

COUNCIL



Loughborough University

AGENDA

COUN21-A5

Notice of meeting

The next meeting of University Council will be held on Thursday 14 October 2021 in Burleigh Court (Convention Room).

Please note that the meeting will follow immediately after the Away Day (planned start at 2:45pm).

Richard Taylor, Secretary

Business of the Agenda

Members are reminded that a starred item is approved at this stage unless notice is given of intention to speak to it. Any member wishing to speak to a starred item, to raise an item under any other business or to challenge the unconfirmed minutes is asked to give notice to the Secretary by **mid-day on Monday 11 October 2021**.

Members are asked to declare any interest they may have in an item at the start of the meeting.

Please note that the papers for items in Sections B and C are available via the following Microsoft Teams Link found [here](#).

1 Nominations Committee

1.1 Appointment of Honorary Treasurer

To **APPROVE** the appointment of a successor to Alan Hughes as Honorary Treasurer.

1.2. Council Membership

To **CONFIRM** the term of a new co-opted member of Council.

2 Minutes

COUN21-M4

To **CONFIRM** the minutes of the ordinary meeting held on 1 July 2021.

3 Matters arising from the Minutes

SECTION A – Items for Discussion

4 Chair's Introduction and Duties & Responsibilities of Council Members

4.1 Duties and Responsibilities of Members of Council/Statement of Responsibilities of Council

COUN21-P72

To **NOTE** the duties and responsibilities of Council members and the Statement of Responsibilities of Council.

4.2 Good Governance Declarations

To **CONFIRM** arrangements for good governance declarations.

5 Chair's Report

To **RECEIVE** a verbal report from the Chair.

6 Student Recruitment

COUN21-P73

To **NOTE** the position regarding undergraduate and postgraduate recruitment to the University for October 2021 entry.

7 National Student Survey

COUN21-P74

To **RECEIVE** the outcomes of the 2021 National Student Survey.

8 Council Effectiveness Review

COUN21-P75

To **CONSIDER** the Advance HE report and its recommendations and to **APPROVE** the proposed initial responses.

9 Risk Appetite

COUN21-P76

To **NOTE** an update regarding the documentation of strategic risks, assurance mapping and the articulation of risk appetite.

10 Matters for Report by the Vice-Chancellor

To **RECEIVE** a verbal report from the Vice-Chancellor.

SECTION B – Starred Items for Approval

11 *Amendments to Ordinances – Second Hearing

Further to Minute21/48.1 (COUN21-M4, paper COUN21-P53 refers), to **CONFIRM** revisions to Ordinance XVII (Conduct and Discipline of Students).

12 *Financial Matters – LIBOR/SONIA Transition

COUN21-P77

To **NOTE** an update regarding the transition of interest rates underpinning university loan agreements from LIBOR to SONIA and to **DELEGATE** to Finance Committee authority to agree the final terms of the transition agreement.

13 *Nominations Committee

13.1 *Nomination Committee Minutes

COUN21-P78

To **RECEIVE** minutes from the 30 June 2021 meeting of Nominations Committee.

13.2 *Membership of Council Committees 2021/22

COUN21-P79

To **NOTE** appointments to vacancies on Council Committees and Joint Committees with Senate.

SECTION C – Starred Items for Information

14 *Senate Minutes

COUN21-P80

To **RECEIVE** the minutes of Senate held on 16 June 2021.

15 *Office for Students

15.1 * Statement of Expectations on Sexual Violence and Harassment

COUN21-P81

To **NOTE** an update on compliance with the Office for Students' Statement of Expectations on Sexual Violence and Harassment.

15.2 *Reportable Incidents

To **NOTE** that the appointment of Professor Chris Linton as Accountable Officer and Acting Vice-Chancellor from 1 August to 30 September has been reported to the Office for Students.

16 *Overview of Year's Forthcoming Business

COUN21-P82

To **NOTE** an overview of the Year's Forthcoming Business

17 * University Senior Academic Appointments 2021/22**COUN21-P83**

To **NOTE** University Senior Academic Appointments for 2020/21.

18 *Common Seal**COUN21-P84**

To **RECEIVE** a list of documents to which the University Seal has been attached.

19 * Reports from Committees

To **RECEIVE** reports from the following Committees:

COUN21-P85 Enterprise Committee of 8 July and 7 September 2021

COUN21-P86 Estates Management Committee of 18 June 2021

COUN21-P87 Finance Committee of 18 June 2021

20 Date of Next Meeting

- 25 November 2021, 09:00-13:30 (online)
- 31 March 2022, 09.30-15.00 (at London Campus – to be confirmed)
- 30 June 2022, 13.30-17.00

21 Any Other Business

Author – Caroline Glendenning-Platt

Date – October 2021



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.
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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
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COUNCIL



Loughborough
University

Paper Title: Primary Responsibilities of Council

Origin: Academic Registrar and Head of Governance

Date: 14 October 2021

1. Decision Required by Committee	Council are asked to NOTE their duties and responsibilities as members of the University Council and the Statement of Primary Responsibilities of Council, as detailed in the following documents.
2. Executive Summary	<p>The University Council and its members play a key role in the Governance of the University. The following two documents set out:</p> <ul style="list-style-type: none">• The duties and responsibilities of members of University Council, including expectations of candidates for membership and the seven principles of public life• A statement of the primary responsibilities of Council. <p>The duties and responsibilities of Council members and the Statement of Primary Responsibilities of Council are covered through training held annually for new members of Council.</p>
3. Committees/Groups previously considering item.	

Duties and Responsibilities of Members of the University Council

Council members play a key role in the governance of the University as set out in the Statement of Primary Responsibilities of Council and, more formally, in Section 8 of University Ordinance VIII. Members of Council have an individual and collective responsibility to use their best endeavours to ensure that the objects of the University are being met and that Council properly and diligently exercises its functions and responsibility as the principal governing body of the University to ensure its overall good management and well being.

It is important to note that the senior executive officers of the University, led by the Vice-Chancellor, are accountable to Council for the operational management of the University and are required to ensure that Council is provided with full and timely information to enable it to carry out its responsibilities. Council also receives advice and recommendations from its own specialist committees, from joint committees established with the Senate and, in the case of academic matters, from the Senate. Council members do not therefore have an executive role but should aim to develop a constructive and supportive, but challenging, advisory relationship with the University.

The responsibilities of members include the following:

- (a) Playing an active role in ensuring the business of Council is carried out efficiently, effectively, and in line with the standards required in the proper conduct of public business (see below). They are expected to make constructive contributions to debate and to make their knowledge and expertise available to Council as the opportunity arises.
- (b) Participating in induction and training events provided by the University or other bodies as appropriate.
- (c) Maintaining an awareness of the activities of the University and of the higher education sector in general. (Presentations on key issues are made on a regular basis to Council and members are sent the University's Newsletter and other publications.)
- (d) Reading the papers circulated for each meeting of Council and any other committees of which they are members, attending meetings regularly and contributing to discussion and decision-making.
- (e) Observing the confidentiality of Council business.
- (f) Acting in accordance with the provisions of the HE Code of Governance set out by the Committee of University Chairs and fulfilling the duties of a charity trustee in accordance with the requirements of the Office for Students and Charities Commission.
- (g) Observing the [seven principles of public life](#) drawn up by the Committee on Standards in Public Life (the "Nolan" Committee).
- (h) Observing the University's Ethical Policy Framework (available at: <http://www.lboro.ac.uk/committees/ethics/>)
- (i) Maintaining an up-to-date entry in the Register of Interests and providing a Fit and Proper Persons declaration which is held by the Secretary to Council and circulated each year to members for updating.
- (j) Complying with the University's Conflicts of Interest Policy (available at: <https://www.lboro.ac.uk/services/hr/conduct-capability/conflict-of-interest-policy-and-procedure/>)
- (k) Contributing to the regular reviews of the effectiveness of Council

In order to be able to fulfil the responsibilities above, candidates for membership of Council are expected to have:

- Experience of operating at senior level in, or working with, one or more large and complex organisations (applicants with experience from the private sector, public sector or non-governmental organisations are all welcome)
- An interest in higher education
- Sensitivity and willingness to listen to a broad range of views and people
- Good interpersonal skills and ability to interact effectively with the range of different membership groups on Council
- An understanding of the principles of good institutional governance and a strong commitment to the seven principles of public life (drawn up by the “Nolan” Committee on Standards in Public Life)
- A willingness to commit to the duties and responsibilities of Council members including around 10-15 days of their time per annum

Seven Principles of Public Life

Selflessness – Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends, or their particular area of responsibility.

Integrity – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity – In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness – Holders of public office should be as open as possible about all the decisions and action that they take. They should give reasons for their decision and restrict information only when the wider public interest clearly demands.

Honesty – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership – Holders of public office should promote and support these principles by leadership and example.

Liability

University Committee decisions are made on a collective basis and it is very unlikely that individual members of the Council will be at risk of claims of negligence as long as they act at all times in accordance with the responsibilities and principles set out above. However, it should be noted that they are covered by the University’s Professional Indemnity cover in respect of the costs of any claim of negligence which may be made against them in the course of carrying out of their duties as a member of the Council.

Statement of Primary Responsibilities of Council

The University Charter establishes Council as the Governing Body of the University, subject to other terms of the Charter and the Statutes, and its responsibility for:

1. general control over the University and all its affairs, purposes and functions.
2. the management and administration of the revenue and property of the University.
3. the custody and use of the Common Seal of the University.

The Council has identified a number of primary responsibilities arising from these general duties under the Charter:

Planning and Monitoring

- i. To approve the mission and strategic vision of the University, long-term academic and business plans, and key performance indicators, and to ensure that these meet the interests of stakeholders.
- ii. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
- iii. To ensure appropriate arrangements are in place to monitor and evaluate the student academic experience and maintain the quality and standards of academic awards.

Financial, Legal and Risk

- iv. To approve the annual budget and financial statements, to ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
- v. To be the principal financial and business authority of the University, to ensure that proper books of account are kept, and to have overall responsibility for the University's assets, property and estate.
- vi. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal and regulatory obligations, including those arising from contracts and other legal commitments made in the institution's name.
- vii. To ensure that the University has appropriate procedures for the management of risk and to oversee the operation of these procedures.

Employment

- viii. To be the employing authority for all staff in the University and to be responsible for establishing a human resources strategy.
- ix. To appoint the Vice-Chancellor as chief executive and principal Academic and Administrative Officer of the University, in accordance with paragraph 7 of the Charter, and to put in place suitable arrangements for monitoring his/her performance.

Governance Arrangements

- x. To appoint the Secretary to Council, and to ensure that, if they have managerial responsibilities in the University, there is an appropriate separation in the lines of accountability.
- xi. To establish processes to monitor and evaluate the performance and effectiveness of Council itself.
- xii. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
- xiii. To ensure that the University's Charter, Statutes and Ordinances are followed at all times and that appropriate advice is available to enable this to happen.
- xiv. In accordance with paragraph 19 of the Charter, to consider any recommendations from Senate on matters with academic implications and to refer the same to Senate for consideration where the Senate has not previously been consulted.
- xv. To delegate authority to the Vice-Chancellor for the appointment of University nominees to the boards of public bodies, limited companies and other institutions.

General

- xvi. To safeguard the good name and values of the University.
- xvii. To make such provision as it thinks fit for the general welfare of students, in consultation with Senate.
- xviii. To promote equality, diversity and inclusivity throughout the University, including in relation to its own operation.
- xix. To ensure that appropriate provision is made for the preservation of health, safety and environmental standards.

Updated July 2019.

Paper Title: Undergraduate and Postgraduate Taught Student Recruitment 2021 Entry

Origin: Professor Rachel Thomson (PVCT)

Date: 1st October 2021

<p>1. Decision Required by Committee</p>	<p>Council is asked to note the contents of this paper which reports the current status of admissions for 2021 entry at the start of the new academic year.</p>
<p>2. Executive Summary</p>	<p>Council has received reports throughout the academic cycle for 2021 recruitment during which a positive recruitment position has been noted for undergraduate recruitment, with challenges remaining for international postgraduate recruitment.</p> <p><i>Undergraduate Student Recruitment</i></p> <p>There were a number of challenges in Confirmation Week this year relating to Covid-19 and the fact that A-level examination results were determined by Teacher Assessed Grades.</p> <p>The headline is that current predictions indicate that we will end up ~640 students over the undergraduate UK/EU target of 3,556 and approximately 56 students over the International target of 394 by the census date of 1st December 2021.</p> <p><i>Postgraduate Taught Recruitment</i></p> <p>In the case of postgraduate student numbers, we have observed some recovery in the international student numbers against target, although the home student position is lower than target, potentially due to recovery in the job market for recent graduates.</p> <p>The latest intake statistics suggest that international intake on the Loughborough campus this year has experienced some degree of recovery compared to October 2020 and is likely to be closer to 75% of target, although with the London campus remaining at 50%. However, the home intakes on both campus appear to be lower than target at 80% (London) and 65% (Loughborough).</p> <p>The options of starting studies online and arriving later than the start of Semester 1 and also of the offer of a January 2022 start to complete a 12 month programme are again available this year.</p> <p>At the time of writing, student numbers are still fluid as registrations are permitted up to the end of the second week of the semester. This paper provides an early insight into the postgraduate taught recruitment outcome based on the admissions statistics from 1st October.</p>
<p>3. Committees/Groups previously considering item.</p>	<p>Student Recruitment and Admissions Committee meets regularly to monitor applications figures and develop strategies for balancing undergraduate student numbers, entry tariff and discipline area through the confirmation process.</p>

TAUGHT STUDENT RECRUITMENT – OCTOBER 2021

Introduction

This paper provides an update on taught student recruitment, focussed on data just prior to the start of the new academic year on 1st October. By way of reminder, the student number targets originally set for 2021 entry are presented in Table 1. The best estimates at the current time of the actual student numbers on the census date of 1st December are also indicated in the same table in brackets.

Table 1: Student number targets for the 2021 intake. Figures in brackets indicate the variation to target number predicted on the 1st December census date.

	Target	Loughborough	London
Full Time UG UK/EU	3556	3556 (+640)	-
Full Time UG International	394	394 (+56)	-
Full Time PGT UK/EU	811	646 (-129)	165 (-58)
Full Time PGT International	1921	1086 (-271)	835 (-417)

At the time of writing, the first early intake data relating to actual student arrivals were not available (due to proximity to the start of term) and therefore a verbal update will be provided at the meeting. These data are particularly relevant in the context of international student arrivals.

Undergraduate Recruitment: UK/EU

In summary, the undergraduate recruitment is extremely positive, with the University exceeding the overall target number of students for both home and international students. This is a good position to be in, and many Universities in the sector are not in such a position. The use of Teacher Assessed Grades this summer allowed a more stable recruitment this year compared to the previous summer. However, the fact that nationally ~50% of students achieved A or A* (and more in the private school sector) resulted in Loughborough having some challenges in recruitment, with a significant number of students getting their offer to study at Loughborough. At Loughborough, ~59% of students holding an offer from Loughborough as Conditional Firm achieved their offer to study here this year. This compares to ~24% in a typical year (pre Teacher Assessed Grades).

There are also ~200 students in this year's intake to whom we offered a deferred place last year after the changes to the grades during the August 2020 confirmation process.

We have taken all students that we were contractually obliged to take, but felt unable to make significant numbers of concessions to students (particularly applicants who were 'flagged' in our systems for a variety of different reasons). The University did not enter Clearing at all this year. This is the first time we have not done so in over 25 years. The contact centre did operate to answer student enquiries, although the volume of calls was very much less than in previous years where we had been in Clearing.

As of 1st October, we have 4,325 Unconditional Firm (UF) students, which is +769 above target. We would now expect (in normal times) approximately 3% more attrition up until 1st December (census date) which would take us to ~4196, +640 over target.

Undergraduate Recruitment: International

As of 1st October, we have 528 UFs which is +134 above target. Attrition (students changing their mind for a variety of reasons) to date has been consistent with last year and so we are currently forecasting to be at 450, +56 over target on 1st December.

Access and Participation Plan – Access

The fact that such a large number of students met the conditions of our offer, and the very significant recruitment over target in many areas and associated pressures in both teaching delivery and accommodation, led to a decision to minimise concessions to applicants who had not met the exact terms of their offer. A small number of concessions (~35) were made to applicants prioritised as demonstrating potential to succeed at University.

Disappointingly, this set of circumstances has meant that we have not met either of our two main access targets this year. This has been highlighted by us with the Department for Education, and it is our understanding that we are not alone in this respect. The current status against our access targets is shown in Table 2 below.

Table 2: Progress against Access targets in the 5 year plan which commenced with the 2020 intake.

	2019-20 Reference	2020-21 Target	2020-21 Actual	2021-22 Target	2021-22 Provisional	2022-23 Target	2023-24 Target	2024-25 Target
Ratio in entry rates for POLAR4 quintile 3/4/5: quintile 1/2 students	4.8	4.5	5.1	4.1	4.9	3.8	3.5	3.5
Ratio in entry rates for POLAR4 quintile 5: quintile 1 students	5.3	6.6	6.7	6.1	6.4	5.5	5.0	4.5

It can be seen that although the situation is better this year than last (ie closer to target ratios) we are currently not meeting the targets set in our Access and Participation Plan despite substantial effort. The Q5:Q1 target is a key one for the Office for Students, whereas the second target was one which we set as a University to ensure focus was not only on Q1 students as part of our Access and Participation Plan. We continue to work on this (see Actions below) and progress to target is regularly discussed at both the Student Recruitment and Admissions Committee and the Access and Participation Committee.

Recruitment across different disciplines

The admissions cycle for 2021 entry has resulted in significant differences across the University, with some areas significantly over target and a smaller number of areas significantly under target. The most affected area are the degree programmes in Sport and Exercise Science, where students from a range of programmes all take modules in Anatomy and Physiology, Bioscience and Biomechanics. Similarly, the Economics programmes, and to some extent the business programmes in the School of Business and Economics are also well over target. The new single honours Criminology programme has also recruited very well in its first year. Disciplines which have struggled to reach target include Chemical Engineering, and Chemistry and Materials to a lesser extent.

The detailed statistics relating to undergraduate applications showing the distribution across the disciplines are shown in the following Tables 3-4.

Actions Taken

Over-recruitment: In response to the significant student numbers in specific disciplines, Operations Committee released funds in mid-August to the PVC(T) and the Director of Student Services to provide for additional staff and resources to support the increased student numbers. We have been able to recruit additional teaching staff at various levels and also have procured additional equipment to support larger laboratory classes in Sport and Exercise Science modules in advance of the start of the new academic year.

We have also taken a decision prior to the University's September Open Day to increase the published entry criteria in a small number of subjects in an attempt to be more in control of the numbers of students who we accept to study onto specific programmes.

Access: 2021 entry sees the launch of our new Contextual Admissions policy which encourages applications from a wider group of students who have the potential to succeed at University. Further details can be found here:

<https://www.lboro.ac.uk/study/undergraduate/apply/entry-requirements/contextual-admissions/>

I am particularly grateful to admissions colleagues in both Central Admissions and Schools for their support during the whole recruitment cycle, but particularly during confirmation week and with the campus Open Days run in a different format in person over the summer months and the successful online all University Virtual Open days which have attracted large numbers of visitors.

Table 3: UK/EU Undergraduate global position showing distribution across disciplines

UG Global Position

Loughborough University
Undergraduate Intake Statistics
2021 Entry
Global Position

Year of Entry: 2021
Extract Date: 2021-10-01
Friday
55

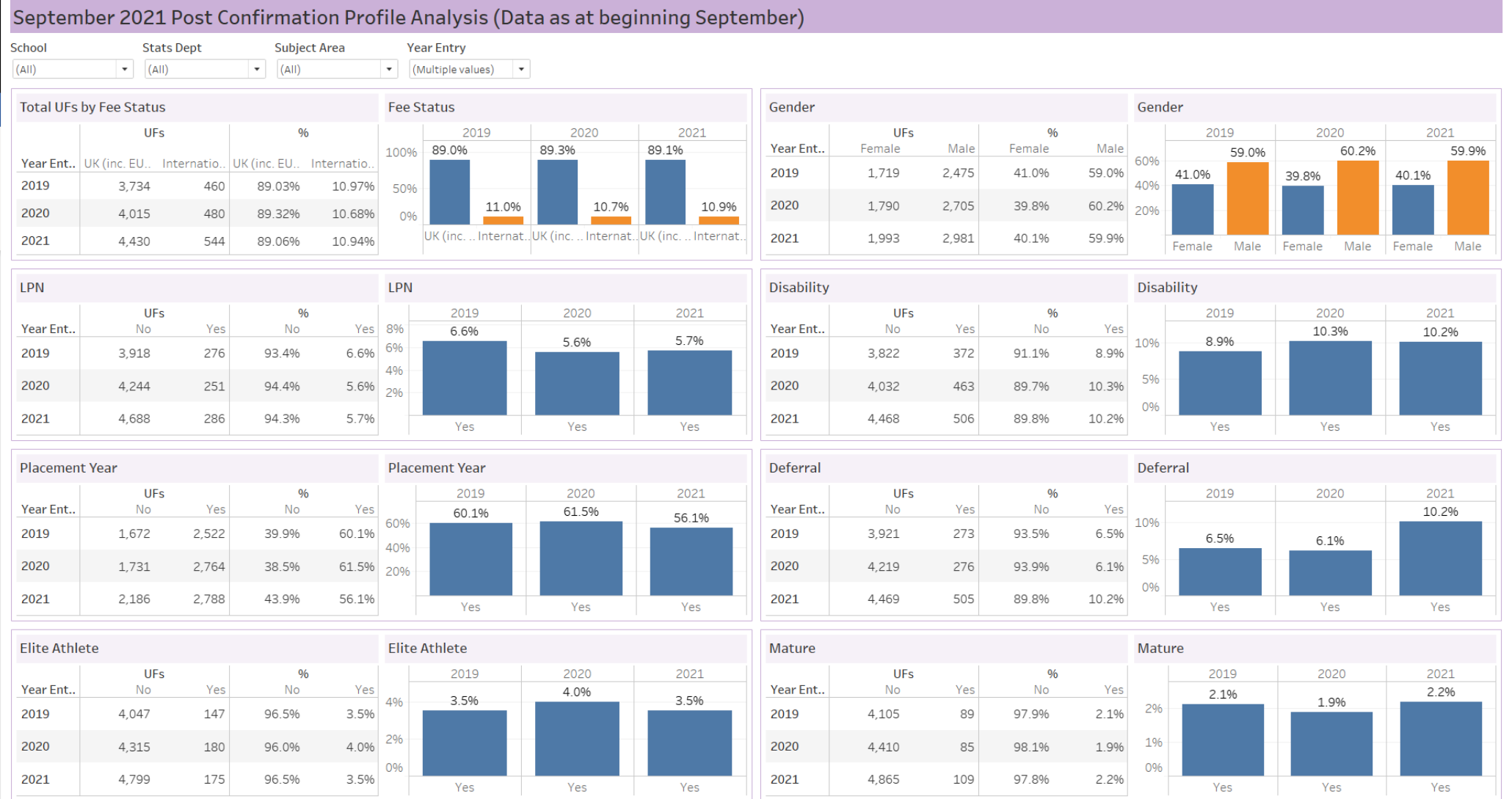
Fee Status: All

School	Stats Department	UK			Fee Status International			Grand Total		
		Target	Intake (..	Differen..	Target	Intake (..	Differen..	Target	Intake (..	Differen..
School of Aeronautical, Automotive, Chemical and Materials Engin..	Aeronautical and Automotive Engin..	154	186	32	10	16	6	164	202	38
	Chemical Engineering	75	36	-39	13	4	-9	88	40	-48
	Materials *1	78	60	-18	7	7	0	85	67	-18
	Total	307	282	-25	30	27	-3	337	309	-28
School of Business and Economics	Business	362	418	56	61	73	12	423	491	68
	Economics	198	355	157	34	34	0	232	389	157
	Total	560	773	213	95	107	12	655	880	225
School of Architecture, Buildi..	Architecture, Building & Civil Engin..	244	280	36	25	28	3	269	308	39
	Total	244	280	36	25	28	3	269	308	39
School of Design and Creative Arts	Creative Arts	265	337	72	16	23	7	281	360	79
	Design	152	148	-4	20	19	-1	172	167	-5
	Total	417	485	68	36	42	6	453	527	74
Wolfson School of MEME	Wolfson School of MEME	321	349	28	54	52	-2	375	401	26
	Total	321	349	28	54	52	-2	375	401	26
School of Science	Chemistry	67	55	-12	5	2	-3	72	57	-15
	Natural Sciences	32	24	-8		1		32	25	-7
	Computer Science	130	169	39	15	31	16	145	200	55
	Mathematics	164	177	13	8	14	6	172	191	19
	Physics	51	53	2	2	2	0	53	55	2
	Total	444	478	34	30	50	20	474	528	54
School of Social Sciences and Humanities	Communications and Media	33	71	38	14	22	8	47	93	46
	English	59	67	8	3	3	0	62	70	8
	Geography and Environment	143	143	0	4	2	-2	147	145	-2
	International Relations, Politics an..	236	208	-28	7	19	12	243	227	-16
	Criminology, Sociology and Social P..	58	145	87	3	4	1	61	149	88
	Total	529	634	105	31	50	19	560	684	124
School of Sport, Exercise and Health Sciences	Biosciences *2	62	78	16	2	4	2	64	82	18
	Psychology	275	318	43	12	18	6	287	336	49
	Sport	234	450	216	39	86	47	273	536	263
	Total	571	846	275	53	108	55	624	954	330
Foundation Year	Foundation Year	163	198	35	40	64	24	203	262	59
	Total	163	198	35	40	64	24	203	262	59
Grand Total		3,556	4,325	769	394	528	134	3,950	4,853	903

*1 Materials includes Bioengineering

*2 Biosciences includes Human Biology and Biological Sciences

Table 4: Breakdown of student data showing a comparison across the last 3 recruitment cycles



Postgraduate Taught Recruitment

The picture for postgraduate recruitment continues to evolve as normal at the start of the new academic year, however, the position is complex this year due to issues associated with the global pandemic.

