committee's business in 2020/21 and thanks were placed on record for the phenomenal job the Health and Safety Team had done in keeping everyone on campus safe.

- ii. The build-up of legionella in one of the halls of residence reported at the March 2021 meeting had now been addressed. This had arisen as a consequence of not having students around on campus.
- iii. Significant ongoing activity was underway linked to fire safety compliance, with all fire doors on campus (c. 10,000) being individually checked.

## 21/46 Nominations Committee

### 46.1 Membership of Council

COUN21-P50

Council **APPROVED** the appointment of Penny Briscoe as a co-opted member of Council for an initial three-year term to commence when the next vacancy becomes available.

Council also **NOTED** the following appointments from 1 August 2021:

- i. Jennifer Maxwell-Harris and John Sinnott had been appointed to Remuneration Committee.
- ii. Tony Williams had been appointed to Finance Committee.
- iii. Mike Wedderburn had been appointed to Nominations Committee.
- iv. Jennifer Maxwell-Harris had been appointed to Health, Safety and Environment Committee.

### 46.2 \*Nominations Committee Minutes

COUN21-P51

Council **RECEIVED** minutes of the meetings of Nominations Committee held on 15 March and 20 May 2021.

## 21/47 Risk Management

COUN21-P52

Council **CONSIDERED** an updated strategic risk register. This had been through a number of iterations and a new cause, event and consequence model had been adopted to better articulate the seven strategic risks which had been identified. For each risk, a gross (before mitigations), net (after mitigations) and target (risk appetite) score had been assigned for both impact and likelihood, as well as indicating the current controls and further mitigating actions which could be implemented. Council considered whether it was comfortable with the level of risk appetite. For instance, what would it look like if all of these risks triggered at the same time in terms of the financial and reputational impact? Was it acceptable to have a target impact score for compliance of "High", even with a target likelihood score of "Unlikely"? The strategic risk register would be brought back to Council for approval in the autumn once further work had been undertaken.

## 21/48 Amendments to Ordinances

### 48.1 Amendments to Ordinance XVII – First Hearing

COUN21-P53

On the recommendation of Senate, Council **APPROVED** revisions to Ordinance XVII (Conduct and Discipline of Students).

## 21/49 Loughborough Students' Union Annual Report

COUN21-P54

Council **RECEIVED** the Annual Report. Council expressed its gratitude for the fantastic performance of the LSU President and his team, as well as the hundreds of student volunteers who supported students in self-isolation.

## 21/50 Matters for Report by the Vice-Chancellor

Council **RECEIVED** a verbal report from the Vice-Chancellor on the following matters:

- i. With the Olympics and Paralympics approaching, the Vice-Chancellor sent his best wishes out to athletes competing in Tokyo. Between 103 and 107 athletes linked with Loughborough University were expected to be competing in Japan, with potentially as many as 17 golds expected.
  - ii. John Steele was congratulated on his recent award of an OBE for services to sport.
  - iii. Construction of the National Tennis Academy building on campus was progressing well. Six Loughborough players were competing in the junior and senior Wimbledon tournament this year, including one senior who was placed in the top-100.
  - iv. Thanks and congratulations were expressed to staff who were moving on to other roles in the sector. Adèle MacKinlay would be taking up the position of People and Organisational Development at Manchester University, Professor Eran Edirisinghe would be joining Keele University as Pro-Vice-Chancellor (Research) and Professor Andy Dainty had been appointed as Pro-Vice-Chancellor (Enterprise) at Manchester Metropolitan University.
  - v. An example of the University's wider Covid-19 response was an 18-month study led by Professor Malcolm Cook to develop clear guidance on how to design and operate non-domestic buildings to minimise the risk of airborne transmission of Covid-19. Professor Cook had written the report submitted to the Prime Minister and had been advising on how to conduct events safely.
  - vi. The Vice-Chancellor wished the outgoing LSU Sabbatical team good luck for the future and expressed his thanks to them, noting their dedication and hard work in such a challenging year.
  - vii. The evening's Council-Senate Dinner would be held in the marquee which would be used for the forthcoming graduation ceremonies. The dinner would be the ideal opportunity to honour Sir Peter Bonfield and others who had made significant contribution to the University.
- 

## SECTION B – Starred Items for Approval

### 21/51 \*Remuneration Committee

COUN21-P55

Council **APPROVED** amendments to the composition of Remuneration Committee.

### 21/52 \*Tuition Fees

COUN21-P56

On the recommendation of Operations Committee, Council **APPROVED** tuition fees for the 2022/23 academic year.

### 21/53 \*Ethical Policy Framework

COUN21-P57

Council **APPROVED** the Ethical Policy Framework for 2021/22.

---

## SECTION C – Starred Items for Information

### 21/54 \*Senate

#### 54.1 \*Senate Minutes

COUN21-P58

Council **RECEIVED** the minutes of the meeting of Senate held on 10 March 2021.

