RECOMMENDATIONS FROM THE COUNCIL EFFECTIVENESS REVIEW 2013/14

Ref:	Recommendation:	Response / Action:	Timeline:
11.1	Council should review the compliance with its Statement of Primary Responsibilities on an annual basis.	i) The current statement of primary responsibilities will be reviewed, amended and re-issued to Council for consideration and approval. ii) The Statement of Primary responsibilities will be a standing item on the agenda of Council at the start of every academic year in order that compliance can be reviewed.	October 2014 October each year
11.2	Council should approve a Scheme of Delegation making explicit those matters which it has delegated and to which other body or University Officer this delegation is made. The Scheme of Delegation should be reviewed annually.	i) A scheme of delegation will be produced, drawing on best practice from across the sector, and brought to Council for consideration and approval. ii) The scheme of delegation will be a standing item on the agenda at the start of every academic year.	December 2014 October each year
11.3	The Dual Assurance / Dual Engagement process should be subject to review to tighten up on procedure including ensuring greater consistency in the process between different engagements and the avoidance of spending time reviewing issues which are clearly executive responsibilities and not matters which have governance implications. The total range of D.A. /D.E. business areas should be reviewed with the aim of reducing the total number.	i) The term Dual Engagement will cease to exist for portfolios. All portfolios will be Dual Assurance. ii) The Guidelines for the operation of Dual Assurance (DA) will be revised and re-issued to all DA coordinators and DA leads to ensure greater consistency and clarity of purpose. This will include the requirement to make available on the website the dates and minutes of meetings in a timely fashion.	Immediate October 2014

		iii) The number of Dual Assurance portfolios will not be reduced but Council Nominations Committee will continue to keep under review the DA business areas on an annual basis to ensure that they are the right ones and meet the business needs of the University. This will be a standing item on the Committee's agenda.	May/June each year
11.4	The Nominations Committee should consider rotating the D.A. / D.E. leads and appointing each for a set period of three years.	i) In undertaking an annual review of the DA business areas the Council Nominations Committee will also consider whether rotation of leads is required and make recommendations to Council as appropriate. The benefit of different members obtaining a deeper knowledge of the organisation will be balanced against the benefit of continuity in specific areas. ii) Where members are retiring or where rotation occurs, then a plan for transitioning of lay leads will be developed.	May / June each year
11.5	It should be open to any member of Council to attend a D.A. /D.E. meeting as an observer.	The dates of all DA portfolio meetings will be collated and circulated to all members of Council each year. These will also be published on the Council website.	October 2014
11.6	The format for Council meetings should be reviewed to reduce the number of 'for information' items on the main part of the agenda, moving them either to the morning briefing sessions or providing 'online' briefings.	Council very much appreciates the efforts made to keep it updated on all the available information in the sector but the format of meetings will be reviewed to ensure that the meetings focus primarily on matters that require decisions or consideration of different courses of action.	From October 2014

11.7	Those items which require approval by Council should be presented in a way which encourages participative discussion and the review of options as well as the consideration of a recommended course of action. On major issues, whenever possible, a discussion paper with a review of options should be submitted to Council ahead of a final paper with a recommendation for approval at a subsequent meeting.	Lay leads will be asked to demonstrate to Council, either verbally or by way of a short covering note, that any proposals brought to meetings have been robustly challenged and appropriate options considered and either discounted or recommended. The practice of bringing items to Council for 'first bite of the cherry' will continue in order that options can be considered by members in advance of a final paper requiring approval.	From October 2014
11.8	The range of items included in the current Part II agenda of Council meetings should be subject to review. Certain key items should be 'lifted up' into Part I to ensure proper review and discussion by full Council. Other formal / information items should be removed but still be available for reference on the University / Council websites.	The items on the agenda for Council will be reviewed to ensure that key items are lifted on to Part I for full discussion – this will include, for instance, remuneration reports and audit committee reports.	From October 2014
11.9	Council should consider establishing a Finance Committee to allow much better scrutiny of financial issues and greater engagement in financial policy development than is possible when all matters are determined by full Council.	A Finance Committee will not be established since there is currently sufficient scrutiny of financial issues. A committee would also exclude a number of Council members from discussion of financial policy.	N/A
11.10	Whether or not Council decides to establish a Finance Committee, it should consider how the non-lay members can be engaged in Council Committees, the D.A. /D.E. system and other Council discussions which take place outwith the full Council meetings.	The Council Nominations Committee will, at its meeting in November 2014, review which committees and groups non-lay members could be involved with and make recommendations to Council.	November 2014