In the financial forecasts earlier this year, it was assumed that the 2021/22 PGT intake would be at 100% and 50% of previous target for UK and International students respectively. The latest intake statistics suggest that international intake on the Loughborough campus has experienced some degree of recovery compared to October 2020 and is likely to be closer to 75%, although with the London campus remaining at 50%. However, the home intakes on both campus appear to be lower than target at 80% (London) and 65% (Loughborough). This may be a reflection of an increase in the number of jobs available for students who completed their undergraduate studies in July this year. The details are presented below.

We have again been flexible on allowing an online start option on postgraduate degree programmes where it is possible to do so, allowing travel to Loughborough at a later date (particularly in respect of the current availability of flights from specific countries).

Please note that the data presented below relating to postgraduate recruitment are taken from the statistics circulated on 1st October 2021. The picture continues to evolve as term gets underway.

Tables 6-8 below provide the detailed application numbers this year across the different disciplines split by International (Table 6) and UK (Table 7) with a full comparator for the last 3 years presented in Table 8.

October 2021

Loughborough Campus

UK replies:

Firm acceptances (UFs): Total 611, -35 under target (target = 646). The current position is **-6%** down against 2020, and **45%** up against 2019.

International replies:

Firm acceptances (UFs): Total 1,242, +156 over target (target = 1,086). Current position is **+7%** up against 2020, and **-2%** down against 2019.

LU London Campus

UK replies:

Firm acceptances (UFs): Total 129, -36 below target (target = 165). Current position is **+15%** up against 2020 and **+47%** up against 2019.

International replies:

Firm acceptances (UFs): Total 507, -328 under target (target = 835). Current position is **-2%** down against 2020 and **-47%** down against 2019.

For international PGT students on both the East Midlands and London campuses, we need to factor in non-arrivals. In any year, it is normal that a significant number of students who have firmly accepted the offer to study do not arrive for a variety of different reasons. This situation is difficult with the current status of international travel due to the pandemic. A possible indicator of intention to arrive and study is the use of the Confirmation of Acceptance for Studies (CAS) which we issue to students and which they then use to apply for their visa to study in the UK. Table 5 below provides a comparator of CAS usage at the current time compared with the same time last year, showing a 77% increase in CAS usage.

Table 5: CAS statistics for the University comparing the beginning of October 2020 with 2021

<u>CAS (University Total)</u>	02/10/2020	01/10/2021	% Difference
CAS Assigned	474	222	-53%
CAS Used	565	998	77%
TOTAL	1039	1220	

January 2022

The University is also offering January 2022 starts on specific PGT programmes. These were introduced last year as a pandemic mitigation, and have continued on a number of programmes this year.

We currently have a total of **633** applications for January 2022 across both campuses (612 international, 21 UK). These are split between Loughborough campus (370) and London (263). A total of 243 offers have been made for Loughborough campus and 184 offers for London.

Impact on Financial Forecasts

As indicated above, we are currently predicting a financial upside compared to the budget presented to Council in July as a result of potential recovery in international PGT student numbers. Although the overall number of students are close to the percentage assumed, the difference between the international and the home fee result in a more significant financial gain that indicated below.

		Assumption		Financial Forecast	
	Target	Number	% of Target	Number	% of Target
<i>Loughborough</i>					
UK PGT	646	646	100	517	80
Int'l PGT	1086	543	50	815	75
<i>London</i>					
UK PGT	165	165	100	107	65
Int't PGT	835	418	50	418	50
Total	2732	1772	65	1856	68

Table 6 – International PGT applicant replies by School

Postgraduate Taught Statistics: Replies														
Fee Status: International School: All Schools Method of Study: Full Time														
Loughborough University			Year of Entry:	2019	2020	2021	Fee Stat.: International			Country Title				
Postgraduate Taught Statistics			Extract Date:	27 September 2019	25 September 2020	1 October 2021				(All)				
Replies and Targets for Full Time Study			Day:	Friday	Friday	Friday	Cohort S.: Sept/Oct St...			Stats Sc.: All Schools		Method .. Full Time		
2021 Entry (with 2019 and 2020 comparative data)			Week Number:	55	55	56								
Drill through Campus, School, Department/Institute and Programme Title														
Campus	Stats School	Stats Department/Institute	CP/UP 2019	CP/UP 2020	CP/UP 2021	CP/UP %change 19-21	CP/UP %change 20-21	UF 2019	UF 2020	UF 2021	UF %change 19-21	UF %change 20-21	Target	UF 2021 - Target
Loughborou..	School of AAE, Chemical Engineering and Materials	Aeronautical and Automoti..	26	34	29	11.5%	-14.7%	24	25	45	87.5%	80.0%	18	27
		Chemical Engineering	8	14	25	212.5%	78.6%	6	8	9	50.0%	12.5%	18	-9
		Materials	25	15	31	24.0%	106.7%	28	28	13	-53.6%	-53.6%	21	-8
	School of Business and Economics	Business	1,578	1,492	965	-38.8%	-35.3%	586	393	426	-27.3%	8.4%	437	-11
		Economics	80	84	31	-61.3%	-63.1%	40	15	15	-62.5%	0.0%	23	-8
	School of Architecture, ..	Architecture, Building & Civ..	125	147	101	-19.2%	-31.3%	86	75	122	41.9%	62.7%	70	52
	School of Design and Creative Arts	Creative Arts	40	53	87	117.5%	64.2%	16	35	18	12.5%	-48.6%	36	-18
		Design	85	100	132	55.3%	32.0%	94	130	166	76.6%	27.7%	110	56
	Wolfson School of MEME	Wolfson School of MEME	135	172	122	-9.6%	-29.1%	65	79	96	47.7%	21.5%	55	41
	School of Science	Chemistry	42	47	48	14.3%	2.1%	17	20	7	-58.8%	-65.0%	16	-9
		Computer Science	39	68	114	192.3%	67.6%	23	52	89	287.0%	71.2%	35	54
		Mathematics	10	5	5	-50.0%	0.0%	12	5	4	-66.7%	-20.0%	12	-8
		Physics	5	5	5	0.0%	0.0%	3	5		-100.0%	-100.0%	2	-2
	School of Social Sciences and Humanities	Communication and Media	230	305	159	-30.9%	-47.9%	56	50	43	-23.2%	-14.0%	52	-9
		English			1					2				2
		Geography and Environment	102	85	39	-61.8%	-54.1%	40	15	12	-70.0%	-20.0%	31	-19
		Politics and International S..		3	3			1	2	1	0.0%	-50.0%	7	-6
	Social and Policy Studies	5	3	1	-80.0%	-66.7%	3	1		-100.0%	-100.0%		0	
	School of Sport, Exercis..	Sport, Exercise and Health ..	100	185	202	102.0%	9.2%	170	219	174	2.4%	-20.5%	143	31
	Total		2,635	2,817	2,100	-20.3%	-25.5%	1,270	1,157	1,242	-2.2%	7.3%	1,086	156
London	Loughborough University, London	Institute for Design Innova..	159	240	193	21.4%	-19.6%	107	47	110	2.8%	134.0%	85	25
		Institute for Digital Techno..	531	768	630	18.6%	-18.0%	264	208	167	-36.7%	-19.7%	248	-81
		Institute for Diplomacy and..	87	58	61	-29.9%	5.2%	66	26	15	-77.3%	-42.3%	67	-52
		Institute for Innovation an..	421	372	129	-69.4%	-65.3%	200	59	47	-76.5%	-20.3%	135	-88
		Institute for International ..	302	274	195	-35.4%	-28.8%	96	57	45	-53.1%	-21.1%	113	-68
		Institute for Media and Cre..	192	193	105	-45.3%	-45.6%	100	44	27	-73.0%	-38.6%	85	-58
		Institute for Sport Business	51	69	71	39.2%	2.9%	121	78	96	-20.7%	23.1%	102	-6
	Total		1,743	1,974	1,384	-20.6%	-29.9%	954	519	507	-46.9%	-2.3%	835	-328
Grand Total			4,378	4,791	3,484	-20.4%	-27.3%	2,224	1,676	1,749	-21.4%	4.4%	1,921	-172

Table 7 – Home/EU PGT applicant replies by School

Postgraduate Taught Statistics: Replies

Fee Status: **UK** School: **All Schools** Method of Study: **Full Time**

Loughborough University Year of Entry: **2019** **2020** **2021**
 Postgraduate Taught Statistics Extract Date: 27 September 2019 25 September 2020 1 October 2021
 Replies and Targets for Full Time Study Day: Friday Friday Friday
 2021 Entry (with 2019 and 2020 comparative data) Week Number: 55 55 56

Fee Stat.. **UK** Country Title (All)
 Cohort S.. **Sept/Oct St...** Stats Sc.. **All Schools** Method .. **Full Time**

Drill through Campus, School, Department/Institute and Programme Title

Campus	Stats School	Stats Department / Institute	CP/UP 2019	CP/UP 2020	CP/UP 2021	CP/UP %change 19-21	CP/UP %change 20-21	UF 2019	UF 2020	UF 2021	UF %change 19-21	UF %change 20-21	Target	UF 2021 - Target		
Loughborou..	School of AAE, Chemical Engineering and Materials	Aeronautical and Automoti..						2	7	9	350.0%	28.6%	5	4		
		Chemical Engineering						2	11	4	100.0%	-63.6%	18	-14		
		Materials			1				2	4	2	0.0%	-50.0%	3	-1	
	School of Business and Economics	Business		4	12	8	100.0%	-33.3%	96	177	127	32.3%	-28.2%	112	15	
		Economics		2	1	1	-50.0%	0.0%	11	10	9	-18.2%	-10.0%	7	2	
	School of Architecture, ..	Architecture, Building & Civ..		2	3	1	-50.0%	-66.7%	6	21	13	116.7%	-38.1%	27	-14	
	School of Design and Creative Arts	Creative Arts			2				6	9	10	66.7%	11.1%	14	-4	
		Design			1				25	38	24	-4.0%	-36.8%	40	-16	
	Wolfson School of MEME	Wolfson School of MEME		2	5	1	-50.0%	-80.0%	26	46	37	42.3%	-19.6%	35	2	
	School of Science	Chemistry	Chemistry			2			9	8	12	33.3%	50.0%	14	-2	
			Computer Science		1	7	5	400.0%	-28.6%	6	45	47	683.3%	4.4%	45	2
			Mathematics			1	3		200.0%	12	20	12	0.0%	-40.0%	11	1
			Physics			1	1		0.0%	3	5	3	0.0%	-40.0%	6	-3
	School of Social Sciences and Humanities	Communication and Media		2	1		-100.0%	-100.0%	19	20	16	-15.8%	-20.0%	13	3	
		English				1			5		8	60.0%			8	
		Geography and Environment			1	2		100.0%	28	24	35	25.0%	45.8%	30	5	
		Politics and International S..			2			-100.0%	11	15	11	0.0%	-26.7%	7	4	
School of Sport, Exercis..	Social and Policy Studies				1			3		7	133.3%		2	5		
	Sport, Exercise and Health ..		6	13	8	33.3%	-38.5%	150	191	225	50.0%	17.8%	257	-32		
	Total		19	49	36	89.5%	-26.5%	422	651	611	44.8%	-6.1%	646	-35		
London	Loughborough	Institute for Design Innova..			1			3	3	9	200.0%	200.0%	12	-3		
	University, London	Institute for Digital Techno..		2	2	1	-50.0%	-50.0%	22	30	44	100.0%	46.7%	55	-11	
		Institute for Diplomacy and..		3	2	1	-66.7%	-50.0%	16	9	13	-18.8%	44.4%	11	2	
		Institute for Innovation an..		1		1	0.0%		2	2	1	-50.0%	-50.0%	12	-11	
		Institute for International ..				3			9	11	9	0.0%	-18.2%	32	-23	
		Institute for Media and Cre..								2	2	0.0%	0.0%	8	-6	
		Institute for Sport Business		1	3	3	200.0%	0.0%	36	55	51	41.7%	-7.3%	35	16	
	Total		7	7	10	42.9%	42.9%	88	112	129	46.6%	15.2%	165	-36		
Grand Total			26	56	46	76.9%	-17.9%	510	763	740	45.1%	-3.0%	811	-71		

Table 8 – Breakdown of PGT applicants by discipline / School

Postgraduate Taught Statistics: Summary By School

Fee Status: UK School: All Schools Method of Study: Full Time

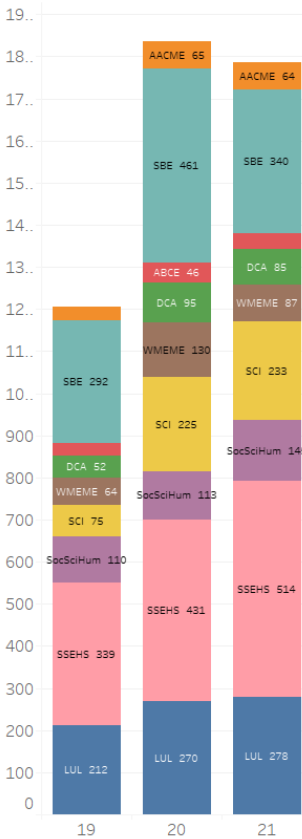
Loughborough University
Postgraduate Taught Statistics
Applications for Full Time Study by School
2021 Entry

Year of Entry: 2019 2020 2021
Extract Date: 27 September 2019 25 September 2020 1 October 2021
Day: Friday Friday Friday
Week Number: 55 55 56

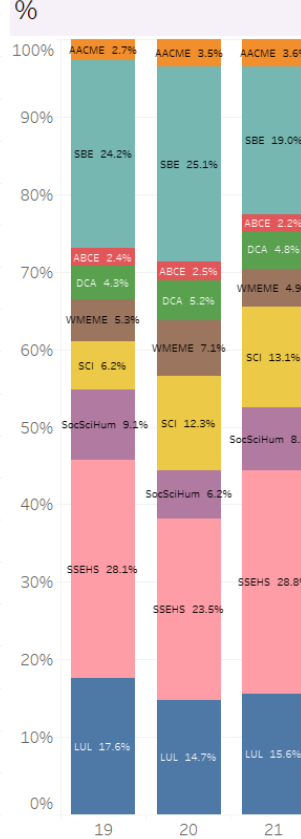
Fee Stat.: UK

Cohort S.: Stats Sc.: All Schools Method: Full Time

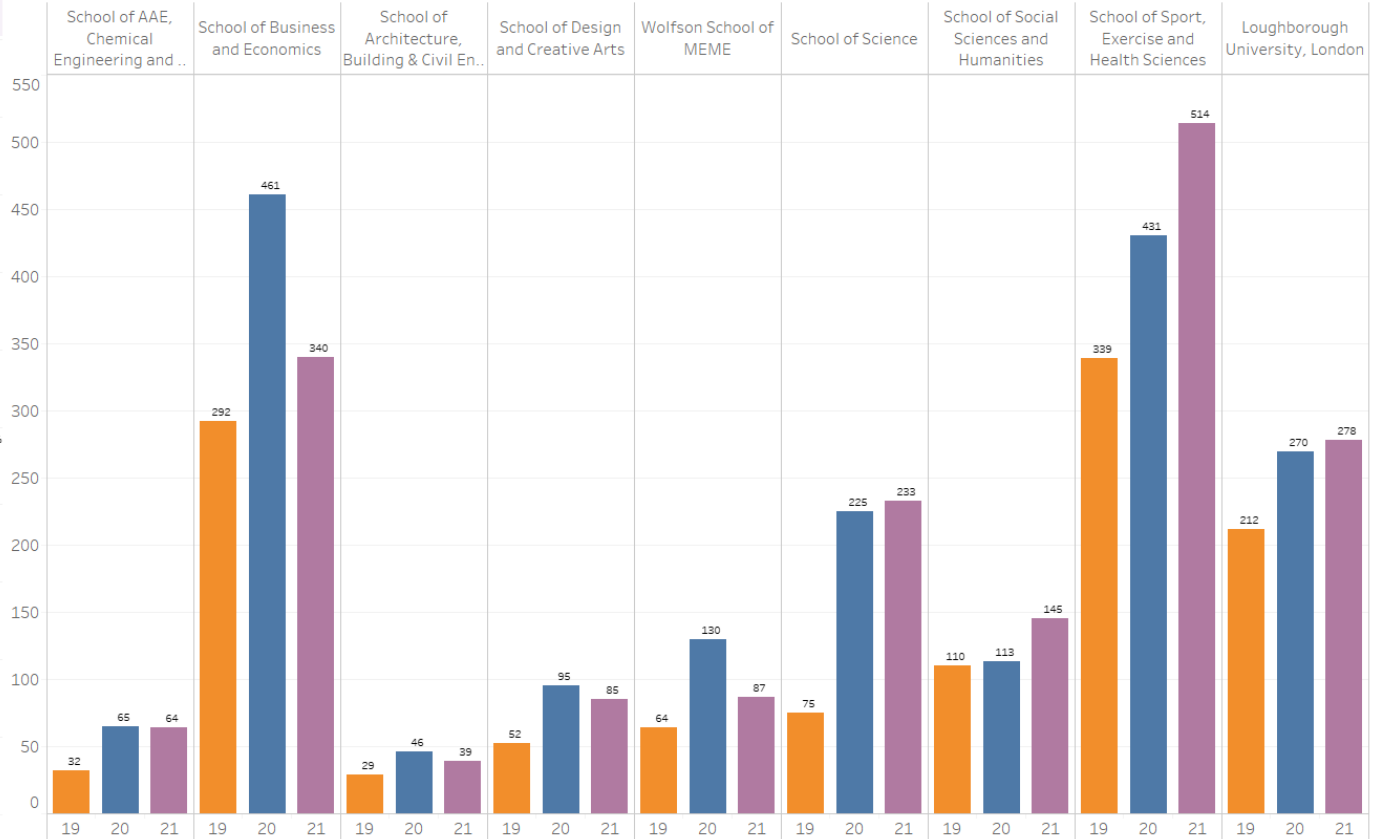
Summary: Applications



Summary: Applications %



Breakdown



Council



Paper Title: National Student Survey and Postgraduate Taught Experience Survey 2021
Origin: Professor Rachel Thomson, PVC(T) and Dr Rob Pearson, PQTP
Date: 1st October 2021

1. Decision Required by Committee	To receive an overview of the outcomes of the NSS and PTES surveys undertaken in 2021, and to note actions which have already and which will be taken.
2. Executive Summary	<p>In the 2021 NSS, Loughborough University was second highest University in England for overall student satisfaction with a score of 85.2% (compared to 88.7% in 2020). This places Loughborough second out of the non-specialist universities in England (we were 1st in 2020), and third in the UK (we were 6th in 2020). This is a very good result given the external environment, in which overall satisfaction for the sector dropped from 83% in 2020 to 75% in 2021.</p> <p>In the 2021 PTES, our overall satisfaction score was 82% in 2021 (falling from 86% in 2019), and we achieved a 42.9% response rate (61.8% in 2019). The national response rate for the PTES was low at 23.1%, with 88 institutions participating.</p> <p>Despite the overall successful outcome, our performance in the ‘assessment and feedback’ question banks for both surveys is concerning.</p> <p>Action Planning meetings have taken place with all Schools in September and October 2021. The 4 NSS questions which relate to assessment and feedback have been discussed with all Schools, including with the student School Presidents in each School, who have made a number of helpful suggestions. The PVC(T) has included discussion of best practice in her talk and other sessions at the Learning and Teaching conference, and key messages have been sent in an all staff email. Assessment and Feedback will be a major focus in this academic year across the University.</p> <p>Appendices can be found here.</p>
3. Committees/Groups previously considering item.	N/A



1. Introduction

This paper provides an overview of the National Student Survey (NSS) results from the academic year 2020/21 which were published to the sector on 15th July 2021. The paper sets out analysis and advises on next steps to be taken in preparation for the start of the 2021/22 academic year.

Following a decision not to engage with the Postgraduate Taught Experience Survey (PTES) in 2020 due to the impact of the Covid-19 pandemic at the time the survey should have been held, the University resumed participation in the PTES in 2020/21. An analysis of the outcomes of this survey is also provided in this paper.

2. NSS 2021: the impact of the Covid-19 pandemic

The 2020 NSS, which ran from 6 January to 30 April 2020, took place partially during the pandemic declared by the World Health Organisation on 11 March 2020. In the UK, the first national lockdown began on 23 March. The impact of the pandemic on the 2020 NSS was not particularly noticeable, mainly because the majority of respondents answered the survey before the full effect of the pandemic was felt. In a review of the data, the Office for Students did not find evidence that the reliability of the statistics for the 2020 survey had been impaired by the pandemic. Nor was there evidence that the results had been strongly affected.

The 2021 NSS ran between 6 January to 30 April 2021, with the UK once again in national lockdown. Despite the pandemic, subsequent lockdowns, and changes to the promotion of the survey, response rates for the core questions remained high across the sector at 69.3% (Loughborough's was 78.4% in 2021, up from 76.9% in 2020).

However, across the sector the agreement rate for all question areas has fallen since 2020. The decline is particularly marked for the 'Learning resource' questions, which have fallen by 12.2 percentage points, from 85.8% to 73.6% (Loughborough was 85.6% in 2021, down from 91.9% in 2020). The 'Learning community' questions have also fallen sharply, from 75.7% to 66.5% (Loughborough was 77.2% in 2021, down from 81.9% in 2020). The agreement rate for the final summary question fell from 82.6% to 75.4% (Loughborough was 85.2% in 2021, down from 88.7% in 2020).

For NSS 2021, the core questions did not change, but there were a few changes to parts of the survey which had been developed in agreement with the UK funding and regulatory bodies:

- To reduce the burden on universities and colleges during the pandemic, providers in England were not required to promote the 2021 survey to their students.
- All providers were automatically included in a booster phase to send additional reminders to their non-responding students if their response rates were below 43 per cent.
- A new set of questions were included to ask students about specific aspects of their experience during the coronavirus pandemic. Students chose whether to answer these additional questions and submitted their feedback on this topic after they completed the core questions.

The COVID-19 question results have not been published externally by the OfS at provider level. However, the results are available for internal use only, and are presented in the table below. Loughborough is significantly ahead of the sector in all questions.