## 21/55 \*Matters for Report

### 55.1 \*Pro-Vice-Chancellor (Enterprise)

COUN21-P59 – NOTED

### 55.2 \*Pro-Vice-Chancellor (Research)

COUN21-P60 – NOTED

### 55.3 \*Pro-Vice-Chancellor (Teaching)

COUN21-P61 – NOTED

## 21/56 \*Office for Students

### 56.1 \*Registration Conditions

COUN21-P62

Council **NOTED** an update on compliance with the OfS' regulatory framework.

### 56.2 \*Access and Participation Plan 2019/20 OfS Monitoring Report

COUN21-P24

Further to minute COUN20/89.3, Council **NOTED** that the Access and Participation Plan 2019/20 OfS Monitoring Report was **APPROVED** by the Chair of Council on 11 May 2021 for submission to the OfS.

### 56.3 \*Prevent Duty

Council **NOTED** that the OfS had concluded the 2019/20 process for monitoring the University's compliance with its Prevent Duty.

### 56.4 \*OfS Reportable Events

Council **NOTED** that no reportable incidents had taken place since the last meeting of Council.

## 21/57 \*Senior University Appointments

Council **NOTED** the following appointments:

- The extension of the appointment of Professor Liz Peel as Associate Pro Vice-Chancellor for the Doctoral College until 31 March 2022.
- The appointment of Professor Janet Godsell as the Dean of the School of Business and Economics with effect from 1 September 2021 for a period of 5 years.
- The appointment of Spencer Graydon as the new Chief Executive of Imago Venues with effect from 4 May 2021.

## 21/58 \*Sustainability Annual Report

COUN21-P63

Council **RECEIVED** a report on sustainability.

## 21/59 Equality, Diversity and Inclusion Sub-committee

Council **NOTED** the establishment of an Equality, Diversity and Inclusion Sub-Committee of Human Resources Committee.

## 21/60 \*Common Seal

COUN21-P64

Council **RECEIVED** a list of documents to which the University Seal has been attached.

## **21/61 \*Reports from Committees**

Council **RECEIVED** reports from the following Committees:

COUN21-P65	Enterprise Committee of 24 March and 11 May 2021
COUN21-P66	Estates Management Committee of 12 February 2021
COUN21-P67	Ethics Committee of 25 May 2021
COUN21-P68	Finance Committee of 19 March 2021
COUN21-P69	Health, Safety & Environment Committee of 26 May 2021
COUN21-P70	Human Resources Committee of 26 May 2021
COUN21-P71	Information Technology and Governance Committee of 28 January and 27 May 2021

## **21/62 \*Dates of meetings in 2021/22**

14 October 2021, Away Day - all day meeting  
25 November 2021, 09.30-14.00  
31 March 2022, 09.30-15.00 (at London Campus – to be confirmed)  
30 June 2022, 13.30-17.00

## **21/63 Valedictory**

Council recorded its thanks to retiring staff (Professor Andy Dainty) and student (Fejiro Amam and Matt Youngs) members.

This was also the last meeting for three “pillars” of Council – Ann Greenwood, Alan Hughes and Jane Tabor – who had come to the end of their final terms. All three had been fantastic in their roles and huge thanks were expressed for the enormous amounts of time and incredible support they had given to the University and its staff. The Vice-Chancellor would say more about their contributions at the evening’s Council-Senate dinner.

In addition, this was the Vice-Chancellor’s final meeting of Council before leaving the University at the end of the month. On behalf of Council, the Chair led thanks to Professor Allison, indicating he should be enormously proud his achievements over the 9 years he had served in the role, including Loughborough’s rise up the league tables, the opening of the London campus, the TEF Gold rating and the expansion of the Science and Enterprise Park. Professor Allison had recently been made a CBE in the Queen’s Birthday Honours List, for services to education and for supporting young people’s talent, equality and achievement, and this was felt to be a fitting way in which to depart.

“VC Bob” was known throughout the University and indeed in the sector, and he was felt to be the human face of the University which was epitomised by the food deliveries he had made to self-isolating students during the pandemic. The University had commissioned a formal portrait of Professor Allison by Paul Brason and this would be the first Vice-Chancellor’s portrait that would be hung at the London campus. In addition, the main committee room in London would be renamed the “Allison Committee Room” and the main stand at the University’s stadium would be named the “Allison Stand”. The Chair expressed her personal thanks to Professor Allison for the great support he had provided in her first few months.

The Pro-Chancellors also expressed their personal gratitude to Professor Allison and recollected anecdotes of their time working together. They indicated that he had been an excellent leader, providing a great vision and strategic direction. They valued his openness and transparency and noted how he motivated staff across this University with his personal touch. As he walked across campus, he would greet everyone by name and knowledgeably enquire about them and their work. The affection that students had for him was also really apparent and he was very willing to give his time to them. Thanks to Professor Allison, Loughborough University was the strongest it had ever been and its degrees now had their highest ever value. On behalf of everyone, the Pro-Chancellors thanked Professor Allison for his enormous contribution to the University.

The Vice-Chancellor thanked colleagues for their kind comments and expressed his appreciation to Council for giving him the opportunity to lead the University. The Vice-Chancellor was also moved that the London committee room and main stadium stand would be named after him, and this had come as a very pleasant surprise.



Author – Chris Carpenter  
Date – July 2021  
Copyright © Loughborough University. All rights reserved.