11.11	The membership of the Audit Committee need not be greater than five but if Council wishes to increase the size to six it should do so by the co-option of a non-Council member.	Audit Committee will have six members in 2014/15 in order to introduce a new Chair (see recommendation 11.12). It is not considered necessary to co-opt a non-Council member.	Complete
11.12	The Pro Chancellor who leads on finance issues should cease to be chair of the Audit Committee.	The Pro-Chancellor (Finance) will continue to be a member of Audit Committee but will stand down as Chair. A new Chair of Audit Committee has been appointed for 2014/15.	1 August 2014
11.13	The Nominations Committee should develop the template it uses to guide the appointment of new Council members to include diversity factors.	In reviewing its processes for recruitment of Council members, (see recommendation 11.14), the nominations committee will particularly consider how greater diversity of membership can be achieved.	Review complete during 2014/15
11.14	The identification of potential new Council members should involve an active 'headhunting' process as well as through newspaper advertisements.	The nominations committee will review its processes for recruitment of Council members and ensure that the most appropriate channels are used for identifying potential new Council members.	Review complete during 2014/15
11.15	The reports from the Remuneration Committee should be subject to active discussion and approval by Council with particular reference to the total sum allocated for senior staff salaries and to the schemes, including the bonus schemes, used by the Committee to determine reward.	i) All reports from the Remuneration Committee will be lifted on to Part I of the Council agenda so that they are actively considered and discussed by members. ii) In addition part of one Council meeting each year will be set aside for lay members only to receive and consider a report from Remuneration Committee.	Ongoing October 2014
11.16	Standing Committee of Council should be acknowledged as a useful means for Council to deal with certain kinds of business and, on urgent issues, for helping determine the questions	The Standing Committee of Council will continue to be considered as a useful means for Council to deal with certain kinds of business outside full Council meetings. The Chair of	Ongoing

	Council will need to address.	Council will agree where this is appropriate.	
11.17	The means by which Council receives the assurance it needs with regard to Ethics, Equality and Diversity and Health and Safety should be reviewed to avoid duplication of role and unnecessary work between the respective Committees and the Dual Assurance engagements.	It is not believed that there is duplication of role or unnecessary work between the respective Committees / Groups and Dual Assurance in relation to Ethics, Equality and Diversity, and Health and Safety.	N/A
11.18	The Council website should be developed to facilitate the flow of information to members of Council and reduce the volume of material circulated with the agendas of each meeting.	i) The Council website was revised in August 2013 to improve the access to resources for members. A review will be undertaken to identify any further developments to the site that will facilitate the flow of information. ii) Papers for Part II of the Council agenda will continue to be published on the website to reduce the volume of material circulated with the agenda.	During 2014/15
11.19	More thought should be given to how Council's profile can be raised among the wider university community. Additional means should also be developed to allow Council members to visit different areas of University and to meet staff and students.	i) Council is keen to further raise its profile amongst the wider university community. Consideration will be given to how this can be done. An Annual Report from Council will be produced that will be made available to all staff. ii) Three additional 'briefing' days have been introduced for Council in 2014/15 to allow members to visit different areas of the University and meet staff and students.	Annual report: October 2014 Complete
11.20	Council needs to consider how it can develop its relationship with Senate including seeking Senate's assurance in regard to the University's education and research agendas.	Council is committed to developing its relationship with Senate and will consider how this can best be done. It has already been agreed, in conjunction with the Senate	Joint meetings: Dec 2014 &

		Effectiveness Review, that Senate and Council will have a joint meeting every year.	May 2015
11.21	Council should consider whether the current membership of Council remains appropriate. It should also consider the extent to which non-members should be 'in attendance' throughout all meetings of Council.	The current membership of Council is deemed appropriate. However, invitations to a wider group of staff to join meetings for appropriate discussions will be considered.	Ongoing
11.22	There should be a review of the full range of Task and Finish Groups to establish whether they are performing a continuing useful function.	Each Dual Assurance business area will be asked to review the current Task & Finish Groups under its portfolio to ensure that their function is clear and completion dates are set.	To be completed & updated by December 2014
11.23	VCEG should consider how best to review the performance of departments and operational units across the University and report back to Council.	i) The PRG process reviews the performance of Colleges and Professional Services (PS) against a number of key metrics which are reported to Council in addition to the reporting of the institutional KPIs. ii) The new cycle of Senate business will include the regular scrutiny of College strategies. iii) The Professional Services will also take part in a Professional Services Quality Survey that will be benchmarked against other Russell Group Universities.	Ongoing
11.24	The University should conduct a review of the Charter and Statutes to ensure they are appropriate to guide the University into the future.	The last full review of the Charter, Statutes and Ordinances was carried out in 2011/12. The University will conduct a review during the course of the	Review complete by

		academic year 2014/15.	end of 2014/15
11.25	The University should be mindful of the demands made on the time of Council members, particularly its external members, and avoid calling on them when this is not a necessary part of a good governance process.	This recommendation is accepted but the University is keen that the commitment and enthusiasm clearly evident amongst the members should continue to be encouraged.	Ongoing
11.26	The key role of Secretary to Council (separate from the role of Chief Operating Officer) and the direct reporting line to Council should be explicitly recognised. The University also needs to ensure that sufficient resources, including staffing, is available to support Council and the governance process.	The role of Secretary to Council is explicitly recognised and arrangements will be made for 2014/15 for the Secretary to have regular 1:1 meetings with the Chair.

The Secretary will also access the Leadership Foundation Governor Development Programme to provide opportunity for professional development in this role.

Development in this role will be a personal objective of the Chief Operating Officer. | Ongoing

Relevant course(s) completed during 2014/15 |