Loughborough University (10004113) - INTERNAL USE ONLY – Not for distribution outside of institution.		
Metric	% Agree	
	L'boro	Sector - OfS press release
COVID1. I have received useful information about changes to my course from my university or college during the covid-19 pandemic.	85.77	73
COVID2. I have received timely information about my course from my university or college during the covid-19 pandemic.	76.42	64
COVID3. My university or college has taken sufficient steps to support my mental wellbeing during the Covid-19 pandemic.	53.34	42
COVID4. My university or college has taken sufficient steps to protect my physical safety from the virus during the Covid-19 pandemic (e.g. providing protective equipment such as masks, social distancing on campus, offering distance learning opportunities).	86.14	80
COVID5. I am content with the delivery of learning and teaching of my course during the covid-19 pandemic.	60.8	48
COVID6. I have been able to access the learning resources I need (lecture notes, course materials, journals, Virtual Learning Environment) for my course during the covid-19 pandemic.	88.59	78

3. NSS 2021: Macroscale Analysis

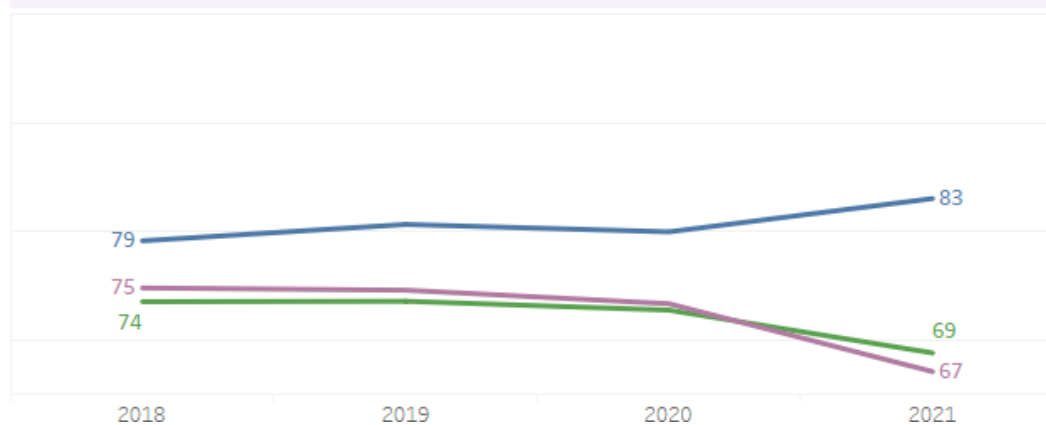
In the 2021 NSS, Loughborough was second highest University in England for overall student satisfaction with a score of 85.2% (compared to 88.7% in 2020). This places Loughborough second out of the non-specialist universities in England, and third in the UK. This is a very good result given the external environment, in which overall satisfaction for the sector dropped from 83% in 2020 to 75% in 2021.

While the overall result is a great headline, it is important to note that both league tables and the Teaching Excellence Framework (TEF) look at performance in question areas as well as the overall Score (a list of the NSS questions is presented in Appendix 1). Below are charts demonstrating the performance of Loughborough, against the top quartile and the England Average. Performance in the Assessment and Feedback question bank is concerning as it is the one question bank where we are below the overall sector average. However, we are above the overall top quartile average in Learning Resources, Learning Community and Student Voice. Significantly so in the last two.

NSS Summary by % Agree Section Average

- L'boro
- Top quartile
- England

Assessment and feedback





Looking at the individual questions, the questions in the Assessment and Feedback question bank are the weakest performing for the University. The question, “I have received helpful comments on my work.”, performing particularly poorly.

Question	L'boro		
	% Agree		
	2019	2020	2021
Assessment and feedback	74.6	73.3	67.1
8# The criteria used in marking have be..	76.7	75.8	72.3
9# Marking and assessment has been f..	76.0	75.1	69.1
10# Feedback on my work has been tim..	75.2	73.1	65.4
11# I have received helpful comments o..	70.5	69.3	61.5

4. NSS 2021: Mesoscale Analysis

There are significant differences at School level for each question area, as illustrated in the table below.

For overall satisfaction, only SSH is in the overall top quartile average. Unsurprisingly, given the national trend, many Schools have performed poorer than in 2020, with SBE and ABCE having the most noticeable drops in overall satisfaction.

Learning Resources, Learning Community and Student Voice perform strongly, with most Schools in the top quartile average. Four Schools have also performed strongly in Organisation and Management.

In Assessment and Feedback, where we have ranked 85th overall across the sector (our ranking was 54th overall in 2020), no School is in the overall top quartile average and six Schools are below the overall sector average.

Loughborough Data by School

(Green >= overall top quartile average. Red < overall sector average)

Question	Year	School								
		L'boro	SBE	WMEME	AACME	ABCE	SCI	SSEHS	DCA	SSH
		% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree	% Agree
Overall satisfaction	2019	90.5	90.1	90.9	82.1	87.4	94.7	92.8	85.7	93.7
	2020	88.7	91.8	87.6	85.9	91.1	90.7	91.2	81.3	89.7
	2021	85.1	83.2	86.7	83.1	77.4	87.2	88.1	82.6	88.8
The teaching on my course	2019	87.6	83.7	87.0	82.9	84.5	88.2	92.1	87.7	90.4
	2020	86.2	87.8	83.3	84.0	82.6	86.2	89.5	82.8	88.9
	2021	83.5	80.3	84.0	82.0	78.7	85.8	83.8	83.6	88.8
Learning opportunities	2019	87.0	85.1	88.6	85.2	84.8	85.7	87.5	87.7	89.4
	2020	86.1	87.3	88.6	85.1	83.7	84.5	85.0	87.1	86.5
	2021	83.4	80.8	84.0	84.0	79.7	81.6	82.9	88.0	85.8
Assessment and feedback	2019	74.6	68.7	71.9	68.8	77.7	77.0	72.6	75.8	81.2
	2020	73.3	73.0	65.7	70.1	69.5	78.9	72.9	71.6	79.2
	2021	67.1	58.1	62.0	61.8	65.0	73.4	67.9	70.4	77.6
Academic support	2019	84.5	81.5	85.0	82.2	79.4	89.0	83.3	87.0	84.6
	2020	84.1	86.0	81.0	81.6	79.9	89.6	85.0	81.8	83.9
	2021	79.1	76.4	78.1	74.8	76.6	84.6	77.2	80.4	83.7
Organisation and management	2019	85.8	89.1	83.0	81.2	84.6	87.7	92.8	75.9	87.8
	2020	83.6	90.7	80.9	80.3	85.5	84.5	90.4	70.4	84.3
	2021	82.5	85.2	76.0	79.1	73.5	86.9	88.3	74.8	85.7
Learning resources	2019	91.2	91.7	94.7	93.2	89.6	93.8	90.6	83.2	89.6
	2020	91.9	92.0	93.2	93.9	94.6	94.7	92.3	87.3	90.2
	2021	85.6	85.6	86.3	91.7	85.0	89.5	85.4	77.9	86.0
Learning community	2019	83.2	81.9	86.3	83.8	84.1	82.9	81.5	83.0	82.6
	2020	81.9	83.6	82.6	83.7	82.7	84.4	83.1	76.2	80.2
	2021	77.2	73.8	79.8	83.5	79.3	76.5	76.5	76.7	77.8
Student Voice	2019	81.2	80.1	76.4	74.9	77.1	83.3	87.0	79.6	84.3
	2020	81.3	80.6	72.7	76.2	82.8	83.7	85.3	79.0	85.6
	2021	75.5	71.3	72.2	66.9	72.9	82.9	75.2	79.8	79.1

5. NSS 2021: Microscale Analysis

Performance at the School level masks individual performances at the discipline level. Each School has a detailed sheet in a Tableau workbook prepared by the Planning Team and has been presented with a summary, also by Planning, which had been reproduced in Appendix 2.

The performance at individual programme level will be a focus of Survey Action Planning meetings to be held with Schools in September and October. The intention will be to identify best practice in some areas, and to understand the reason for underperformance in others. This should inform action planning in 2021/22 at both School and University level.

6. PTES 2021: Macroscale Analysis

While participation in the NSS is mandatory, participation in the Postgraduate Taught Experience Survey (PTES) is voluntary, and so due to the impact of the Covid-19 pandemic on the timing of the survey fieldwork the University decided not to participate in the 2020 PTES. We participated in the PTES in 2021, and it was conducted by the Higher Education Academy across both campuses between April and June.

Our overall satisfaction score was 82% in 2021 (falling from 86% in 2019), and we achieved a 42.9% response rate (61.8% in 2019). The national response rate for the PTES was low at 23.1%, with 88 institutions participating.

The table below provides a comparison of our performance for each question bank between 2021 and 2019. Of note is our strong performance in several areas in 2021, where we have performed in the top quartile, and in particular for resources, where we were ranked first sectorwide. Of concern is that our ranking for the overall measure has fallen from the top to the second quartile, and assessment, where we are ranked in the third quartile.

At a glance

Second Quarter	Overall
Highest Quarter	Teaching
Highest Quarter	Engagement
Third Quarter	Assessment
Highest Quarter	Organisation
1st out of 88	Resources
5th out of 88	Support
Highest Quarter	Skills development

At a glance

Highest Quarter	Overall
4th out of 84	Organisation
5th out of 84	Skills development
6th out of 84	Engagement
7th out of 84	Information
10th out of 84	Teaching
10th out of 84	Resources
Highest Quarter	Assessment

7. PTES 2021: Mesoscale Analysis

The tables below summarise the outcomes in each of the question banks (presented in Appendix 3), identifying the four best and four worst performing subject areas in each question bank.

Overall

Second

Quarter

For the Overall measure, Loughborough was ranked in the second quarter (above average, but below the highest quarter) sectorwide.

Discipline (CAH1)	Social science	4th out of 57	Psychology	Third Quarter
	ArchBuild&Plan	2nd out of 25	Media & Comms	Third Quarter
	Bio & SportSci	4th out of 29	Allied to Med	Third Quarter
	Business & Man	Highest Quarter	Math sci	Lowest Quarter

Teaching

Highest

Quarter

For the Teaching measure, Loughborough was ranked in the highest quarter sectorwide.

Discipline (CAH1)	ArchBuild&Plan	2nd out of 25	Computing	Second Quarter
	Social science	5th out of 55	Psychology	Third Quarter
	Design&Create	4th out of 31	Allied to Med	Lowest Quarter
	Business & Man	10th out of 68	Math sci	Lowest Quarter

Engagement

Highest

Quarter

For the Engagement measure, Loughborough was ranked in the highest quarter sectorwide.

Discipline (CAH1)	ArchBuild&Plan	2nd out of 25	Math sci	Second Quarter
	Social science	8th out of 56	Eng and tech	Third Quarter
	Business & Man	Highest Quarter	Edu & Teaching	Third Quarter
	Bio & SportSci	7th out of 29	Psychology	Third Quarter

Assessment

Third

Quarter

For the Assessment measure, Loughborough was ranked in the third quarter (below average, but above the lowest quarter) sectorwide.

Discipline (CAH1)	ArchBuild&Plan	2nd out of 25	Bio & SportSci	Lowest Quarter
	Social science	Highest Quarter	Psychology	Lowest Quarter
	Design&Create	Second Quarter	Edu & Teaching	Lowest Quarter
	Eng and tech	Third Quarter	Math sci	Lowest Quarter

Organisation

Highest

Quarter

For the Organisation measure, Loughborough was ranked in the highest quarter sectorwide.

Discipline (CAH1)	Social science	4th out of 55	Media & Comms	Second Quarter
	ArchBuild&Plan	2nd out of 25	Psychology	Second Quarter
	Design&Create	5th out of 31	Computing	Second Quarter
	Allied to Med	Highest Quarter	Math sci	Third Quarter

Resources

1st

out of 88

For the Resources measure, Loughborough was ranked 1st sectorwide.

Discipline (CAH1)	Social science	1st out of 47	Media & Comms	2nd out of 16
	Business & Man	2nd out of 68	Edu & Teaching	8th out of 52
	Design&Create	1st out of 29	Eng and tech	5th out of 31
	Bio & SportSci	1st out of 28	Psychology	8th out of 37

Support

5th

out of 88

For the Support measure, Loughborough was ranked 5th highest sectorwide.

Discipline (CAH1)	Computing	3rd out of 42	Edu & Teaching	Second Quarter
	ArchBuild&Plan	2nd out of 25	Allied to Med	Second Quarter
	Social science	=5th out of 52	Eng and tech	Second Quarter
	Business & Man	10th out of 67	Psychology	Third Quarter

Skills development

Highest

Quarter

For the Skills development measure, Loughborough was ranked in the highest quarter sectorwide.

Discipline (CAH1)	Social science	5th out of 57	Media & Comms	Third Quarter
	ArchBuild&Plan	3rd out of 25	Allied to Med	Third Quarter
	Business & Man	Highest Quarter	Computing	Third Quarter
	Bio & SportSci	5th out of 29	Psychology	Third Quarter

8. NSS and PTES 2021: Analysis of Student Free Text Comments

In the NSS, the students are able to write answers to three questions which are free text. There is one 'negative' and one 'positive' comment box, and then the question: "What one change would have most improved your Loughborough experience?". Participants are asked to respond to similar questions in the PTES.

Detailed analysis of the comments is underway, with a view to reporting to Schools and relevant Committees. The comments relate to a range of topics, many of which will be familiar from previous years. However, as anticipated there are comments on the impact of the pandemic which we need to pay particular attention to.

9. Next Steps

Survey Action Planning meetings have been arranged with Schools in September and October 2021 to discuss their response to the survey outcomes, prior to the start of the new academic year. Schools have been asked to:

- Reflect on the success of actions taken over the past academic year.
- Undertake a SWOT analysis of the 2021 survey outcomes
- Identify any programme specific issues/good practice arising from the NSS and PTES.
- Identify 3 to 5 actions to be taken during 2021/22.

The discussions with the Schools and with their student School Presidents has been extremely positive. A number of areas of best practice have been highlighted, and helpful suggestions have been made by the School Presidents. The PVC(T) will take her reflections to the next meeting of Learning and Teaching Committee, and separate meetings are being arranged to share best practice.

Progress against the actions will be followed up in Annual Programme Review in January / February 2022.

Paper Title: 2021 Effectiveness Review of Council – Recommendations and Next Steps

Origin: Richard Taylor, Secretary to Council & Jennifer Nutkins, Head of Governance

Date: 7 October 2021

<p>1. Decision Required by Committee</p>	<p>TO CONSIDER the Advance HE report and its recommendations, and TO APPROVE the proposed initial responses and outline timeline.</p>
<p>2. Executive Summary</p>	<p>University governing bodies must conduct a regular effectiveness review every three years to comply with the Committee of University Chairs Code of Governance. A Working Group was established by Council in March 2021 and commissioned AdvanceHE as external consultants to support the current review. AdvanceHE's report was considered by the Working Group on 14 September 2021 and the final report, attached, makes 31 recommendations to enhance governance, and support the delivery of the new strategy and ongoing success and reputation of the University.</p> <p>The report concludes that existing governance arrangements have supported the University well and notes strong levels of mutual respect between the Executive and Council members. With a significant number of changes in senior lay and staff roles, the report identifies the risk that the informal underpinning systems may change and potentially be less effective. It also concludes that there are opportunities to enable Council members to contribute more to the University and recommends a review of the committee structure and the role of lay members within it.</p> <p>The report also identifies that there is more work to be done to develop a greater diversity of voice, background and experience on Council together with scope to enhance the support and development of members. It also recommends a number of actions to further strengthen academic governance, some aspects of governance around risk and performance, and senior remuneration.</p> <p>Discussions have taken place with the Chair of Council and incoming Vice-Chancellor. A number of the most straightforward recommendations have been implemented and proposed initial actions in response to each of the other recommendations, and an outline timeline, are set out in the attached paper.</p>
<p>3. Committees/Groups previously considering item.</p>	<p>Working Group of the Effectiveness of Council</p>

Council Effectiveness Review

Report & Response to Recommendations

Background

In March 2020 Council commissioned an effectiveness review into its workings in accordance with the expectations of the Committee of University Chairs (CUC) Code of Governance. A working group (composition below) was formed to steer the review and the involvement of external advisers was agreed with the expectation that Council would receive the final report and recommendations no later than its November 2021 meeting.

Composition

Chair: Lay Member of Council : Jane Tabor

Two additional lay members of Council: John Sinnott and Tony Williams

One staff member of Council: Pauline Matturi

One student member of Council: Matt Youngs

One staff member from Senate: Tony Edwards

Secretary to the Group: Richard Taylor

Assistant Secretary: Jennifer Nutkins

Work Undertaken

The Group has met on four occasions between May and September 2021. Following a competitive tendering process, the working group appointed AdvanceHE to support the review. The consultants, John Rushforth and Marion Fanthorpe, discussed the approach and methodology with the working group and carried out the following:

- A review of relevant University documentation
- A short online questionnaire with Council members
- 1:1 interviews with all lay members, senior officers and the LSU President
- Group discussions with staff members, current and former student members and with staff working closely with Council
- Meeting Observations (Council in March and July plus meetings of several Council and joint committees)

Report and Response to Recommendations

The final report from AdvanceHE is attached. It makes 31 recommendations with a number of suggestions about implementation. Also attached are proposed actions in response to each recommendation from the Secretary to Council and Head of Governance.

The report is helpful, clear and challenging of current practice - all the things one would want from such a process. A significant number of the recommendations would be unambiguously beneficial to the operation of Council and the University more broadly. In some cases important issues are raised, but careful exploration will be required to ensure that any changes made do not have unanticipated consequences. Therefore, some of the recommendations are reasonably straight forwards to implement, others are more complex and some form a critical path of change that, if implemented, should be implemented in full and not be cherry picked.

In outline, we propose to respond as follows:

- Immediate implementation of straightforward recommendations: e.g. discontinuation of the Chair’s Advisory Group (CAG)(R5c) and of the separate Special agendas (R2c).
- Governance Structures – Some of the more complex recommendations fall into this category (e.g. further reduction in the size of Council and adjustments to the Committee system). Initial proposals will be submitted to Council at its meeting in November:
- Governance Processes – these are generally not controversial although some will take work to implement and time to be bed in. They include improvement of the quality of agendas and papers (R6, R7a, R9, R10a-d, R3e).
- Dependent on new University strategy – for example, revised KPIs (R8b).
- Governance Capability –these cover the recruitment, development and contribution of lay members and related EDI issues (R3a-d, R4) and enhancement opportunities for student members are also recommended (R2a) and will also take some time to full operationalise. Action on EDI recommendations will also need alignment with the University’s developing strategy and operations.

Outline Timeline

Date	Action
October– November 2021	Implementation of immediate actions and detailed consideration of more complex ones.
25 November 2021	Council considers initial proposals for reduction in size and changes to committee structures plus update on completion of other actions linked to University strategy as appropriate.
31 March 2022	Final sign off on changes to committee structures, other actions largely completed.
Summer term 2022	Piloting of new committee structure
30 June 2022	Council receives update on implementation
Ongoing during 2021/22	Improvements to agendas and papers
October 2022	All actions fully implemented.

ACTION REQUIRED from Council:

TO CONSIDER the Advance HE report and its recommendations and TO APPROVE the proposed initial responses and outline timeline.

Effectiveness Review of Council, 2021: Recommendations and Actions			
Ref	Recommendation	Type	Proposed Actions
R1a	Considers further reduction in the size of Council when it has determined its preferred committee structure	Structural	We propose to reduce Council in size by two over the next 18 months by removing one lay and one academic staff member positions the next time vacancies arise. A revision to Ordinance VIII will be required.
R1b	Explores ways in which the numbers of officers in attendance might be reduced	Procedural	We will bring a response forward on this at the next meeting
R1c	Introduces at least annual lay only member meetings	Enabler	The Chair of Council intends to initiate this arrangement. Additionally, the Chair will hold occasional all-Council informal dinners such as that which took place before this meeting.
R1d	Identifies a more appropriate space in which to conduct Board meetings	Enabler	We will seek an alternative room to the Council Room for in-person meetings
R1e	Considers the deployment of appropriate technology to improve quality of debate	Enabler	We intend to focus on improving the quality of papers and reducing lengths of agendas in 2021-22. We propose to consider new technology when this had been achieved. Papers will be migrated to Teams as part of planned work on information security
R2a	Discussions are held with student representatives to establish the most effective way of supporting them to further develop the contribution they make to Council debates	Enabler	We will discuss with student representatives ahead of November Council and put arrangements in place.
R2b	Opportunities are provided for students to have more direct contact with the chair and other lay members	Enabler	We will discuss with student representatives ahead of November Council and put arrangements in place.
R2c	The practice of excluding student members in a different way to others is discontinued	Procedural	Special Meetings will be discontinued for both Council and Senate with immediate effect.

Ref	Recommendation	Type	Proposed Actions
R3a	Considers the breadth of Council membership (lay, staff and student), and the extent to which governance structures reflect modern society with its richness of lived experiences and talent	Structural	Nominations Committee will take this recommendation forwards and report to Council.
R3b	Use any gaps identified to set benchmarks for Council membership, and these are incorporated into the skills matrix	Enabler	Nominations Committee will take this recommendation forwards and report to Council.
R3c	Develops a range of rigorous attraction and search strategies, including more novel approaches to recruiting to create a pool of high calibre and diverse candidates	Enabler	Nominations Committee will take this recommendation forwards and report to Council.
R3d	Reviews lay member involvement in the consideration of EDI topics and considers whether more overt Council sponsorship and expertise is required in this area and the extent to which Council members would benefit from a dedicated development session	Enabler	Nominations Committee will take this recommendation forwards and report to Council.
R3e	Ensures the Council paper template is amended so that regular EDI discussion is integrated into consideration of all key topics	Enabler	This will be incorporated into the work on improvements to the template and content of papers.
R4	Once a year, all Council members discuss with the Chair or Secretary how they can best be supported to enable them to make the most effective contribution to the work of Council	Enabler	The Chair of Council will consider whether this is desirable and if so how it might practically be delivered.
R5a	Reviews its committee system to reduce the number of committees, redirecting their focus to strategic development away from monitoring past activity	Structural	This is a very significant change in the way the University is governed. A proposal will be brought to Council.

Ref	Recommendation	Type	Proposed Actions
R5b	Gives Nominations Committee a revised role in respect of governance	Structural	This is a sensible proposal and will form part of the consideration outlined above.
R5c	Dissolves the Chair's Advisory Group (CAG)	Structural	CAG will be discontinued.
R6	Review governance paper templates so they provide prompts to identify the nature and scope of any debate required, specific recommendations, with alternatives and the impact of any proposal on any key policy objectives	Procedural	This will be incorporated into the work on improvements to the template and content of papers.
R7a	The Nominations (& Governance Committee) should consider an action plan to improve to improve the quality of the papers	Procedural	The plans for improvements to the template and content of papers will be brought to Nominations Committee.
R7b	The Nominations (& Governance Committee) should consider an assessment of members' preferences for technological support for collaborative governance working.	Procedural	We intend to focus on improving the quality of papers and reducing lengths of agendas in 2021-22. We propose to consider new technology when this had been achieved.
R8a	Senate is asked to express an annual opinion on the maintenance and possible enhancement of academic standards and quality	Enabler	We will propose alterations to the existing assurance report o enable Council to engage more fully with the matters
R8b	As part of the development of the University's new strategy, a set of key performance indicators is determined and for each of those a suitable comparator group is established and an annual comparative performance report is produced to monitor progress	Enabler	This will be proposed as part of the adoption of the new University strategy in 2022
R8c	Pay benchmarking is provided to the Remuneration Committee as recommended by the CUC Code on Senior Remuneration	Procedural	Director of HR Services to implement as soon as possible

Ref	Recommendation	Type	Proposed Actions
R9	There should be a standing item on all committee agenda papers at which a rolling future work programme is considered	Procedural	We will introduce this at Council and then roll out through committee structure
R10a	All agendas should in future have indicative timings to signal those papers that need discussion	Procedural	We propose to implement this
R10b	Any report that does not have a formal decision needed or present options should be placed in the section of the agenda not for discussion	Procedural	We propose to implement this
R10c	Items for substantive discussion should be first on the agenda	Procedural	In principle this currently occurs but we will make it more explicit.
R10d	Council trials use of more discursive approaches to consider emerging issues	Enabler	We propose to implement this
R10e	More papers should be moved to the section of the agenda where they are not discussed	Procedural	We propose to implement this
R11a	Any meeting over 2 hours should have a timetabled break	Procedural	We propose to implement this
R11b	Nominations (& Governance) Committee should agree on a meeting review methodology - this should include an option where members express a view on the quality and ease of the papers	Procedural	We will return to this work as part of the review of committee structure

Governance effectiveness at Loughborough University

Report of findings from a review and recommendations
to Council

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Advance HE

September 2021

Advance HE was commissioned by Loughborough University to review the effectiveness of its governance and to prepare this report. It is intended solely for use by the Council of Loughborough University and is not to be relied upon by any third party, notwithstanding that it may be made available in the public domain or disclosed to other third parties.

Although every effort has been made to ensure this report is as comprehensive as possible, its accuracy is limited to the instructions, information and documentation received from Loughborough University and we make no representations, warranties or guarantees, whether express or implied, that the content in the report is accurate outside of this scope.

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1. Executive Summary

Governance arrangements at Loughborough have supported the University over a highly successful period of development, growth and success. That said, a new leadership, with a new Chair, Deputy Chair and VC, plus the departure of other senior Council members allows the University to consider those arrangements and see how best to build on them to face a new set of challenges with changed expectations and circumstances both at home and abroad in the light of the Covid pandemic, increased financial pressures with an expectation of reduced Government support and new opportunities through technological change and the development of a new strategy for 2030.

The current arrangements rest largely on strong levels of mutual respect and appreciation between the Executive and the Council. The Executive makes significant efforts to be open and provide the Council with a wealth of information, and in return, much is delegated and entrusted to the Executive. Council adds a considerable amount of value to the university, primarily through the operation of informal contacts and the strength of the relationships.

The risk is that as the various changes take place, these informal systems will change and may break down. Also, the University may be missing an opportunity to enable all members of its very talented Council to contribute more to the development of the University.

We think there are opportunities to reach a new shared agreement between the respective roles of the Senate, the Council and the Executive, to slim down the number of, and focus of the Committee structure and enable a greater contribution from the Council to the strategic development of the University, and staff through committees.

Although the issue is recognised, there is also more work to be done to develop a greater diversity of voice, attitude and experience on the Council, thereby enabling more debate and challenge which can further be supported by better arrangements in respect of the engagement and development of all Council members, and through giving more attention to the student voice.

Whilst compliant with regulatory requirements, the Council could benefit from higher levels of engagement and assurance around academic governance, and some aspects of governance around risk and performance, and senior remuneration could be strengthened.

At the same time, it is important that the strong set of values and levels of trust that exist are maintained and there will be a crucial role for the Chief Operating Officer going forward.

The Advance HE team is grateful for the support and input of everyone at the University who contributed to the review, members of the steering group, and for the support of the governance team, in particular Jennifer Nutkins, Kyla Sala and Richard Taylor.

John Rushforth and Marion Fanthorpe

September 2021

2. Recommendations and suggestions

The review makes 12 recommendations with associated suggestions on implementation. These suggestions are intended as an initial prompt for the University to consider, to assist it in developing an action plan for implementation; these are presented in the relevant sections of the report and collated below for ease of reference. At Annex 7 we have classified recommendations to identify those that are enablers, those that are procedural and those that are structural.

2.1 Recommendations

+ R1: We recommend the University

- a) considers further reduction in the size of Council when it has determined its preferred committee structure
- b) explores ways in which the numbers of officers in attendance might be reduced
- c) introduces at least one annual lay only member meetings
- d) identifies a more appropriate space in which to conduct Board meetings
- e) considers the deployment of appropriate technology to support members engagement with papers

+ S1: We suggest that

- a) One way the size of the Council might be reduced to 19 is by reducing numbers of staff members to 3, namely the VC and 2 nominees of Senate alternatively it might reduce to 21 by a reduction of 1 staff member and 1 lay
- b) Only DVC, COO, FD and Board Secretariat might attend Council – other Executive members might attend one whole meeting as part of their induction process or personal development plan and only then attend to present a paper that required discussion
- c) A lay member only meeting might take place at each awayday and informal lay and student member dinners before each Council meeting

+ R2: We recommend

- a) Discussions are held with student representatives to establish the most effective way of supporting them to further develop the contribution they make to Council debates
- b) Opportunities are provided for students to have more direct contact with the Chair and other lay members

- c) Abolishing Special meetings and including students in all decisions at both Senate and Council

+ S2: We suggest

- a) A standing item Student President Report for each Council and Senate meeting
- b) Identification of a student mentor from existing Council members
- c) An opportunity for a pre-Council meeting briefing for student representatives – perhaps by COO and lay members

+ R3: We recommend the Nominations Committee

- a) Considers the breadth of Council membership (lay, staff and student), and the extent to which the University's governance structures reflect modern society with its richness of lived experiences and talent.
- b) Use any gaps identified to set benchmarks for Council membership, and these are incorporated into the skills matrix
- c) Develops a range of rigorous attraction and search strategies, including more novel approaches to recruiting to create a pool of high calibre and diverse candidates
- d) Reviews lay member involvement in the consideration of EDI topics and considers whether more overt Council sponsorship and expertise is required in this area and the extent to which Council members would benefit from a dedicated development session
- e) Ensures the Council paper template is amended so that regular EDI discussion is integrated into consideration of all key topics

+ S3: We suggest

- a) Nominations Committee makes a conscious decision to pursue diversity in its broadest form and then considers using Government data sources such as Census and the Family Resources Survey as a basis for diversity targets.
- b) Explore with other institutions their experience of using head-hunters for the next recruitment round to generate a pool of high calibre and diverse candidates to see if this would add value
- c) Asking Council members to be diversity champions, perhaps for various protected and other characteristics
- d) Create a joint Senate Council Committee to oversee the implementation of the EDI strategy and Action plan

+ R4: we recommend that once a year all Council members discuss with the Chair or Council Secretary how they can best be supported to enable them to make the most effective contribution to the work of the Council

- + S4: We suggest Council members consider the Advance HE Governor development programme (or similar), bespoke seminars on specific topics of more general interest, and some form of linkage to a department or service within the university
 - + R5: We recommend that the University
 - a) reviews its committee system to reduce the number of Committees, increasing their focus on strategic development and reducing the focus on monitoring past activity.
 - b) gives Nominations Committee a revised role in respect of governance
 - c) dissolves the CAG and puts in place alternative arrangements for briefing the Chair and other senior lay members
 - + S5: We suggest
 - a) a Council Committee system comprising of Audit& Risk, Nominations & Governance, Remuneration, Finance, and Strategy & Performance, which are chaired by senior lay members
 - b) Joint Council & Senate Committees or sub-committees are then reserved for key areas of joint interest that are identified as part of developing the new strategy
 - c) Nominations Committee be tasked with overseeing an agreed action plan arising from this governance review
 - + R6: We recommend that the governance paper templates be reviewed so that they provide prompts to identify the nature and scope of any debate required, specific recommendations, with alternatives and the impact of any proposal on any key policy objectives
 - + R7: We recommend
 - a) The Nominations (and governance) Committee to consider an action plan to improve the quality of papers
 - b) an assessment of members preferences for the technological support for collaborative governance working
 - + R8: We recommend that
 - a) Senate is asked to express an annual opinion on the maintenance and possible improvement of academic standards and quality
 - b) As part of the development of the University's new strategy, a set of key performance indicators is determined and for each of those a suitable comparator group of institutions is established and an annual comparative performance report is produced to monitor progress
 - c) Pay benchmarking is provided to the Remuneration Committee as recommended by the CUC Code on Senior Remuneration
 - + R9: We recommend that there is a standing item on all agenda papers at which a rolling future work programme is considered
-

- + R10: We recommend that
 - a) All agendas should in future have indicative timings to signal those papers that need discussion
 - b) Any report that does not have a formal decision needed or present options should be placed in the section not for discussion. More papers should be moved to the section of the agenda where they are not discussed
 - c) Items for substantive discussion should be first on the agenda
 - d) Council trials the use of more discursive approaches to consider emerging issues
- + R11: We recommend
 - a) Any meeting over 2 hours should have a timetabled break
 - b) Nominations (and Governance) Committee should agree on an effectiveness review methodology– this should include an option where members express a view on the quality and ease of use of papers
- + S11: We suggest
 - a) A review methodology might consist of at each meeting asking a different member whether
 - + It was an effective meeting
 - + What went well
 - + What might be done differently
 - + Whether it was a good use of their time
 - + Were papers relevant, easy to use and easy to understand
 - + Whether a plurality of views was heard

R12: We recommend that there is an early meeting between the Chair, VC and COO to establish a protocol on how the new set of relationships will work

S12: We suggest that such a discussion might draw on the AHE publication “Managing the Chair/Vice-Chancellor Relationship” (<https://www.advance-he.ac.uk/knowledge-hub/managing-chairvice-chancellor-relationship>)

3. Introduction

Loughborough University commissioned Advance HE to undertake an external review to evaluate the effectiveness of the Council and its committees in terms of:

- + The effectiveness of Council meetings themselves in transacting business, obtaining assurance and governing the University.

- + The composition, effectiveness and size of Council and its subcommittees.
- + Council's ability to execute its oversight of strategy and its EDI responsibilities.

The review was to:

- + Be holistic, forward-looking, developmental and supports the university in the realisation of its strategic ambitions, and be contextualised within its vision, mission and values.
- + Examine the University's governance culture and ethos and related to this its ability to effectively assure progress on equality, diversity and inclusion matters.
- + Look at the impact of governance in terms of the engagement of the Council, its Committees and Senate in, and influence over, the organisational mission and strategy, and how the governance systems of the University monitor risk and institutional performance in alignment with the strategic goals of the University.
- + Explore and evaluates the relationships between the Council, its committees and those held jointly with Senate, and their interaction with senior management, and how these contribute to the overall effectiveness of governance;
- + Consider the structure, scope, remit and composition of the Council, its committees and those held jointly with Senate, and the approach to the management of the Council business regarding the number and scheduling of meetings and agenda-setting, the timetabling of emerging and recurrent business, the suitability of information that is provided to members;
- + Examine the Council's arrangements for seeking and receiving assurance of robust and effective academic governance, including working with the Senate to maintain standards and improve quality.
- + Take account of relevant reference points and benchmarks, including the Regulatory Framework for Higher Education in England and other publications issued by the Office for Students (OfS). It will examine the extent to which governance at Loughborough reflects the new OfS regulatory requirements for 'adequate and effective management and governance arrangements'. and review the current governance arrangements against the provisions of the Committee of University Chairs' 2020 HE Governance Code and the HE Remuneration Code.

The context of the review was that Loughborough University is a successful university and has achieved an enormous amount over the last 9 years or so. With the leadership changes, new challenges emerging for the sector and a desire to be an exemplar in governance arrangements, the Effectiveness Review Committee asked us to provide new and potentially challenging ideas for them to consider. Accordingly, we are drawing on our knowledge of practice elsewhere to provide material for consideration for the Council as it considers its future strategy to see if it can build further on these significant achievements.

4. Culture and behaviours

Working relationships and boardroom behaviours are fundamental to effective governance and include well recognised issues such as the importance of the relationship between the governing body chair and the head of the organisation. A governance and board culture of trust and transparency will support constructive challenge, effective decision-making and collective accountability; when things 'go wrong' in governance they often do so because of the people and the associated behaviours.

4.1 Relationships and behaviours

We observed a set of behaviours and relationships which indicated a significant amount of mutual respect and trust between the Council and the Executive. Levels of trust are so high that it is not uncommon for Council to delegate substantial authority to executive officers, and this means they can be agile in decision-making when needed (e.g., capital programme decisions). The Executive equally appreciates it where Council pushes them to look at the long term, for example where Council supported and encouraged the executive to be bold regarding the decision on Loughborough London.

We saw examples of openness and a willingness to share information from the Executive and a strong affection for and desire to help the University from the Council. All of that is very positive. What we saw less was more challenging or even conflicting views being expressed in formal meetings. That is not to say there was no challenge, but such that we saw tended to be questions asked for information, which when provided were not pursued.

4.2 Adding Value

Highly effective governance arrangements will ensure not only that proper accountability is discharged and the long-term sustainability of the University is maintained, but that Council members are enabled to draw on their wide experience and individual capabilities to support the Executive and add value to decision making within the University.

Committee and Council papers will typically frame any debate. At Loughborough most papers are for noting, rather than setting out options and inviting a debate – as one Council member put it “I’m surprised they do not make more use of the talent around the table and engage in joint problem-solving sessions”. This was a common theme amongst interviewees – respect for officers coupled with a desire to help more positively and make a stronger contribution. The Awayday was often cited as an example where Council members felt able to make a real contribution:

“The Away Days are very helpful in involvement on strategy development through the plenary sessions and break-out groups.”

The e-survey lends some support to the suggestion that the Council in the past, has not had the same level of debate as in other organisations.

	Loughborough	Benchmark	Difference
2.3.a. Discussions at and decisions made by the Governing body are informed and challenged by a variety of perspectives and ideas	79%	86%	-8%
2.5.a. Governing body meetings and business are conducted and chaired in a way that encourages the active involvement of all members in discussions and decision-making	71%	90%	-19%

It should be noted that the Chair of Council changed just before the commencement of this review and so many of those surveyed will most likely have commented primarily on the meetings as chaired by the previous Chair.

A view expressed in several interviews was that the size and composition of the Council, with the relevant officers in attendance, inhibits effective challenge. As one member of Council noted, “Council is so large it feels like being at the United Nations”. There are a significant number of officers attending these meetings, and we understand it is to ensure that staff understand the role and operation of the Council.

A quote from the e-survey linked the size of Council to the amount of information provided - “Perhaps too much information, but suspect the information is a result of the broad council membership.”

The size of the Council was reduced in the light of the 2017 review of governance – currently, membership stands at 23 – this is larger than the sector in general and the 21 of its peer group – see Annex 5. If, however, the University rebalances the number of Executive and Council committees there may be scope to redesignate some of the internal members onto Executive Committees and reduce their numbers at Council

It is also unusual, that there is no provision for lay members to meet as a group, and several of our lay member interviewees raised this, sometimes in the context of some of the uncertainties related to the [Chairs Advisory Group \(CAG\)](#)¹. An occasional meeting of lay members (say once or twice a year) can provide a valuable environment for debate and informal discussion and can either be done within an awayday environment or at the beginning and/or end of a specific Council meeting (perhaps the one that considers the University annual report and accounts).

The environment provided for discussion pre-Covid was also commented on, with one member suggested that the physical nature of room used for Council does not assist, making it difficult to “catch the eye” of the Chair or for some to hear the contributions made by those at the other end of the room. This view is shared by some of the Executive – “it’s appalling from an acoustic point of view”.

¹ These are explored in [Section 6](#)

Other institutions manage difficult acoustics by both the use of sound systems and indicators that support easier and better communication and we saw that the University has the capacity, since the Board meeting we observed was well managed using technology.

R1: We recommend the University

- a) considers further reduction in the size of Council when it has determined its preferred committee structure
- b) explores ways in which the numbers of officers in attendance might be reduced
- c) introduces at least annual lay only member meetings
- d) identifies a more appropriate space in which to conduct Board meetings
- e) considers the deployment of appropriate technology to improve the quality of debate

S1: We suggest that

- a) One way the size of the Council might be reduced to 19 is by reducing numbers of staff members to 3, namely the VC and 2 nominees of Senate – alternatively, it might reduce to 21 by a reduction of 1 staff member and 1 lay
- b) Only DVC, COO, DoF and Board Secretariat might attend Council – other Executive members might attend one whole meeting as part of their induction process and only then attend to present a paper that required discussion.
- c) A lay member only meeting might take place at each awayday

4.3 Student Voice

Loughborough has been very successful in developing a strong sense of community within its student population and scores very well on student satisfaction surveys. It is clear to us that the views of students are very important to the Executive team, and again the relationships between the senior leadership of the university and student representatives were very strong and supportive. Student representatives spoke of feeling included and empowered, and of having open access to raise and resolve issues, although this more often occurs outside council meetings and structures. The students we spoke to were less sure of their role at council and committee meetings and noted that although they had a good general induction this had not included guidance on how to conduct themselves at the formal meetings. One student observed that the purpose of the meetings only seemed to be to receive reports and comment on them, not to make any decisions. Student representatives also said they would welcome more contact with the Chair and other lay members, as well as their regular contact with executive and senior managers.

They believe their contribution is expected to be responsive rather than proactive Other institutions tackle this by:

- Providing a mentor/buddy scheme for incoming student representatives
- Private pre-Council briefing sessions so that representatives can be taken through key issues and understand the sorts of topics on which their thoughts might be desired
- Making a standing item on Council agenda a report from the student body whereby Students can raise topics of interest to them – this is often initially discussed at Senate
- Making provision for student/governor forums – sessions driven by students and attended by members of the Council, with formal communication links to and from Council

- Making students members of all key Committees for example they do not currently sit in Estates or Finance

Again, important to stress that this in no way suggests that students are not listened to, it is more to suggest that the student voice can add more value if they are given additional support and their route to communicate with Council is more formalised rather than rely on the qualities of individual students or the Executive to interpret their views.

That said, it was reported to us that Council meetings often included a 'special council' section at the end when Council student members were asked to leave the meeting at that point before discussion taking place. Student representatives were unclear why this was or what was discussed in their absence and felt as full members they could be trusted to participate in any confidential items. It is difficult to understand the basis of such an exclusion since student members are bound by all the same expectations as to confidentiality and conflict of interest as other members – and have all the responsibilities that go with being a Trustee, so we would suggest that the practice of excluding student members from Council meetings be discontinued.

+ R2: We recommend

- a) Discussions are held with student representatives to establish the most effective way of supporting them to further develop the contribution they make to Council debates
- b) Opportunities are provided for students to have more direct contact with the Chair and other lay members
- c) The practice of excluding Student members in a different way to others is discontinued

+ S2: We suggest

- a) A standing item Student President Report for each Council and Senate meeting, and consideration of students being included on some Committees
- b) Identification of a student mentor from existing Council lay members
- c) An opportunity for a pre-Council briefing for student representatives – perhaps by the COO

5. Governance capability

High performing governance arrangements requires a range of individual skills, professional/career expertise, knowledge, experience, engagement and aptitude of individual members of the governing body and its committees and the application of these competencies in support of organisational governance. This must be coupled with a cognitive diversity that impacts decision making and problem-solving and reduces the risk of "groupthink".

5.1 Board Diversity

Board diversity in its widest sense is a very important element of constructing a balanced Council. Council also has a statutory duty under equalities legislation to promote equality and diversity. This duty has been given added emphasis by the revised CUC Code: 'The

governing body promotes a positive culture which supports ethical behaviour, equality, inclusivity and diversity across the institution, including in the governing body's operation and composition. Diversity in this context does not just mean protected characteristics – it includes a diversity of voice, attitude and experience'. Diversity is an area that is being given closer attention by the University leadership and Council. The e-survey findings on this issue are the lowest scores for the institution.

2.4. Limited diversity within the governance structure reduces the organisation's ability to respond to 21st-century challenges (3.8 score, 43% agreeing)

We have compared the protected characteristics profile of the Council (using the membership that will be in place for the next year) with our national data on the diversity of nearly 3500 governing body members. The detailed results are set out at Annex 2 and although they show Loughborough is not that different to the national profile, there is still scope to do more, especially in respect of BAME representation.

Loughborough is experiencing a significant level of turnover amongst its lay members, and rightly in this context, the Nominations Committee we observed was focused on allocating members to committees and to filling the key chairing and honorary treasurer roles. There was a useful discussion reviewing the current skills matrix, and there was a clear acknowledgement of a gap around equality and diversity, as well as nominating other skills such as governance, risk and academia to be added to meet future challenges. However, the current board membership is generally of similar educational, socio-economic and professional levels, and as it appears that previous practice of using contacts with a continued emphasis on significant senior-level experience to identify candidates is likely to perpetuate this. Potential candidates are initially screened by the VC and COO who present them to Nominations Committee who will then arrange for two members to meet and assess them further before making final recommendations.

Loughborough University is a leading UK university with significant international standing and would benefit from lay members with specific national and international perspectives, to enhance value for the new strategy of the institution. There is an issue around diversity (of membership and thought). One member expressed it in terms of an "absence of conflicting views" Perhaps there is an over emphasis on senior-level experience which precludes younger people and possibly an over emphasis on alumni from taught programmes. Other institutions are tackling the issue using Board apprenticeship schemes and use of co-optees to subcommittees (as indeed is Loughborough) and the use of topic advisory boards e.g., international development, climate change, etc

The Nominations Committee should maintain a regular review of the breakdown of the key characteristics of Council members (including but not limited to gender, age, ethnicity, disability) and identify strategies to try and improve any significantly underrepresented areas. Advance HE's frameworks on diversity principles and board recruitment have several suggestions for how to address these issues to help form the basis of a plan. Institutions are using proactive advertising and search strategies to broaden the pool of candidates and to promote wider access to council positions. Some institutions are also trialling more novel, approaches, for example implementing a Board Apprenticeship, programme (as being trialled by the University of Gloucestershire amongst others). Advance HE will be launching HE's first board diversity toolkit in November which will also provide practical guidance.

In our interviews, some lay members expressed concern about the effectiveness of succession planning, and there may be more scope for a more proactive approach to this, including how current lay members could be developed to grow into certain roles.

The University has actively sought to make progress and recognise the commitment of the Chair, wider Council and Executive team regarding equality, diversity and inclusion. EDI is likely to be one of the themes of the emerging University strategy and the University is developing new initiatives that include the formulation of an EDI Committee, a roadmap for the next 12 months to develop an EDI strategy and action plan, and a commitment to work towards the Race Equality Charter.

In addition to developing an EDI strategy and action plan it would help if EDI issues were routinely discussed and integrated into all Council papers and business, perhaps through the systematic use of Strategic Equality Impact Assessments (EIA). Advance HE has developed guidance in collaboration with Scottish college and university partners on the use of SEIAs.

+ R3: We recommend the Nominations Committee

- a) Considers the breadth of Council membership (lay, staff and student), and the extent to which the University's governance structures reflect modern society with its richness of lived experiences and talent.
- b) Use any gaps identified to set benchmarks for Council membership, and these are incorporated into the skills matrix
- c) Develops a range of rigorous attraction and search strategies, including more novel approaches to recruiting to create a pool of high calibre and diverse candidates
- d) Reviews lay member involvement in the consideration of EDI topics and considers whether more overt Council sponsorship and expertise is required in this area and the extent to which Council members would benefit from a dedicated development session
- e) Ensures the Council paper template is amended so that regular EDI discussion is integrated into consideration of all key topics

+ S3: We suggest

- a) Nominations Committee makes a conscious decision to pursue diversity in its broadest form and then considers uses Government data sources such as Census and the Family Resources Survey as a basis for diversity targets.
 - a) Explore with other institutions their experience of using head-hunters for the next recruitment round to generate a pool of high calibre and diverse candidates to see if this would add value
 - b) Asking Council members to be EDI champions, perhaps for various protected characteristics
 - c) Create a joint Senate Council Committee to oversee the implementation of the EDI strategy and Action plan
 - d) Consider the inclusion of Council Apprentices, or increase the appointment of Co-opted members of Committees to increase diversity and skills/experience, and as part of succession planning

5.2 Council Member development

In section 4.3 we discussed how student representatives could be supported to enable them to make a more effective contribution. However, support need not be limited to student members. Staff members may value some discussion of expectations. Lay members will come in with a varied understanding and experience of HE. Another part of support includes approaches to induction. We were told that new members could attend a workshop where they were briefed on the sector in general and how Loughborough sat within it. However, it was observed that there was not so much about how Loughborough works – we think there is merit in spreading induction over a period, so that each member (staff, students and lay members) have a tailored induction that enables them to meet several key Exec members, and each other over 6 months. We also heard from several lay members that they had had no further ongoing development opportunities after the initial induction process. Other institutions have gone as far as formal appraisal systems for Council members, though it is more usual for this to take the form of a regular 121 with Chair to explore how things are going and whether there is any support needed to enable a greater contribution – in other institutions members can be assigned to a particular interest or area of activity to get a greater understanding of a particular issue, faculty or signal that they are a supporter or ally to certain protected groups.

- + R4: we recommend that once a year all Council members discuss with the Chair or Council Secretary how they can best be supported to enable them to make the most effective contribution to the work of the Council
- + S4: We suggest Council members consider the Advance HE Governor development programme (or similar), bespoke seminars on specific topics of more general interest, and some form of linkage to a department or service within the university

6. Governance structures

Council members give their time freely to the University, but all are busy and have competing demands on their time. Given the size, nature and complexity of university governance, the governance structures adopted must have a clear definition of the role, a shared understanding of the purpose and make the best use of Council members' time.

The structure of Loughborough's Committee system is unusual compared to many others in the sector in that it makes extensive use of Senate and Council Joint Committees. We carried out a selective review of university committee structures based on what was readily available on the Internet (Annex 6). Loughborough has a greater number of committees than most - 11 (8 of which are joint). One benefit of this approach has been to share the same information across a wide range of stakeholders and to promote integration. However, our observation is that this system is primarily executive-led, and risks a blurring of boundaries, particularly in those committees which are chaired by the Executive where they cannot effectively hold themselves to account. Furthermore, current arrangements appear to use a lot of Council resources, and perhaps are too large for lay members to make an effective contribution.

The Remuneration Committee has clear and comprehensive terms of reference to allow oversight of the executive and senior pay across the institution, and the one we observed was conducted with integrity and sensitivity, with discussions about development and succession planning where applicable. However, there is a need for a more detailed assessment of internal and external pay benchmarking or evidence of robust objectives and assessment processes that are recommended by the CUC Code on Senior Remuneration. The Committee did discuss equality issues such as the gender and ethnic pay gaps but would benefit from fuller analysis of the diversity breakdown of pay for senior staff to ensure equal pay considerations and risks are effectively managed. The Committee may also benefit from someone in attendance whose role it is to provide expert advice on pay benchmarking, structures and practices. In many universities, this is provided by the HR Director, but this can also be externally sourced if preferred. Following its review of the CUC Senior Staff Remuneration Code in 2020, Advance HE with CUC, AHUA, UCEA and UHR is hosting a session in December 2021 to consider the updated Code (forthcoming) and to share practice on fair pay decision-making, which may be of interest.

The Nominations Committee, as has already been discussed, has been focused on allocating members to committees and to filling the key chairing and honorary treasurer roles. Governance continues to evolve and increasingly is seen to be an important part of the effectiveness of universities. This review has identified several changes to consider both in terms of structures, remits and processes. There seems merit therefore in considering a practice adopted by some other institutions of giving the Nominations Committee a role in determining the various governance policies and processes that are implemented at Loughborough. For example, at City University, the Corporate Governance and Nominations Committee advises Council on matters concerning:

- corporate governance capability
- arrangements and practices
- membership of Council and its committees
- amendments to the Charter, Statutes, Ordinances
- recommendations for honorary awards.

There is also an opportunity to review the role of the Chairs Advisory Group (CAG). This is a meeting of the executive with the Chair, and some lay members usually held on the eve of the Council meeting. The one observed largely consisted of a briefing and preparation for the chair on the major agenda items coming up the following day. Such briefings certainly have their place, but the overall scope, purpose and membership of CAG is slightly unclear, with concern from some lay members that other matters are being discussed and decided there. One approach may be to formalise the purpose of the meeting, clarifying lay member membership (e.g., with the main committee chairs), and possibly provide minutes. Or CAG could be discontinued and replaced by regular meetings between all lay members with the executive in attendance for all or some of the meetings.

There is no ideal structure and much will depend on the priorities and context of individual institutions – nevertheless, we think there is scope to look again at committee structures. However, that needs to start with a very clear understanding of the relative roles and boundaries of the Council, the Executive and Senate are. A possible framework might include determining that Council will get oversight of what is going on by receiving reports and information on the work of a revised committee structure.

Joint Council Senate Committees might then be reserved for critical developing areas that emerge from the development of the new strategy such as EDI, climate change, enterprise, the digital environment where there is an overlap between Council and Senate interests. However, it is important that the use of joint committees is focused and a new set of arrangements leads to an overall reduction in the number of committees that Council members serve on. This is just one approach – the key is to have clear design criteria – such as a reduced attendance at some Committees, ensuring the transparency of decision making and clear strategic alignment. This will not only reduce the calls on members time but also increase the diversity of opinions in the individual committees and support the enhanced level of debate referred to earlier.

+ R5: We recommend that the University

- a) reviews its committee system to reduce the number of Committees, redirecting their focus to strategic development away from monitoring past activity.
- b) gives Nominations Committee a revised role in respect of governance
- c) dissolves the CAG

+ S5: We suggest

- a) a Council Committee system comprising of Audit& Risk, Nominations & Governance, Remuneration, Finance, and Strategy & Performance, which are chaired by senior lay members
- b) Joint Council & Senate Committees or sub-committees are reserved for key areas of joint interest that are identified as part of developing the new strategy
- c) Nominations Committee be tasked with overseeing an agreed action plan arising from this governance review

7. Governance processes

Effective governance processes such as the provision of information, arrangements of meetings, quality of papers, etc. will support Council members to make an effective contribution to the governance of the University

7.1 Council Papers

The Executive is committed to transparency and provides a wealth of information to the Council. Much of this is descriptive, being statements of what has been going on and what has happened.

Opinion on the papers provided was mixed with a number commenting on the length and a lack of clarity about the purpose of the paper. Others felt that it was right that papers of this length were produced but nearly everyone thought there was some scope to improve the structure of papers so that the executive summaries provided sufficient material to enable a busy Council member to rely on those alone, but sufficient backup detail being available via hyperlinks to those that required it.

A Council member said *“The length of the papers is often excessive. I appreciate there are many moving parts all with important information, but often I find the most relevant information can be drowned out by the volume of information. The Executive summary is (in my eyes) often too light - a few paragraphs. A better balance might be 1-2 pages of executive summary highlighting the most important areas for the council to focus on, with the full papers for further detail. It’s only a slight tweak, but I think for volunteers with busy lives to focus their time most effectively and add the most value, the university would get more out of us”.*

We also noted that, unlike some other Universities, the Executive summary template used, does not provide prompts to the author to consider key policy points – for example, some are using a prompt that asks what impact the proposal discusses in the paper have on the University’s sustainability goals, or its impact on their EDI agenda, or whatever are the key policy priorities.

There is an acknowledgement from the senior executives that the packs are too hefty, there is an acceptance that things are not always put in sufficient context for lay members and they believe this results in not all papers being read, which in turn leads to some people taking them through their papers page by page at the meeting. Producing papers is a challenge since it appears there is a struggle to obtain papers in a timely way for committee meetings. Papers are reused with tweaks at different levels because relevant staff either do not have time or do not prioritise rewriting them for different audiences including providing summaries for Council. Sometimes the turnaround between meetings is also very tight and a balance must be struck between slowing processes down by spreading the meetings out more so staff have more time to revise papers. Our view is that there would be a benefit in a clearer definition of the purpose of the paper and type of debate required and reducing the number and extent of purely information papers. This might be assisted by reviewing the prompts provided in the governance paper templates. It’s possible that different templates might be needed for different purposes – perhaps strategic papers, monitoring papers and assurance papers

- + R6: We recommend that the governance paper templates be reviewed so that they provide prompts to identify the nature and scope of any debate required, specific recommendations, with alternatives and the impact of any proposal on any key policy objectives.

Some council members were critical of the use of technology in the dissemination of papers. The use of digital systems to support Council discussions is used to a fair extent in HE, but to date, Loughborough has not invested in any proprietary systems e.g. Board Packs, Diligence, etc and several members do find such systems useful. There is not though a consensus on their desirability amongst lay members. Against that, there is a level of resource that would be needed to introduce and implement such a system and at a time of financial uncertainty and pressure, it may be difficult to demonstrate a pressing need for such an investment. Our view is that there needs to be a dialogue between Council members, perhaps at Nominations Committee (which might be configured as a Nominations and Governance Committee) to establish the costs and benefits of such a system and other forms of technical support – such as dedicated use of Teams and library software to enable digital conversations and team working. This probably should follow the work recommended on revisions to the papers and agenda structure. Any such rollout would require proper planning, confirming with members that they would all want to use it and the provision of support

- + R7: We recommend

The Nominations (and governance) Committee to consider

- (a) an action plan to improve the quality of papers
- (b) an assessment of members preferences for the technological support for collaborative governance working

Some of the Executive accept that although papers do have a statement of purpose that the majority were for noting, and if they cut back on this there might be more time for discussion.

7.2 Assurance on Performance

One of the lower scores given in the e-survey related to benchmarking data.

2.9. The governing body regularly reviews comparative performance with relevant peer institutions through processes such as benchmarking (4.9 score, 57% agreeing).

Within the sector benchmarking data is widely available and used to assure performance by comparing various metrics with those of a consistent comparator group. Expectations are also changing. The Office for Students website makes it clear that

*“The registration provisions **impose important obligations directly on governing bodies**. This is not a passive role. We do expect governing bodies to appoint competent senior managers and effectively oversee their performance; to properly scrutinise and challenge management proposals including investment propositions and financial plans; to review data, and other evidence, on quality and standards, and discuss areas of potential concern, for example, poor continuation and completion rates. Good governance requires proper scrutiny, challenge and an appropriate degree of scepticism.”²*

At Loughborough comparative information is provided and tends to be a comparison with Loughborough’s previous performance, rather than a comparison with a peer group. Lay members take their assurance from Loughborough’s league table position, and recruitment performance. Loughborough has been successful, and Council members are content to rely on the Executive. and Senate with the assurance provided to Council through starred ‘for information’ papers – which the Executive feel may not always be fully read. The development of a new strategy provides an opportunity to look again at KPIs and potential comparator groups. Of course, there will be a challenge that the things that can readily be measured aren’t always good proxies for the things that matter

Whilst it is entirely reasonable to look to Senate and the Executive to manage academic and operational matters and meet OfS expectations in considering data, our view is that Council could get greater assurance and understanding of the workings of the Senate. We understand that Council receives a report from Senate that is descriptive and focussed on QA procedures with standards covered via external examiners. It was not referred to as a source of assurance by Council members, so we think it could be strengthened by including more KPIs and an explicit opinion and a description of the work done to support that opinion. Such a report should include

² <https://www.officeforstudents.org.uk/news-blog-and-events/press-and-media/martin-colemans-speech-on-evolution-or-fundamental-change-to-governance/>

comparisons with other institutions, include the views of external examiners and be written in a style that a lay person can easily assimilate.

In respect of non-academic activity matters, any benchmarking should be part of the consideration of and monitoring of the University's strategic plan both as an aid to understanding and a demonstration to stakeholders that assurance is based on clear evidence.

As noted elsewhere the Remuneration Committee would benefit from receiving reports including pay benchmarking and analysis of the equality characteristics of pay across the institution.

- + R8: We recommend that
 - a) Senate is asked to express an annual opinion on the maintenance and possible improvement of academic standards and quality
 - b) As part of the development of the University's new strategy, a set of key performance indicators is determined and for each of those a suitable comparator group of institutions is established and an annual comparative performance report is produced to monitor progress
 - c) Pay benchmarking is provided to the Remuneration Committee as recommended by the CUC Code on Senior Remuneration

7.3 Agendas

The role the agenda plays in supporting discussion was also raised with us. The agenda is predominantly determined by the Executive (albeit it with sign off by the relevant Chair). Although the agendas do indicate which papers are for discussion, many of the papers are descriptive and conclude that they are for noting. Generally, agendas do not have any indication of time to be spent on individual topics and there are no formal mechanisms for Council members to influence agendas – Most Council members thought that this was not necessarily a problem and if they wanted to discuss something, they felt they could probably get it discussed. Nevertheless, there may be a benefit in adopting a practice at other institutions where work programmes for Committees over the next three or four meetings are considered to ensure a balance of consideration.

- + R9: We recommend that there is a standing item on all agenda papers at which a rolling future work programme is considered

As well as the topic area for consideration, there are various other mechanisms for enabling more active discussions including

- a. Deep dives into areas of activity, with 4 or 5 slides presented on a developing issue/ area of activity with future possibilities outlined and views sought
- b. A programme of deep dives into risk areas – with say a Dean/ Head of Service presenting (again with a couple of slides of key risks and opportunities) – the programme itself is a matter for discussion and this can take place at both Committee level and Council level
- c. Modifying agenda processes to clarify that if there are no alternative options to be considered or decisions required, the paper should be placed in the for noting section and not generally discussed – if members

have questions of clarification, they should be encouraged to contact the author beforehand

- d. Consistent use of timed agenda papers, so that areas for significant debate are signalled

+ R10: We recommend that

- a) All agenda should in future have indicative timings to signal those papers that need discussion
- b) Any report that does not have a formal decision needed or present options should be placed in the section not for discussion
- c) Items for substantive discussion should be first on the agenda
- d) Council trials the use of more discursive approaches to consider emerging issues
- e) More papers should be moved to the section of the agenda where they are not discussed

7.4 Meeting Effectiveness

More can be done to review the effectiveness of meetings – in a couple of instances it was referred to and members were allowed to comment outside of the meeting but we were told this rarely happened. This is a challenge for other institutions – possibilities currently in operation are formal self-evaluations with agreed questions, a standing item at each meeting with explicit questions to be raised or nominating a different member at each meeting to give a view of the positives and possible areas for improvement. We also observed some long meetings with no breaks timetabled – virtual meetings can be quite draining and if long meetings cannot be avoided, we would suggest the use of timetabled breaks to enable concentration to be sustained.

+ R11: We recommend

- a) Any meeting over 2 hours should have a timetabled break
- b) Nominations (and Governance) Committee should agree on a meeting review methodology – this should include an option where members express a view on the quality and ease of use of papers

+ S11: We suggest

- a) A review methodology might consist of at each meeting asking a different member whether
 - + It was an effective meeting
 - + What went well
 - + What might be done differently
 - + Whether it was a good use of their time
 - + Were papers relevant, easy to use and easy to understand
 - + Whether a plurality of views was heard

8. Final Thoughts

Loughborough is an impressive institution, is held in great affection by its students and makes a great contribution to society. One of the things that makes it special is its values and the behaviours those values produce. We have indicated some things at Loughborough that are unusual in the sector – such as the use of Joint Senate /council committees. Just because it is unusual doesn't mean it has been deficient. Lots of members of staff (e.g., on Senate) can currently access what is going on in different committees etc. if they want to. It's important that any changes that are out in place do not remove that transparency and supports the positive culture that exists. Lay members also have direct contact with e.g., Directors of Professional Services, via Committees like EMC, ITGC and HSE. Some of the proposals for restructuring the committees might remove that contact but it would be replaced by a different type of contact based on accountability and clarity of role.

Our suggestions are offered in the context of trying to build on its success, but we do think it critical that whatever the University decides to do, it maintains the underpinnings of respect and trust, but seeks to put into that mix a greater element of constructive challenge and diversity of opinion. With the level of turnover that has been experienced, the role of the Chief Operating Officer will be critical and he should be assured that if he has to challenge either the Chair or the incoming VC to maintain those values he will be supported to do so – having met with the Chair and new VC we are convinced that will not be an issue but an early discussion amongst those three about how this critical three-way relationship will work would be beneficial.

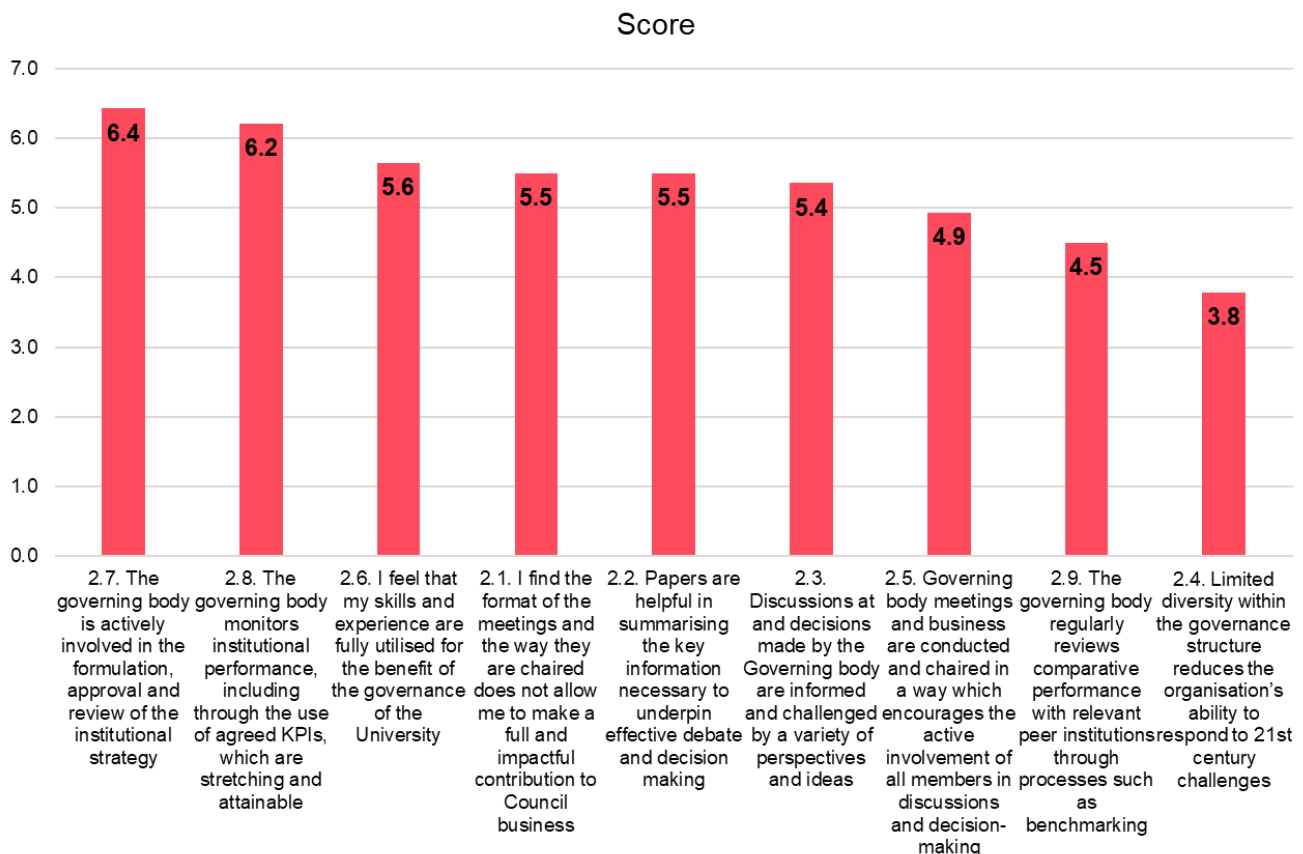
- + R12: We recommend that there is an early meeting between the Chair, VC and COO to establish a protocol on how the new set of relationships will work
- + S12: We suggest that such a discussion might draw on the AHE publication “Managing the Chair/Vice-Chancellor Relationship” (<https://www.advance-he.ac.uk/knowledge-hub/managing-chairvice-chancellor-relationship>)

Annex One: Survey and Benchmark Results

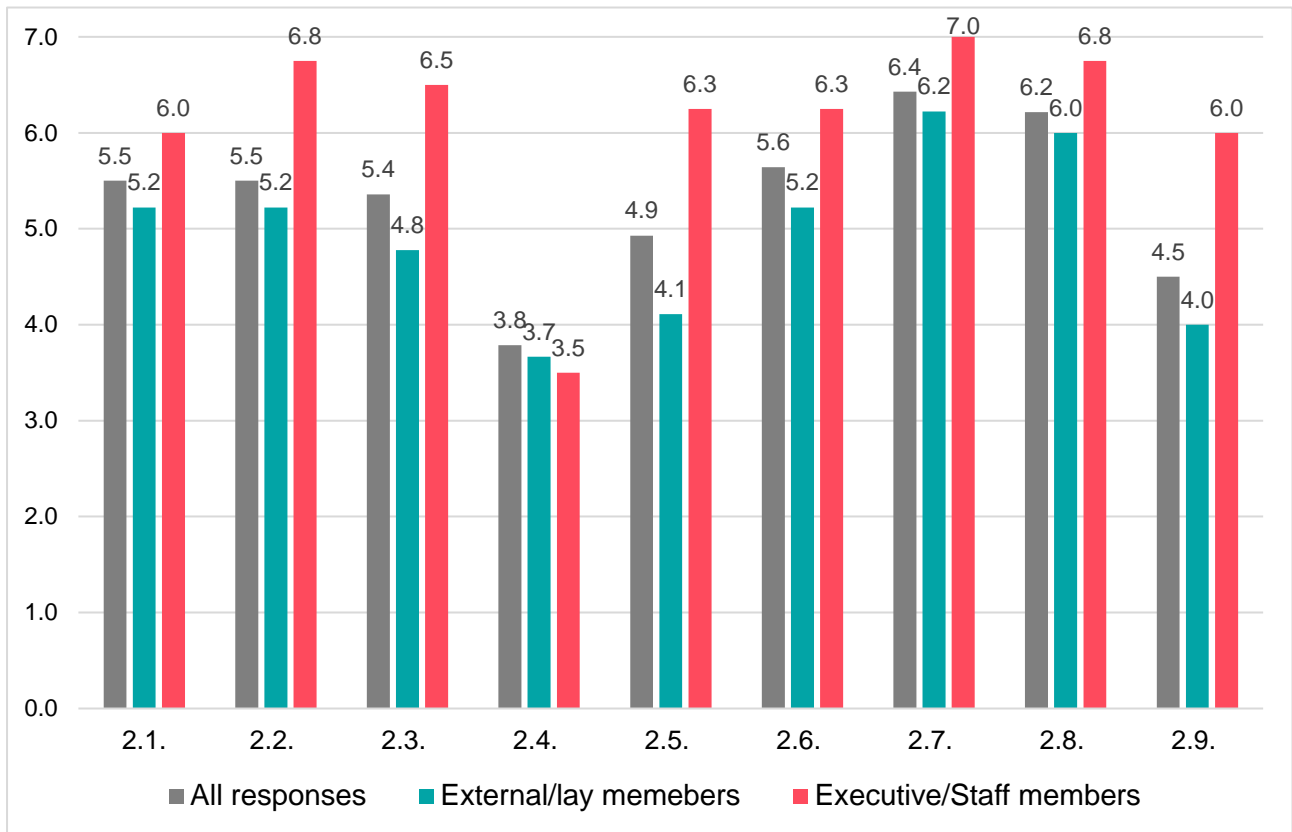
14 responses to the survey:

- 9 External/lay members of the governing body
- 2 Executive/senior manager members of the governing body
- 2 Staff (including Senate/Academic Board) member
- 1 External/lay member of governing body subcommittee

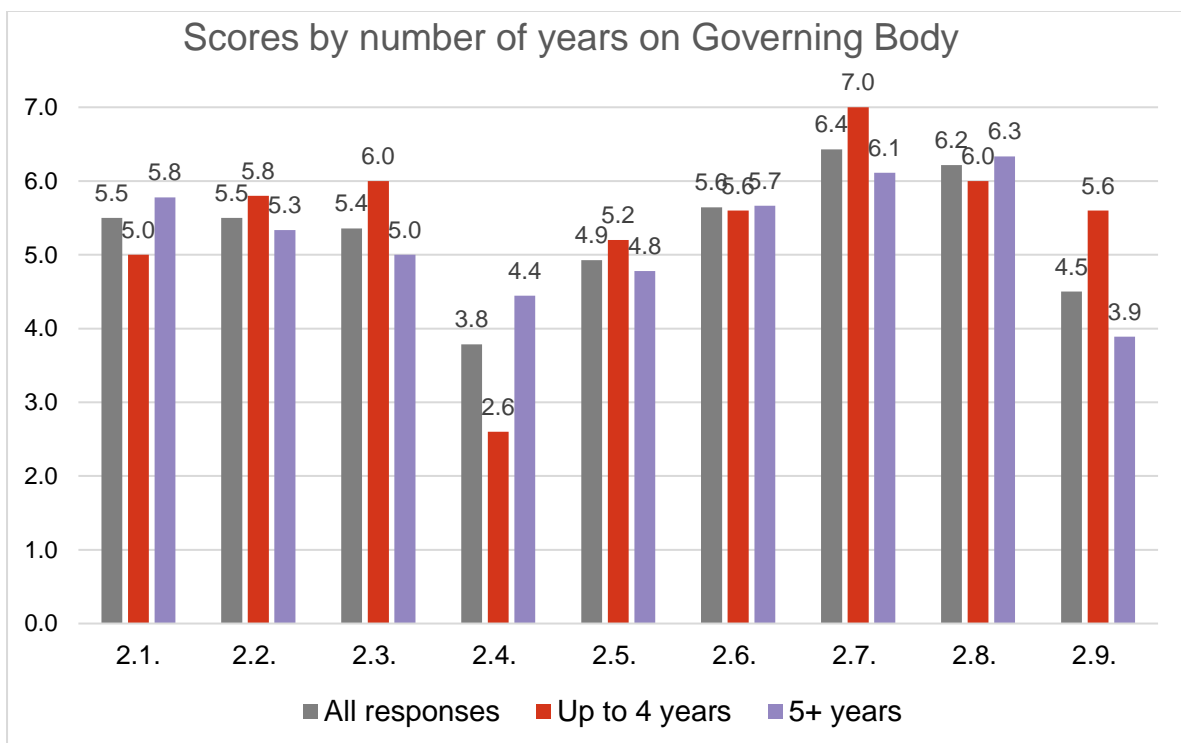
In the following analysis, a score (out of 7) is presented for each measure. This is derived by assigning the following scores: Strongly agree = 7, Agree = 6, Partially agree = 5, Neither agree nor disagree = 4, Partially disagree = 3, Disagree = 2, Strongly disagree = 1. No score is assigned for 'don't know' (no respondents answered in this way). For questions 2.1 and 2.4 the scoring is reversed (for negative questions). A separate PowerPoint file is available



Staff members and the Executive tend to view the arrangements more positively than lay members



Experienced and relatively new members see things broadly the same – except for diversity (2.4) and the use of benchmarking (2.9)



Annex Two: Governance diversity profile

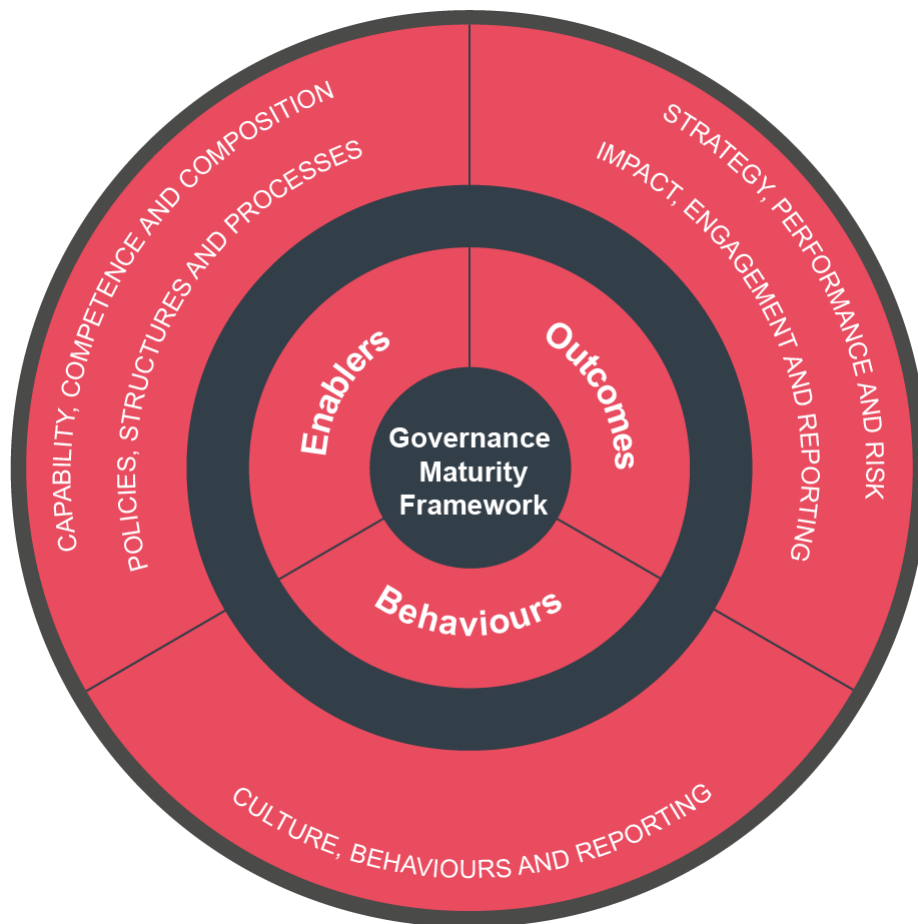
	Loughborough Council		UK HE Governors	
	Number	%	%	Number
Male	13	61.9	58.1	2,000
Female	8	38.1	41.9	1,445
White	14	93.3	89.2	2,570
BAME	1	6.7	10.7	310
Disabled	1	11.1	5.4	185
No recorded disability	8	88.9	94.6	3,270
Aged under 25	2	16.7	7.0	225
Aged 26 - 65	9	75.0	75.3	2,405
Aged 66+	1	8.3	17.6	565

Annex Three: Framework

Our review comprised of an analysis of documentation, an online survey of Council members (and others involved in the governance of the university) and one to one interviews, focus groups and meeting observations. It was overseen by a steering group with whom we discussed our draft recommendations before this report was finalised. This approach enabled us to triangulate and sense-check our findings to ensure that the most significant areas are set out. The review is based on Advance HE's *Framework for Supporting Governing Body Effectiveness Reviews in Higher Education*⁷.

⁷ The Framework sets out the key factors for consideration of higher education governing body effectiveness and offers a tool for member institutions when they are conducting their effectiveness reviews. See: <https://www.advance-he.ac.uk/guidance/governance/governing-body-effectiveness>

Figure 1. Five elements of governance practice



We also drew on the CUC's recently updated *Higher Education Code of Governance*⁸ and related documentation, as well as the lessons being drawn from the registration process with the Office for Students (OfS), and our ongoing research into governance effectiveness and experience of conducting numerous governing body effectiveness for a range of institutions.

⁸ Committee of University Chairs. (2014, revised 2020). *The Higher Education Code of Governance*. Available at: <https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf>. Committee of University Chairs. (2018). *The Higher Education Senior Staff Remuneration Code*. Available at: <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code.pdf>.

Enablers

The first factor concerns the **enablers** of an effective governing body. These provide the foundations for effective governance and the building blocks on which governance rests. Without these enablers being in place, it is highly unlikely that a governing body could be effective. However, the enablers by themselves do not ensure effectiveness but rather create the necessary conditions for effectiveness. The real test is in reviewing how they are used.

The elements of practice that support this factor comprise:

Capability, competence and diversity.

Policies, structures and processes.

Capability, competence and diversity

Capability: The collective ability of the governing body to lead and govern, making informed decisions, encompassing ethical leadership and corporate citizenship Leadership by the Chair of the governing body (and chairs of committees) and the Vice-Chancellor/Principal/CEO as exercised through the governance structures of the organisation. The dynamics of and interaction between the GB and the Executive. The appropriate independence of a secretary/clerk.

Competence: The individual skills, professional/career expertise, knowledge, experience, engagement and aptitude of individual members of the governing body and its committees and the application of these competencies in support of organisational governance. The collective blend and balance of skills expertise available to the governing body.

Diversity: The membership of the governing body and committees by reference to gender, age, ethnicity and other protected characteristics, being reflective of the organisation's key stakeholders (e.g., students and staff). Cognitive diversity as it impacts decision making and problem solving.

Policies, structures and processes:

Policies: The policies required to support effective governance; clarity of accountability supported by schemes of delegation, protection of institutional reputation, compliance with

laws and regulations and the application of relevant Codes of Governance (e.g., that published by the Committee for University Chairs).

Structures: The existence, utility and suitability of GBs, committees and 'short life' working groups and the delineation of relevant roles within these structures. The effectiveness of these structures given the size, nature and complexity of the organisation those concerning academic governance.

Processes: The existence, application and adherence to key processes supporting the effective governance within the organisation. Organisational examples include performance management, ethics management, academic quality, the student experience, financial and risk management and managing stakeholder relationships. Governance examples include the provision of information, arrangements of meetings and quality of papers.

Behaviours

The second Factor comprises working relationships and boardroom behaviours that enable effective governance include well-recognised issues such as the importance of the relationship between the governing body chair and the head of the organisation. There are potential sensitivities here, but when things 'go wrong' in governance they often do so because of the people and the associated behaviours. The elements of practice that support this factor comprise culture, behaviours and values.

Culture, behaviours and values

Culture: Awareness and promotion of the importance of governance culture on organisational stewardship and how this is expressed, modelled and promoted. An inclusive working environment that promotes and aids equality and diversity.

Behaviours: Individual and collective and 'boardroom behaviour', engagement and commitment. How this is modelled through individual and collective action in particular the Chair and the Vice-Chancellor/Principal/CEO.

Values: The approach taken to identifying, aligning with, exemplifying and promoting the core ethics and values of the organisation and good governance practice. Awareness of, adherence to relevant nationally recognised principles (e.g., The seven Nolan Principles of Public Life, and/or demonstrating leadership by 'fit and proper persons').

Outcomes

The third factor assesses the **outcomes** of a governing body to determine the extent to which a governing body 'adds value'. In this respect, the real value of governing bodies lies in what they achieve in terms of outcomes. Some outcomes are relatively generic and uncontentious, such as the need for financial sustainability. Other outcomes specific to each provider's context can be added. They might include for example the successful implementation of a major capital project or an overseas campus. The elements of practice supporting this factor comprise Strategy, performance and risk plus impact, engagement and reporting.

Strategy, performance and risk

Strategy: Engagement in and influence over the organisational mission and strategy. Determination, promotion and protection of the organisation's educational character and vision. Agility and capacity to respond to changing circumstances.

Performance: Relevant performance measures, the provision of information on performance and alignment to the strategic goals of the organisation. The monitoring of organisational performance. The effect (feedback loop) of GB monitoring on the ongoing performance of the organisation.

Risk: Systems of control, risk management, audit, including institutionally significant external activities and legal or regulatory obligations. Organisational resilience to external shocks.

Impact, engagement and reporting:

Impact: The overall effect of governance arrangements on the organisation's performance, success, resilience and reputation. The difference governance makes.

Engagement: The ability to communicate information regarding governance issues to all the relevant parties. The reach and impact of engagement with key external stakeholders.

Reporting: Integrated reporting requirements includes representation of the organisation's performance in terms of both its finance and its wider social capital and sustainability to internal and external stakeholders.

Annex Four: Review Methodology

Survey

The survey was issued to 21 individuals comprising all current members of the Council and executive staff in regular attendance.

In total we received 14 responses to the survey- see Appendix 1

Interviews

At the outset of the review, we agreed to undertake interviews with all members of the Council and some Executive members and some students. These interviews were a mix of one-to-one and small groups. The full list of completed interviews is as follows:

Christine Hodgson	Chair	Pauline Matturi	Staff Member
Jennifer Maxwell-Harris	Lay	Marcus Collins	Staff elected by General Assembly (GA)
Andrew Fisher	Lay	Andy Dainty	Staff elected by GA
Sally-Ann Hibberd	Lay	Malcolm Cook	Staff elected by Senate
Paul Hodgkinson	Lay	Claudine Eberlein	Staff elected by Senate
Tony Williams	Lay	Jess Excell	Past student rep
Jane Tabor	Lay	Fejiro Amam	Past student rep
Ann Greenwood	Lay	Rahul Mathasing	Past student rep
Oliver Sidwell	Lay	Chris Linton	Provost
Alan Hughes	Lay	Miranda Routledge	Director of Planning
John Sinnott	Lay	Andy Stephens	Director of Finance
Jennifer Nutkins	Head of Gov	Graham Howard	Director of Estates
Nick Jennings	New VC	Rachel Thomson	PVC Teaching
Robert Allison	VC	Steve Rothberg	PVC Research
Richard Taylor	COO		
Matt Youngs	SU President		

Meeting observations

The 2021 meetings which we observed were

Council	Audit
Senate	Finance
Chairs Advisory Group	Remuneration
Human Resources	Nominations
Estates	

Annex Five: Size of governing bodies

The table below is the summary of a piece of work (undertaken by the UCL Institute of Education) in 2019 to map the size of the governing body (Council) at each of the 120 English university governing bodies. The table provides an opportunity to benchmark practice and is also broken down by institutional type to offer some added context.

Origin	Average number of members	Average number of external members	Average number of internal members	Of these; average number of academics
Oxford and Cambridge	25.0	4.0	21.0	17.0
Earlies	19.0	11.3	7.7	5.3
Civic "Red Bricks"	21.1	12.5	8.6	6.1
Plate Glass/1960s	21.1	12.5	8.6	5.3
Former Polytechnics	17.8	12.5	5.3	2.8
Cathedral	18.0	13.3	4.7	2.8
Specialist	16.8	12.1	4.7	2.8
Other new	16.9	12.4	4.5	2.5
Loughborough ³	23	13	9	4
Total	18.7	12.2	6.5	4.1

³ 13 lay (including the chair, 2 Pro-Chancellors and the Hon Treasurer, plus 9 ordinary lay members), 7 staff (VC and DVC, 4 academics, 1 non-academic), plus 2 students

Annex Six: Committees at other Universities

For comparative purposes, we carried out a brief web review of Committee structures

Total Number of Committees

Warwick	Bath	Nottingham	Sheffield	City	Birmingham	Leicester	Bristol	Loughborough
11	13	7	7	4	5	8	6	12

Joint Senate/ Council Committees

Warwick	Bath	Nottingham	Sheffield	City	B 'ham	Leicester	Bristol	Loughborough
Honorary Degrees	Honorary Degrees	Honorary Degrees					Honorary Degrees	Honorary Degrees
Research and Ethics	Academic Staff Appeal							Ethics
Social Inclusion	Senior Academic Appointments							Human Resources
	Student Union liaison							Enterprise
	Equality Diversity and Inclusion							Estates
								Finance
								Health & Safety
								IT & Governance
								Operations

Council Committees

Warwick	Bath	Nott'ham	Sheffield	City	Birm'ham	Leics	Bristol	L'boro
Executive Board					Executive Board			
	Finance	Finance	Finance	Strategy, Implementation and Performance	Strategy, Planning and Resources	Finance	Finance and Infrastructure	
Audit and Risk	Audit and Risk	Audit and Risk	Audit	Audit and Risk	Audit	Audit	Audit and Risk	Audit
Noms	Noms	Noms	Noms	Corporate Governance and Nominations	Membership	Noms	Noms	Noms
Rem	Rem	Rem	Rem	Rem	Rem	Rem	Rem	Rem
Estate	University Ventures	Honorary Degrees	Estates			Senior Staff Pay		
Fund Raising	Grievance	Health and Safety				Health, Safety and Wellbeing		
Ethics	Ethics		Equality Diversity and Inclusion			Equality Diversity and Inclusion	EDI oversight	
Art Collection	Appeals					Alumni		

Annex Seven: Classification of Recommendations

Recommendations in this report have been classified into 3 different types, namely enablers, procedural and structural

Enablers

Reference		Page
R1c	introduces at least one annual lay only member meetings	
R1d	identifies a more appropriate space in which to conduct Board meetings	
R1e	considers the deployment of appropriate technology to support members engaging with papers	
R2a	Discussions are held with student representatives to establish the most effective way of supporting them to further develop the contribution they make to Council debates	
R2b	Opportunities are provided for students to have more direct contact with the Chair and other lay members	
R3b	Use any gaps identified to set benchmarks for Council membership, and these are incorporated into the skills matrix	
R3c	Develops a range of rigorous attraction and search strategies, including more novel approaches to recruiting to create a pool of high calibre and diverse candidates	
R3d	Reviews lay member involvement in the consideration of EDI topics and considers whether more overt Council sponsorship and expertise is required in this area and the extent to which Council members would benefit from a dedicated development session	
R4	once a year all Council members discuss with the Chair or Council Secretary how they can best be supported to enable them to make the most effective contribution to the work of the Council	
R8a	Senate is asked to express an annual opinion on the maintenance and possible improvement of academic standards and quality	
R8b	As part of the development of the University's new strategy, a set of key performance indicators is determined and for each of those a suitable comparator group of institutions is established and an annual comparative performance report is produced to monitor progress	
R10d	Council trials the use of more discursive approaches to consider emerging issues	
R12	We recommend that there is an early meeting between the Chair, VC and COO to establish a protocol on how the new set of relationships will work	

Procedural

Reference		Page
R1b	explores ways in which the numbers of officers in attendance might be reduced	
R2c	Abolishing Special meetings and including students in all decisions at both Senate and Council	
R3e	Ensures the Council paper template is amended so that regular EDI discussion is integrated into consideration of all key topics	
R6	We recommend that the governance paper templates be reviewed so that they provide prompts to identify the nature and scope of any debate required, specific recommendations, with alternatives and the impact of any proposal on any key policy objectives	
R7a	The Nominations (and governance) Committee to consider an action plan to improve the quality of papers	
R7b	an assessment of members preferences for the technological support for collaborative governance working	
R8c	Pay benchmarking is provided to the Remuneration Committee as recommended by the CUC Code on Senior Remuneration	
R9	We recommend that there is a standing item on all agenda papers at which a rolling future work programme is considered	
R10a	All agenda should in future have indicative timings to signal those papers that need discussion	
R10b	Any report that does not have a formal decision needed or present options should be placed in the section not for discussion	
R10c	Items for substantive discussion should be first on the agenda	
R10e	More papers should be moved to the section of the agenda where they are not discussed	
R11a	Any meeting over 2 hours should have a timetabled break	
R11b	Nominations (and Governance) Committee should agree on a meeting review methodology – this should include an option where members express a view on the quality and ease of use of papers	

Structural

Reference		Page
R1a	considers further reduction in the size of Council when it has determined its preferred committee structure	
R3a	Considers the breadth of Council membership, and the extent to which University's governance structures reflect modern society with its richness of lived experiences and talent	
R5a	reviews its committee system to reduce the number of Committees, increasing their focus on strategic development and reducing the focus on monitoring past activity.	
R5b	gives Nominations Committee a revised role in respect of governance	
R5c	dissolves the CAG and puts in place alternative arrangements for briefing the Chair and other senior lay members	

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Paper Title: Risk Management – Update

Author: Director of Finance

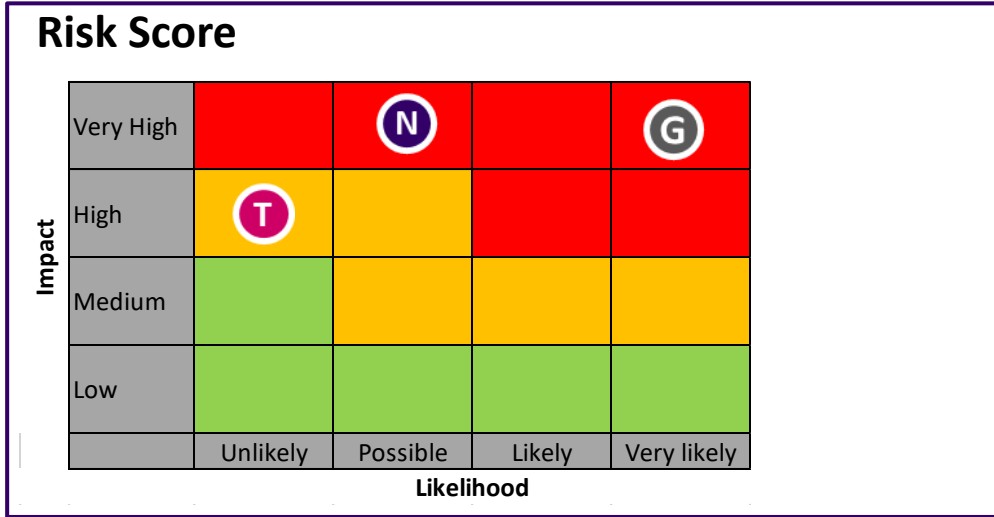
<p>Action Required</p>	<ul style="list-style-type: none"> To NOTE an update regarding the documentation of strategic risks, assurance mapping and the articulation of risk appetite.
<p>Executive Summary</p>	<p>PWC continue to support the Director of Finance with work to document and evaluate risk. Interviews were held with each strategic risk owner to understand the current mechanisms of control and assurance over the strategic risk profile as well as the desired level of assurance. This led to the production of an assurance map for each strategic risk.</p> <p>Documentation appended to this report sets out a “risk on a page” for each of the seven strategic risks identified by Council together with the assurance map. Risks are evaluated using a model focussed on cause, event and consequence with assurance viewed in terms of three lines of defence, those being internal controls, management/committee oversight and external oversight/audit.</p> <p>Currently of the seven strategic risks, only one (pension schemes) has achieved a net risk score aligned with the University’s target risk. This is a recent development following adoption of UUK’s proposal to resolve the 2020 USS valuation.</p> <p>For the other risks the current assessment of net risk is adrift from our target level and the assessment of target risk itself reflects the reality of the high level of uncertainty faced by the higher education sector in terms of government policy; the impact of the pandemic on staff wellbeing, student recruitment and the student experience; and threats posed by bad actors in cyber security. Work continues to mitigate the impacts of sector uncertainty where possible.</p> <p>The next key step is to calibrate the senior management team’s assessment of target risk with Council’s own risk appetite, both at the holistic University level and with relation to each of the strategic risks. While it has not yet been possible to dedicate a Council session specifically to risk appetite, this work will be informed by conversations during the Council away-day that precedes this meeting.</p> <p>An example of the format intended to capture risk appetite is also appended to this report.</p>

Risk Title

IT & Data Security

Risk Owner
Richard Taylor

Current assurance level	High
Desired assurance level	High



The risk description is...

What is the risk cause, event and consequences?
Increasing demand on IT systems, could lead to a failure in the integrity of the IT infrastructure (which may include cyber breaches), resulting in operational disruption, major data loss, breach of regulations (particularly General Data Protection Regulation), reputational damage, potential fines or other financial losses.

This risk matters because..

- Following the pandemic there far greater reliance on technology infrastructure
- Risk environment is more adverse – there has been a increasing number of ransomware attacks across the sector

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Mandatory IT/data security training for all staff	Dr Jennifer Nutkins
Regular IT backups and resilient infrastructure (e.g. redundant data centres, multiple power supplies, cooling systems etc.)	Vipin Ahlawat
Technical IT security controls (e.g. firewalls, VPN, intrusion detection systems)	Vipin Ahlawat
Physical controls around data centres	Vipin Ahlawat
Regular penetration testing and vulnerability scanning	Vipin Ahlawat
MFA in place for staff	Vipin Ahlawat
Regular phishing simulations	Vipin Ahlawat
Information governance framework (e.g. asset registers, data ownership structures, DoA on data ownership and structure, identified data stewards)	Dr Jennifer Nutkins
Comprehensive IT business continuity plans in place	Vipin Ahlawat

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

Obtaining cyber insurance	James Henry	January 2022
Ongoing programme of IT improvements (e.g. MFA for students etc.)	Vipin Ahlawat	October 2021 (for implementation of MFA for students)
Improvement of business continuity plans in relation to ransomware	Richard Taylor (PS) / Prof Chris Linton (Schools)	April 2022
Update to mandatory training policy (including information security training)	Adele Mackinlay	January 2022

Risk Title

IT & Data Security

Risk Owner
Richard Taylor

Current assurance level	High
Desired assurance level	High

Risk Score

Very High		N		G
High	T			
Medium				
Low				
	Unlikely	Possible	Likely	Very likely
	Likelihood			

Explanation of current and desired assurance level

Cyber attacks remain prevalent in the sector and the consequence of data loss or system outage resulting from such actions would be material to the operations of the University. Consequently we require a substantial level of assurance and have invested significant effort to improve the assurance in this area. We believe a concerted focus on likelihood can bring the risk assessment to an acceptable level. We also believe we can mitigate the impact through preparation and backup creation, to some degree. However our double weighting of impact in our risk assessment means that this risk remains elevated despite mitigating controls.

Planned future assurance activities

- IT Services (Cyber Security) and ITDR reviews scheduled for 2021/22.
- Internal exercise to test Business Continuity Plans focused on IT scheduled for October 2021

Assurance mapping

1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> • Mandatory IT/data security training for all staff • Regular IT backups and resilient infrastructure (e.g. redundant data centres, multiple power supplies, cooling systems etc.) • Technical IT security controls (e.g. firewalls, VPN, intrusion detection systems) • Physical controls around data centres • Regular penetration testing and vulnerability scanning • MFA in place for staff • Regular phishing simulations 	<ul style="list-style-type: none"> • Information governance framework (e.g. asset registers, data ownership structures, DoA on data ownership and structure, identified data stewards) • Comprehensive IT business continuity plans in place 	<ul style="list-style-type: none"> • Regular review by Information Technology & Governance Committee 	<ul style="list-style-type: none"> • IT review - Ongoing - n/a - to be finalised for Nov AC • Cyber Essentials Plus certification • External penetration testing multiple times a year 	<ul style="list-style-type: none"> • None at present

Risk Title

Government Policy

Risk Owner
Prof Chris Linton

Current assurance level	Low
Desired assurance level	Low

Risk Score

Impact	Very High			G	
	High			N	
	Medium			T	
	Low				
		Unlikely	Possible	Likely	Very likely
	Likelihood				

The risk description is...

What is the risk cause, event and consequences?

Loughborough University's over reliance on student fee income, could mean we are disproportionately affected by future changes to the HE sector funding system, resulting in loss of income, reputational damage, and an inability to undertake certain research and teaching.

This risk matters because..

See risk description

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Ability of senior management and lay members of Council to network and interact with national bodies informed by in-house specialist knowledge in government policy	Richard Taylor
Professional planning department supporting horizon scanning, analysis and action supported by wider representation on sector special interest bodies (e.g. HESPA, UUK, etc.)	Miranda Routledge
Supportive local MP who is able to support us where she can	Vice Chancellor
Additional resource and oversight of University action to meet access and participation plan targets	Prof Chris Linton & Prof Rachel Thomson
The university strategy encourages us to reduce our reliance on domestic undergraduate fee income	Andy Stephens
Established and forward looking financial planning structure	Andy Stephens
Ability to quickly set up agile governance structures to respond to policy change supported by degree of central control	Prof Chris Linton

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

Implementation of the Governance and Policy Unit	Prof Tony Edwards	December 2021
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Risk Title

Government Policy

Risk Owner
Prof Chris Linton

Current assurance level	Low
Desired assurance level	Low

Risk Score

Impact	Very High			G	
	High			N	
	Medium			T	
	Low				
		Unlikely	Possible	Likely	Very likely
	Likelihood				

Explanation of current and desired assurance level

The University's ability to gain insight into planned changes to government policy is inevitably limited. Existing connections to national bodies, both within and outside the sector, provide valuable support to the horizon scanning overseen by the Director of Planning. We believe we are as well placed as many in the sector but higher education funding remains an overtly political rather than solely economic matter and there remains a risk of significant change with relatively short notice or minimal consultation.

Planned future assurance activities

- None at present

1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> • Professional planning department supporting horizon scanning, analysis and action supported by wider representation on sector special interest bodies (e.g. HESPA, UUK, etc.) • Supportive local MP who is able to support us where she can • Additional resource and oversight of University action to meet access and participation plan targets • The university strategy encourages diversification of income with reduced reliance on domestic undergraduates • Ability to quickly set up agile governance structures to respond to policy change supported by degree of central control 	<ul style="list-style-type: none"> • Established and forward looking financial planning structure • Finance strategy articulating boundaries within which the University must act to support financial sustainability 	<ul style="list-style-type: none"> • Ability of senior management and lay members of Council to network and interact with national bodies informed by in-house specialist knowledge in government policy • Appointment of a Vice Chancellor with strong connections to government through former role as Chief Scientific Advisor. 	<ul style="list-style-type: none"> • External Engagement review - Advisory 	<ul style="list-style-type: none"> • None at present

Risk Title

International Student Dependency

Risk Owner

Prof Rachel Thomson

Current assurance level	Low
Desired assurance level	Moderate

Risk Score

Impact	Very High		N	G	
	High				
	Medium		T		
	Low				
		Unlikely	Possible	Likely	Very likely
	Likelihood				

The risk description is...

What is the risk cause, event and consequences?

An over reliance on a single geographical region and/or country, may mean we are vulnerable to political or macroeconomic factors that reduce international student demand, resulting in a loss of income, an inability to run some teaching and research programmes and detrimental impacts on the diversity of the student body.

This risk matters because..

There are no other single countries that we could replace this reliance with.

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Oversight of overseas recruitment agents by International Office	Charlie Carter
Oversight of fee levels, bursaries and market demand by Tuition Fees sub-committee and Operations Committee	Prof Rachel Thomson
Oversight of overseas agent incentivisation by Student Recruitment and Admissions Sub-Committee and Operations Committee	Richard Taylor
Regular monitoring of number of applications, offers and conversions from each country during admissions cycle by Student Recruitment and Admissions sub-committee and Finance Committee	Richard Taylor
Targeted international outreach and engagement	Charlie Carter
An attractive degree programme portfolio and flexible delivery mechanisms for UK and International students	Prof Rachel Thomson
Manage in-country staff desk operations	Charlie Carter

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

Development of 'Internationalisation' strategy (to include our Global league table position)	Vice Chancellor	March 2022
Develop a European recruitment and engagement strategy	Vice Chancellor	July 2023
Reviewing and maximising the impact from strategic international partnerships for student recruitment	Charlie Carter	July 2022
Targeted international marketing spend to be agreed for specific campaigns (including digital)	Martyn Edwards	July 2023
Considering expansion of in-country staff desk operations	Charlie Carter	July 2024
An institutional approach to developing and promoting PGT offer across both our campuses	Martyn Edwards	July 2022

Risk Title

International Student Dependency

Risk Owner
Prof Rachel Thomson

Current assurance level	Low
Desired assurance level	Moderate

Risk Score

Impact	Very High		N	G	
	High				
	Medium		T		
	Low				
		Unlikely	Possible	Likely	Very likely
	Likelihood				

Explanation of current and desired assurance level

This is a material risk to a key source of unregulated student fee income and is particularly significant to the operation of our London campus. Global geopolitical and Covid pandemic related uncertainties mean that it is hard to gain assurance in this area although we continue to monitor patterns of student behaviour directly and through our agent network. We anticipate assurance level rising to the desired level as Covid uncertainty declines and we gain more comfort as to the return of international student demand.

Planned future assurance activities

- UKVI review scheduled for 2021/22 and International Student Dependency scheduled for 2023/24.

1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> • Targeted international outreach and engagement • An attractive degree programme portfolio and flexible delivery mechanisms for UK and International students • Manage in-country staff desk operations 	<ul style="list-style-type: none"> • None at present 	<ul style="list-style-type: none"> • Oversight of overseas recruitment agents by International Office • Oversight of fee levels, bursaries and market demand by Tuition Fees sub-committee and Operations Committee • Oversight of overseas agent incentivisation by Student Recruitment and Admissions Sub-Committee and Operations Committee • Regular monitoring of number of applications, offers and conversions from each country during admissions cycle by Student Recruitment and Admissions sub-committee and Finance Committee 	<ul style="list-style-type: none"> • Student Recruitment review - ongoing - to be finalised for September AC 	<ul style="list-style-type: none"> • None at present

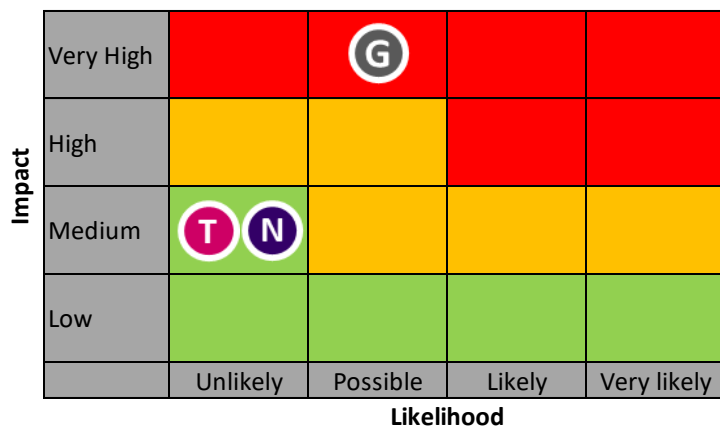
Risk Title

Pension Schemes

Risk Owner
Andy Stephens

Current assurance level	Moderate
Desired assurance level	Moderate

Risk Score



Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

National negotiating framework – Universities UK / USS Employers / UCEA – ensures that we are briefed on and consulted on emerging issues.	Andy Stephens
Informal networks – BUFDG / UHR – enable us to influence debate and stay informed as to sector developments	Andy Stephens
Financial budgeting and planning regime – we overtly consider pensions risk and set out how we would mitigate the financial impact in the context of wider university finances	Andy Stephens
Assumptions in pension matters are audited by external auditors and we have recourse to independent actuarial advisors when that is considered necessary	Andy Stephens
Well established formal consultation networks through trade unions	Richard Taylor

The risk description is...

What is the risk cause, event and consequences?

The University's commitment to two defined benefit pension schemes which are in material deficit positions due to macroeconomic factors, could mean that meeting commitments for these schemes requires disproportionate allocation of resources. This may threaten financial sustainability, limiting direct investment to strategic priorities of the institution and/or lead to industrial action.

This risk matters because..

The University's strategy commits to "Investing in our Staff". Pensions are a valued part of overall remuneration and disruption to pensions, as a result of external factors such as a triennial valuation, may reduce the real or perceived benefits of a career in higher education, make other employers look more attractive due to different pension schemes in operation and damage employer/staff relations within the organisation.

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

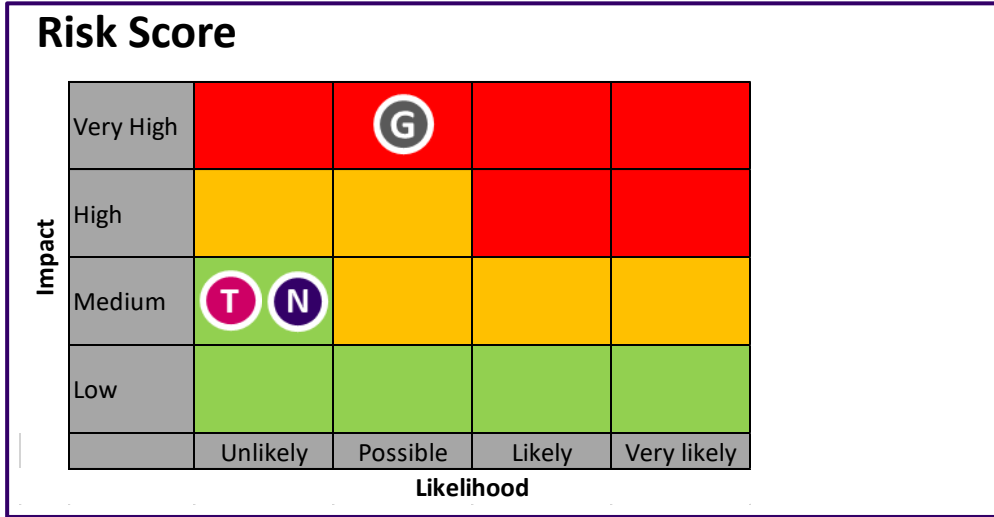
Agree and plan proactive communication with staff in-person and through digital channels	Vice Chancellor	Ongoing
Increase representation on relevant bodies – to discuss		
Build understanding of the risk within Council's lay members	Andy Stephens	Ongoing

Risk Title

Pension Schemes

Risk Owner
Andy Stephens

Current assurance level	Moderate
Desired assurance level	Moderate



Explanation of current and desired assurance level

Pension scheme valuations have the potential to impact both cashflow and non-cash I&E financial results, together with employee relations. It is important to have a good understanding of pensions matters at a senior level, to actively engage with consultations, to influence scheme behaviour where possible and Council needs to be assured of this. The University considers representation and engagement to be high with both the Director of Finance and the Chief Operating Officer actively involved in all pension matters.

Planned future assurance activities

- HR review scheduled for 2021/22 (includes payroll).

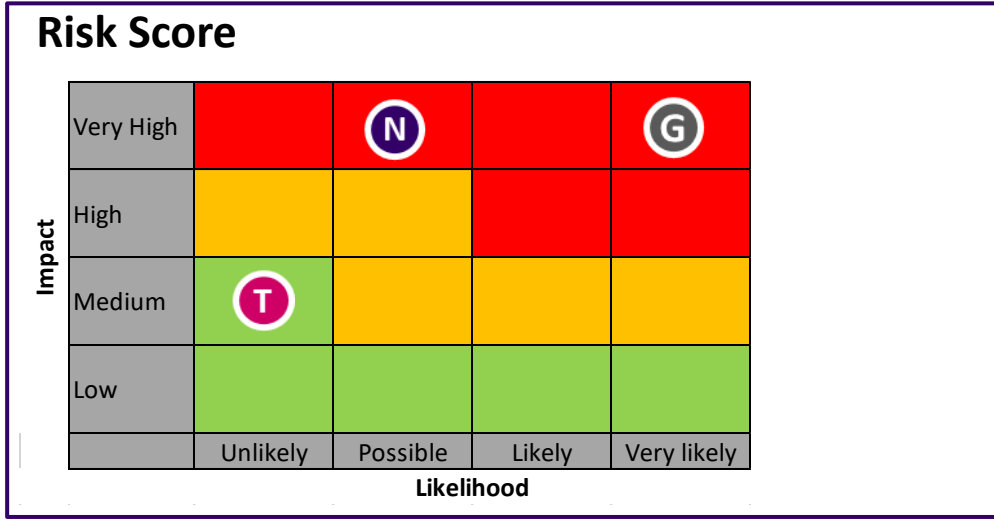
1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> Informal networks – we stay informed with what is going on with other FDs etc. Financial budgeting and planning regime – to plan how we would mitigate the financial impact (work out how to deal with impacts in the context of wider university finances) Well established formal consultation networks through trade unions 	<ul style="list-style-type: none"> National negotiating framework – Universities UK / USS Employers / UCEA – we have to be consulted with and work together with other universities 	<ul style="list-style-type: none"> Independent lay members on HR and Joint Negotiating committees Discussion of pensions matters by CUC 	<ul style="list-style-type: none"> None at present 	<ul style="list-style-type: none"> Assumptions in pension matters are audited by external auditors

Risk Title

Compliance Culture

Risk Owner
Richard Taylor

Current assurance level	Moderate
Desired assurance level	High



The risk description is...

What is the risk cause, event and consequences?
An inadequate compliance culture across the University, may lead to instances of non compliance with legislation or regulations or breaches of ethics , resulting in financial loss or criminal penalty, significant reputational damage, loss of students and/or staff and potential limitations on University operations and activities.

This risk matters because..

Compliance areas that could lead to criminal/corporate legal proceedings and significant impacts on organisation effectiveness and reputations include:
Health and Safety, EDI, Export Control and UKVI
N.B. – Some compliance areas may score higher than possible on a net score – assessment of risk based on compliance culture rather than individual compliance risks

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Provision of mandatory compliance training in a single location and continuous review of training requirements	Ffyona Baker
Pull through of mandatory training completion rates in PDR system to identify early warning signs	Ffyona Baker
Prominent conversations about compliance at leadership and team meetings	Vice Chancellor
Single policy gateway for published policies and procedures	Richard Taylor
Professional compliance teams with governance by Council sub-committee	Richard Taylor
Matrix in place to support holding to account for compliance failures and increase fairness	Richard Taylor

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

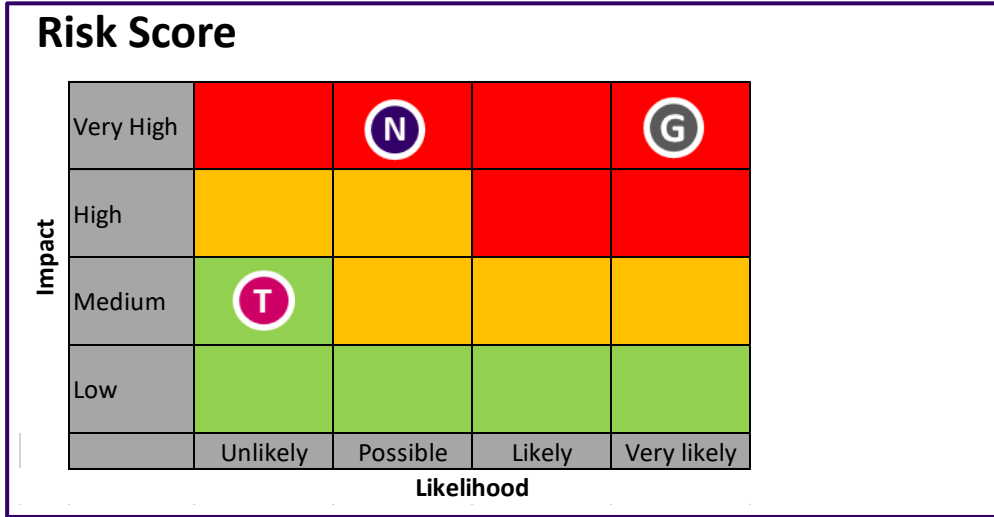
Increasing requirements for senior management to discuss compliance culture and related issues regularly with their teams	Vice Chancellor	September 2022
Implement formal consideration of compliance risks within new initiatives and processes	Vice Chancellor	September 2022
Gauge the potential for university systems to flag potential breaches of compliance	Richard Taylor	September 2022

Risk Title

Compliance Culture

Risk Owner
Richard Taylor

Current assurance level	Moderate
Desired assurance level	High



Explanation of current and desired assurance level

The University has a very broad compliance environment ranging from OfS regulation to specific risks around research activity and the operation of a diverse and complex estate. The consequences of any breach are significant. While much of the activity to mitigate risk is within our control we remain vulnerable to the behaviour of individuals and this drives the high level of desired assurance. Current levels of likelihood are mitigated by reporting, training and assurance mechanisms. Where likelihood cannot be further reduced our focus increasingly needs to look at ways to reduce the impact of problems if and when they arise.

- ### Planned future assurance activities
- Compliance culture review scheduled for 2021/22, 2022/23 and 2023/24.
 - Mapping of external reviews to individual compliance risks identified

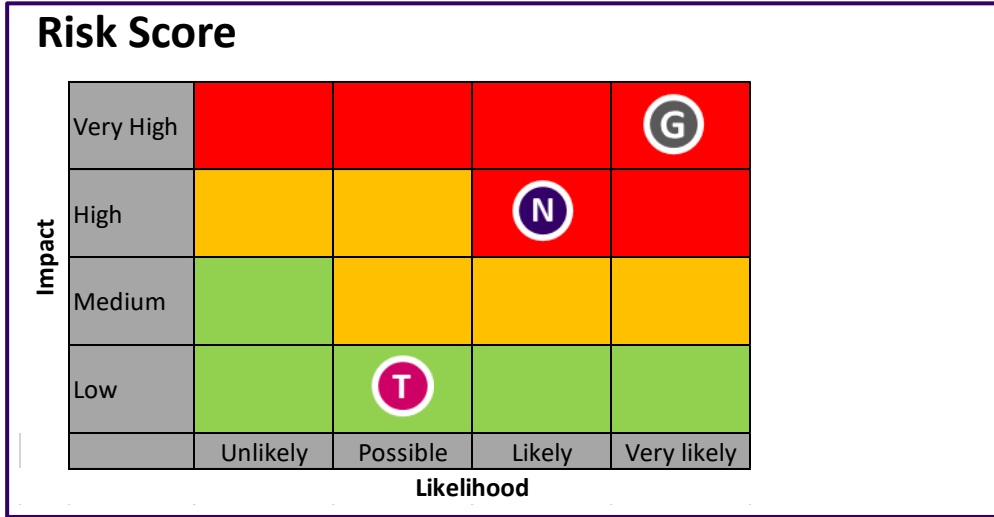
1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> • Provision of mandatory compliance training in a single location and continuous review of training requirements • Pull through of mandatory training completion rates in PDR system to identify early warning signs • Prominent conversations about compliance at leadership and team meetings • Matrix in place to support holding to account for compliance failures and increase fairness 	<ul style="list-style-type: none"> • Single policy gateway for published policies and procedures 	<ul style="list-style-type: none"> • Professional compliance teams with governance by Council sub-committee 	<p><i>2021 reviews around specific compliance areas including: Health & Safety, Fire Risk Assessments, Emergency Lighting, Fire Evacuation Drills, DBS checks and CCTV signs</i></p>	<ul style="list-style-type: none"> • OFS reporting e.g. Prevent • External reviews of specific compliance areas (e.g. Water Safety readiness assessment, ISO 14001 Environmental Standards evaluated externally each year etc.)

Risk Title

Staff Wellbeing

Risk Owner
Richard Taylor

Current assurance level	Low
Desired assurance level	Moderate



The risk description is...

What is the risk cause, event and consequences?
Changes to the psychological contract with staff (e.g. changes to pension arrangements, increased oversight, workloads that become unsustainable, etc.), may mean the University is unable to protect their wellbeing, resulting in staff dissatisfaction, increased rates of absence and/or attrition, potential industrial action and reputational damage. Failure to be an inclusive community and reflect the diversity of the communities we serve may also have a detrimental effect on wellbeing and performance.

This risk matters because..

See risk description

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Monitoring of absence data, staff turnover and emerging issues through Human Resources Committee	Neil Budworth
Monitoring engagement through annual staff survey	Ffiona Baker
University workload management system for academic staff enables monitoring and equitable distribution of workload	Prof Chris Linton
Wellbeing resources online accessible to all staff	Neil Budworth
Employee assistance programme accessible to all staff	Neil Budworth
Occupational health service accessible to all staff	Neil Budworth
Staff salary review process with oversight by Remuneration Committee	Anne Lamb
Performance and Development Review process to identify workload issues at an individual level	Anne Lamb & Ffiona Baker
Monitoring of diversity data with action plans in place	Anne Lamb

Manage the risk further by...

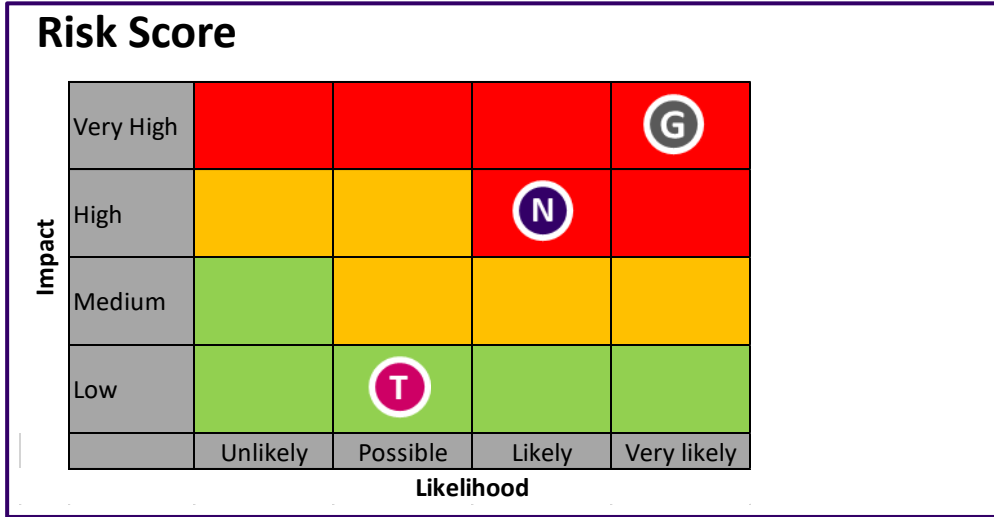
Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

Active deprioritisation of work of lesser value	Richard Taylor and Prof Chris Linton	February 2022
Whenever processes are redesigned, they are designed with the assumption that workloads should reduce	Richard Taylor and Andy Stephens	February 2022
More appropriately communicate risk appetite to individuals who are responsible for the management of individual risks (including sharing of real-life examples)	Richard Taylor	February 2022
Create short guidelines on developing reports for committees and leadership	Richard Taylor	September 2021
Review Performance and Development Review to streamline process	Anne Lamb & Ffiona Baker	September 2022
Embracing EDI as a strategic pillar within the new strategy	Vice Chancellor	September 2022

Risk Title
Staff Wellbeing

Risk Owner
Richard Taylor

Current assurance level	Low
Desired assurance level	Moderate



Explanation of current and desired assurance level

Staffing wellbeing issues are inherently difficult to gain assurance over with many issues being identified through lag indicators. We believe it will be hard to lower this risk to the target green zone without investing significant additional resource in the form of increased staffing. However we believe we can continue to mitigate the impact and likelihood further through a range of interventions.

Planned future assurance activities

- HR review scheduled for 2021/22.

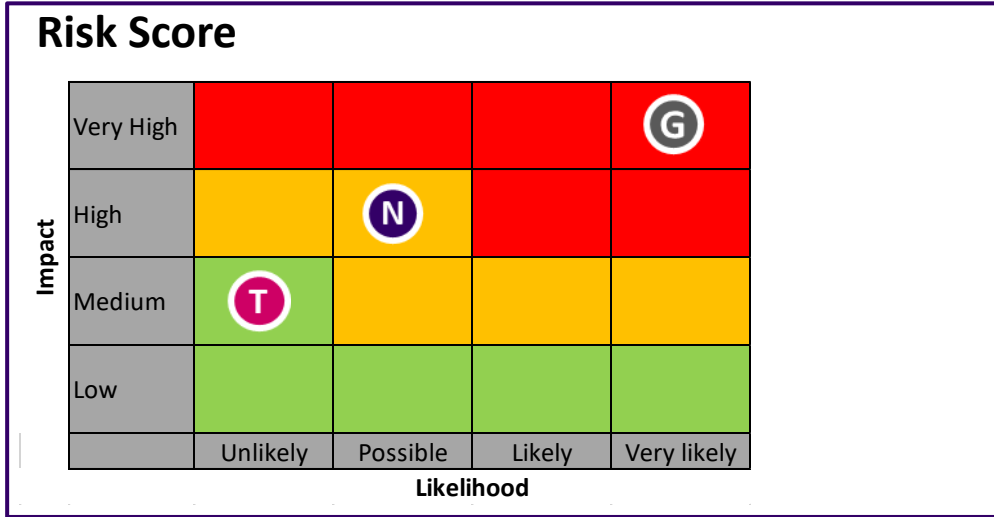
1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> Monitoring engagement through annual staff survey University workload management system for academic staff enables monitoring and equitable distribution of workload Wellbeing resources online accessible to all staff Employee assistance programme accessible to all staff Occupational health service accessible to all staff Monitoring of diversity data with action plans in place 	<ul style="list-style-type: none"> Performance and Development Review process to identify workload issues at an individual level 	<ul style="list-style-type: none"> Monitoring of absence data, staff turnover and emerging issues through Human Resources committee Staff salary review process with oversight by Remuneration committee 	<ul style="list-style-type: none"> None at present 	<ul style="list-style-type: none"> None at present

Risk Title

Student Experience

Risk Owner
Prof Rachel Thomson

Current assurance level	Moderate
Desired assurance level	High



The risk description is...

What is the risk cause, event and consequences?
An inability to monitor, adapt to and manage changing student expectations may mean students do not consistently receive the best experience at the University leading to damage to the University's reputation (incl. NSS & Graduate Outcomes) and high performing students choosing to study at other institutions.

This risk matters because..

See risk description

Our current Controls to manage this risk...

The most significant existing controls that are in place, with the biggest impact on mitigating the risk.

Estate condition and adequacy of provision under regular review by facilities management team and University committee structure (Ops and EMC)	Graham Howard
IT infrastructure condition and adequacy of provision to support on and off-campus teaching and learning under regular review by IT management team	Vipin Ahlawat
Strong relationship with LSU to identify emerging issues and work collaboratively to deliver student-friendly solutions. Services delivered where strengths lie (LU vs LSU)	Richard Taylor
Governance structure including Learning & Teaching Committee providing oversight and challenge	Prof Rachel Thomson
Student Experience team (formal sub-committee of Learning & Teaching Committee) in place	Dr Manuel Alonso
Formalised student feedback mechanisms at multiple levels (Programme, School, University level etc.) in place with outcomes regularly reviewed at Learning & Teaching Committee	Prof Rachel Thomson
Formalised student discipline procedures for fair and proportionate means to tackle student disruption to experience of peers	Richard Taylor
Well established, appropriately resourced and easily accessible support services for students	Dr Manuel Alonso
Ensuring the right opportunities are available for students to participate in sport, and that facilities are maintained at the appropriate level (Governed through Sport Committee and relationship with the AU)	Prof Chris Linton
Access and Participation Sub-Committee and EDI Committee review data on access, participation, student success and graduate outcomes data and recommend action where required	Prof Rachel Thomson
Action plans to address issues emerging from student feedback	Prof Rachel Thomson

Manage the risk further by...

Any further activity that has not yet been fully embedded, future planned controls or improvement to existing controls needed to reduce the impact and/of likelihood of the risk.

Embed culture of addressing poor performance in student experience related activity	Vice Chancellor	31 July 2023
Improving issues around waiting times for support services	Dr Manuel Alonso	31 July 2023
Embedding a culture of inclusion across the student body (measurement through KPIs covering training, campaign engagement, measure of number of incidents etc.)	Vice Chancellor	31 July 2024

Risk Title

Student Experience

Risk Owner
Prof Rachel Thomson

Current assurance level	Moderate
Desired assurance level	High

Risk Score

Impact	Very High				G
	High		N		
	Medium	T			
	Low				
		Unlikely	Possible	Likely	Very likely
	Likelihood				

Explanation of current and desired assurance level

The student experience underpins much of the league table success that Loughborough has enjoyed in recent years and this drives the high level of expected assurance in this area. The challenge is in identifying sufficient, reliable leading indicators that will help increase the level of assurance prior to problems manifesting in measures such as the National Student Survey. Historically the correlation between data collected during the year with the ultimate NSS results is inconsistent.

Planned future assurance activities

- Student Experience scheduled for 2022/23.

1st Line of Defence	2nd Line of Defence		3rd Line of Defence	
	Policies and frameworks	Committee and Senior Management Oversight	Internal Audit Reviews	External Audit and other External Assurance
<ul style="list-style-type: none"> • IT infrastructure condition and adequacy of provision to support on and off-campus teaching and learning under regular review by IT management team • Strong relationship with LSU to identify emerging issues and work collaboratively to deliver student-friendly solutions. Services delivered where strengths lie (LU vs LSU) • Well established, appropriately resourced and easily accessible support services for students • Action plans to address issues emerging from student feedback 	<ul style="list-style-type: none"> • Formalised Student discipline procedures for fair and proportionate means to tackle Student disruption to Experience of peers 	<ul style="list-style-type: none"> • Estate condition and adequacy of provision under regular review by facilities management team and University committee structure (Ops and EMC) • Governance structure including Learning & Teaching Committee providing oversight and challenge • Student Experience team (formal sub-committee of Learning & Teaching Committee) in place • Access and Participation Sub-Committee and EDI Committee review data on access, participation, student success and graduate outcomes data and recommend action where required • Ensuring the right opportunities are available for students to participate in sport, and that facilities are maintained at the appropriate level (Governed through Sport Committee and relationship with the AU) • Formalised Student feedback mechanisms at multiple levels (Programme, School, University level etc.) in place with outcomes regularly reviewed at Learning & Teaching committee 	<ul style="list-style-type: none"> • Student Recruitment review - ongoing - to be finalised for September AC 	<ul style="list-style-type: none"> • National Student Survey (NSS) and Postgraduate Taught Experience Survey (PTES) results • IT specific - Question on IT facilities (Q18) on National Student Survey (#1 in the country for last six years)

Student Experience	
Current Appetite	<p>A horizontal scale with five tick marks labeled 'Avoid', 'Minimal', 'Cautious', 'Open', and 'Seek'. A black square marker is positioned at the 'Minimal' tick mark, with a white speech bubble pointing to it.</p>
Desired Appetite	<p>A horizontal scale with five tick marks labeled 'Avoid', 'Minimal', 'Cautious', 'Open', and 'Seek'. A black square marker is positioned at the 'Cautious' tick mark, with a white speech bubble pointing to it.</p>
Red lines	Our student experience must always be something that defines who we are as a University
	We would never accept an NSS score in a subject area below x%
	We would never accept an overall student satisfaction rating outside of the top 10% of institutions
Risk reward trade-offs	International (QS Top 200) vs Domestic (NSS ranking)
	Resource allocation to teaching and learning vs research and enterprise
	Capital expenditure to maintain current standings vs investments in new income generating activity
Opportunities	Freeing up staff capacity without harming student experience
	We have the financial capacity to invest

Risk appetite	Descriptions
Avoid	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimal	Preference for very safe options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Seek	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.



Paper Title: Loan Agreements – LIBOR / SONIA Transition

Author: Director of Finance

<p>Actions Required</p>	<ul style="list-style-type: none"> • To NOTE an update regarding the transition of interest rates underpinning University loan agreements from LIBOR to SONIA and • To DELEGATE to Finance Committee authority to agree the final terms of the transition agreements.
<p>Executive Summary</p>	<p>The University’s loan arrangements are subject to interest rates based on a reference rate known as LIBOR (the London Interbank Offered Rate). A number of scandals at the time of the global financial crisis in 2008/9 resulted in investigations into claims that LIBOR rates had been manipulated by market participants. A series of reforms followed, to anchor LIBOR as much as possible to actual transactions, but despite these controls UK regulators have concluded that LIBOR is no longer a sustainable benchmark and will cease to be available as a reference rate after 31 December 2021.</p> <p>A replacement benchmark is therefore required, and it is proposed that the University’s loan agreements will be amended to refer to a new rate SONIA (the Sterling Overnight Index Average). This is an unsecured overnight rate published and administered by the Bank of England.</p> <p>In practical terms this makes little difference to the day-to-day operation of our loan portfolio. SONIA is intended to achieve an outcome as close as possible to that which would have resulted from continued use of LIBOR. There is no expectation that interest costs should rise nor that profitability for banks should increase as a result of the transition.</p> <p>All of the University’s term loans are fixed rate in nature and so the reference rate change only impacts the mechanics behind the scenes, as the bank applies an interest charge and then the outcome of the hedging that secures our fixed rate. Our revolving credit facility (RCF) has already been dealt with through the documentation agreed as part of the 12-month extension approved by Council in July.</p> <p>We await a final form of the transition documentation from Lloyds Bank and Scottish Widows. The Director of Finance requests that delegated authority be given to Finance Committee to consider and approve, if appropriate, the necessary transition agreements and any related documentation at its meeting later in October.</p>

Nominations Committee



Loughborough
University

Minutes

NOM21-M4

Minutes of the meeting held on 30 June 2021.

Attendance

Present:

Christine Hodgson (chair), Professor Robert Allison, Alan Hughes, Professor Chris Linton, Pauline Matturi, John Sinnott, Jane Tabor

In attendance:

Marion Fanthorpe (Advance HE, observer), Ally McDonald Alonso, Dr Jennifer Nutkins, Andy Stephens, Richard Taylor

25/21 Minutes

The minutes of the meeting held on 20 May 2021 were CONFIRMED (NOM21-M3).

26/21 Lay Members of Committees in 2021/22 (minute 23/21 refers)

26.1 Actions from the Last Meeting

The Committee NOTED the following:

- (a) **Finance Committee** – Tony Williams had agreed to join with effect from 1 August 2021 (vice Jane Tabor).
- (b) **Nominations Committee** - Mike Wedderburn had agreed to join with effect from 1 August 2021 (vice Jane Tabor).
- (c) **Remuneration Committee** - Jennifer Maxwell-Harris had agreed to join with effect from 1 August 2021 (vice Alan Hughes) but another Council member had declined to join the Committee.
- (d) **Health, Safety and Environment Committee** – Jennifer Maxwell-Harris had agreed to join with effect from 1 August 2021 (vice Oliver Sidwell).

26.2 Remaining Lay Member Vacancies

NOM21-P10

The remaining vacancy on Remuneration Committee for 2021/22 (vice Jane Tabor) was NOTED and potential candidates were CONSIDERED, noting that if Penny Briscoe joined in 2021/22 she would not have been allocated a committee). There was some discussion of the sensitivity of the pay of Vice-Chancellors and that the independence of members of the Audit Committee was particularly important in this context. The existing members of Remuneration Committee had private sector backgrounds and it was AGREED that John Sinnott would bring useful public sector experience to the Committee's work.

Committee membership would be reviewed again if necessary once Andrea Davis' decision on the role of Honorary Treasurer was known.

27/21 Recruitment of New Lay Members – Response to Open Advertisement

NOM21-P11 and NOM21-P12

27.1 Consideration of Candidates

Six applications had been received in response to the recent open advertisement for lay members and having undertaken initial scrutiny, the Vice-Chancellor and Chief Operating Officer had concluded that four candidates fell well below the criteria for Council membership. The submissions from the two remaining candidates were therefore considered in the context of the skills matrix.

One candidate offered a background in higher education and it was AGREED in principle that Council might benefit in the future from greater sector expertise. However, the individual concerned did not offer significant experience at the highest level from a research-led institution and their links were considered to potentially represent a conflict of interest.

The second candidate was an existing and valued lay member of Human Resources Committee and had previously been interviewed for Council membership. It was AGREED that he should be invited for interview, bearing in mind that although he did not offer expertise in a range of areas within the skills matrix, his track record on Equality, Diversity and Inclusion issues was potentially of particular value on Council at the present time. Further search work would be undertaken to identify additional candidates for consideration for the vacancies arising from 1 August 2022.

ACTION: COO and Ally MacDonald Alonso

27.2 Skills Matrix

There was some discussion of the areas of expertise listed in the skills matrix and the following amendments were AGREED together with the principle that the matrix should be reviewed at least twice a year:

- (a) Risk Management and Environmental, Social and Governance (ESG) expertise should be explicitly identified in the list of core areas.
- (b) Items 13 (Research Policy and Links) and 14 (Education and Related Partnerships) should be reformulated into a single area within the listed specialisms.

ACTION: Secretary

28/21 Any Other Business

The Committee offered its thanks to Jane Tabor and Alan Hughes for their long and valued service on the Committee, noting that they would be much missed. An update on the appointment of the future Honorary Treasurer would be provided by email.

29/21 Date of Next Meetings

All meetings are scheduled for 4pm:

Wednesday 13 October 2021	Wednesday 30 March 2022
Wednesday 24 November 2021	Thursday 26 May 2022
Wednesday 16 February 2022	Wednesday 29 June 2022

COUNCIL



Paper Title: Council Appointments to Committees 2021/22

Origin: Assistant Secretary to Council

Date: 14 October 2021

1. Decision Required by Committee	Council is asked to NOTE an update on appointments to Committees and Committee memberships in 2021/22.
2. Executive Summary	<p>This paper sets out appointments of Council members to University Committees and membership of Council appointed Committees and highlights remaining vacancies.</p> <p>This paper has a revised format which reflects the entire composition of the committee, including staff appointments and co-opted members, as reported to Nominations Committee.</p> <p>A number of committees have composition under review, highlighted in yellow.</p>
3. Committees/Groups previously considering item.	

1 August 2021 to 31 July 2022

University Council

	Current holder
Chair	Christine Hodgson CBE
Pro Chancellor (Deputy Chair)	Jennifer Maxwell-Harris
Pro Chancellor	John Sinnott
Vice Chancellor	Nick Jennings CBE
Honorary Treasurer	Andrea Davis
Provost & Deputy Vice Chancellor	Chris Linton
Appointed by the Students' Union	Freya Mason
Appointed by the Students' Union	Charlottle Style
2 Members elected by Senate	Claudia Eberlein
	Malcolm Cook
2 Members elected by General Assembly	Marcus Collins
	Prof Lisanne Gibson
One member elected by non-academic staff	Pauline Matturi
Up to 9 Co-opted lay members	Sally-Ann Hibberd
	Steve Varley
	Peter Saraga
	Andrew Fisher
	Tony Williams
	Paul Hodgkinson CBE
	Penny Briscoe
	Graham Corfield
Mike Wedderburn	
Appointed by the Alumni Association	Oliver Sidwell

Audit Committee

	Current holder
Chair (A lay member of council)	Graham Corfield
Lay Member of Council	Jennifer Maxwell-Harris
	Sally-Ann Hibberd
Co-opted members (not council)	Simon Steele
	Andy Hodge
	Naomi Hudson

Finance Committee

	Current holder
Vice Chancellor (Chair)	Nick Jennings CBE
Provost & Deputy Vice Chancellor (Dep Chair)	Chris Linton
Director of Finance	Andy Stephens
Chief Operating Officer	Richard Taylor
PVC(T)	Rachel Thomson
PVC (R)	Steve Rothberg
PVC (E)	Vacancy
Dean	Claudia Eberlein

Honorary Treasurer	Andrea Davies
Up to 3 Lay Members of Council	Steve Varley
	John Sinnott
	Tony Williams

Estates Management Committee

	Current holder
Chief Operating Officer (Chair)	Richard Taylor
Provost & Deputy Vice Chancellor	Chris Linton
Director of Finance	Andy Stephens
Honorary Treasurer	Composition under Review
Dean	Mark Lewis
Lay Member of Council	Paul Hodgkinson
Member of Academic staff	Rachel Thomson
Co-opted members (not council)	Louise Batts
	Andrew Bowles

Ethics Committee

	Current holder
Chair (A lay member of council)	Tony Williams
Provost & Deputy Vice Chancellor	Chris Linton
Chief Operating Officer	Richard Taylor
Chair of Ethical Approvals (Human Participant) Sub-Committee	Martin Lindley
Chair of Human Tissue Act License Sub-Committee	Karen Coopman
A PVC	Steve Rothberg
A Dean	Cees de Bont
A member of LSU Exec	Charlotte Styles
Up to three members of academic staff	Emily Rousham
	Fehmidah Munir
	Antuela Anthi Tako
A co-opted member of the University's BAME community	Pooja Goddard
Lay Member of Council	Peter Saraga

Health, Safety and Environment Committee

	Current holder
Provost & Deputy Vice Chancellor (Chair)	Chris Linton
Chief Operating Officer	Richard Taylor
Director of Estates & Facilities Management	Graham Howard
A Dean	Paul Conway
An Ops Manager	Ruth Casey
2 Lay Members one of whom shall be a member of Council	Jennifer Maxwell-Harris
	David Roomes
LSU Representative	Maria Turnbull-Kemp
Trade Union reps from Unison, Unite, UCU	Sandy Edwards (Unison)
	Graham Moody (Unite)

	Alec Edworthy (UCU)
Director of Health, Safety and Well-being	Neil Budworth
Sustainability Manager	Jo Shields

Human Resources Committee

	Current holder
Chief Operating Officer (Chair)	Richard Taylor
Provost & Deputy Vice Chancellor	Chris Linton
One PVC	Steve Rothberg
One Dean	Tony Edwards
Director of HR	Vacant
Elected Member, Management & Specialist staff	Composition under Review
Elected Member, Research, Teaching & Enterprise staff	Composition under Review
Co-opted members - BAME Group	James Esson
Up to four Lay Members at least 2 from Council	Tony Williams
	John Sinnott
	Joanna Cound
	Surinder Sharma

Information Technology and Governance Committee

	Current holder
Chair	Steven Kenny
Chief Operating Officer	Richard Taylor
A head of a Professional Service	Jennifer Nutkins
A Dean	Vacancy
A School Ops Manager	Adam Crawford
A member of academic staff	Caroline Kennedy-Pipe
Lay Member of Council	Sally-Ann Hibberd
Lay Member (does not have to be Council member)	Andrew Fisher

Nominations Committee

	Current holder
Chair (Chair of Council)	Christine Hodgson CBE
Honorary Treasurer	Composition under review
Vice Chancellor	Nick Jennings CBE
Provost & Deputy Vice Chancellor	Chris Linton
Lay Member of Council	Mike Wedderburn
	John Sinnott
An elected staff member of Council	Pauline Matturi

Remuneration Committee

	Current holder
Chair (Chair of Council)	Christine Hodgson CBE
A Pro-Chancellor (Chairs for VC's remuneration)	Jennifer Maxwell-Harris
Lay Member of Council	John Sinnott
Lay Member of Council	Tony Williams

Senate



Minutes

SEN21-M3

Minutes of the Ordinary meeting held on 16 June 2021.

Attendance

	Robert Allison	
Hemaka Bandulasena	Ashleigh Filtness	Valerie Pinfield
Ana-Maria Bilciu	Mey Goh	Shahin Rahimifard
Ksenia Chmutina	Richard Hodgkins	Chris Rielly
Marcus Collins	Eef Hogervorst	Stewart Robinson
James Colwill	Caroline Kennedy-Pipe	Steve Rothberg
Paul Conway (ab)	Mark King	Tzameret Rubin
Malcolm Cook	Mark Lewis	Darren Smith
Jennifer Cooke	Chris Linton	Robby Soetanto
Andrew Dainty	Niels Lohse	Christopher Spray
Abigail Davis	Mariateresa Lombardo	Rachel Thomson
Cees de Bont	Callie Merrick	Emily Turnbull
Varuna de Silva	Andrew Morris	Duncan Walker
Phil Eames	Kelly Morrison	Emma Walton
Claudia Eberlein	Fehmidah Munir	Sian Williams
Tony Edwards	Maria Nieswand	Brian Winn
Fiona Ellis-Chadwick	Joao Oliveira	Amie Woodyatt
Carolina Escobar-Tello (ab)	Elizabeth Peel (ab)	Matt Youngs

In attendance:

Nick Clifford (for item 21/37), Chris Dunbobbin, Freya Mason, Jennifer Nutkins, John Rushforth (Advance HE), Andy Stephens, Richard Taylor, Thomas Young.

Apologies received from:

Paul Conway, Carolina Escobar-Tello, Elizabeth Peel.

The Vice-Chancellor welcomed Professor Lianne Gibson, attending her first meeting as Dean of the School of Social Sciences and Humanities, and those in attendance.

21/33 Minutes

Senate confirmed the Minutes of the Ordinary meeting held on 10 March 2021 (**SEN21-M1**).

21/34 University Strategy

SEN21-P37

34.1 Update on Higher Education Environment

Senate received an update on the external HE environment. A number of issues were highlighted, including:

- i) Considerable financial uncertainty, which made future planning very difficult. Decisions on the recommendations of the Augar review of post-18 education funding were expected in Autumn 2021 and could have a very significant impact.
- ii) The substantial effect of the pandemic on the international student market. There were particular concerns around when and if the Chinese market would recover to pre-covid levels.
- iii) The focus in the recent government White Paper on FE, technical skills and more flexible study. If funding followed these priorities, there could be an increased risk to UG student revenue.
- iv) The REF landscape and increasing pressure on research funding.
- v) New obligations and ways of working across the sector as the Office for Students continued to assert its regulatory role.

Notwithstanding the above, Loughborough was well-placed to respond positively to the challenges that lay ahead.

The following points were noted in discussion:

- vi) Reassurance was provided that the University was very supportive of its foundation programmes, and confidence was expressed that any challenges arising from decisions on the Augar review in this area would be met.
- vii) It was emphasised that Loughborough was committed to maintaining a plural academic environment, and to delivering high quality programmes of study across a wide range of disciplines to a diverse student body.

SEN21-P38

34.2 Developing the University Strategy

Senate noted an update on progress. Since the last meeting of Senate a range of further activities had been undertaken including the creation of a dedicated internal webpage; three internal and two external online briefing sessions; a meeting between the Provost and Deputy Vice-Chancellor and the LSU Executive; further work on the proposed strategic themes led by Professors Phil Eames and Lorraine Cale; and the identification of strategic leads. Thanks were offered to all who had contributed.

Following conversations with the incoming Vice-Chancellor, it had been decided to extend the previously agreed timescales to allow him to input appropriately into the new strategy. Formal approval from Council was now expected to be sought in March 2022.

SEN21-P39

34.3 Key Performance Indicators

Senate noted updates to KPIs for reporting to Council. Only a very small number of KPIs had been updated as the publication of most sector data sets had been delayed due to deadline extensions granted in response to covid-19 pressures in the sector.

21/35 Update on University Response to Coronavirus

SEN21-P40

Senate received an update on the University's response to the coronavirus pandemic. The following points were highlighted:

- i) Staff return to campus: Staff who had not yet returned were being asked to spend some time over the summer working from campus in preparation for 2021/22. It was emphasised that this process was distinct from the ongoing activity to explore a future framework for dynamic working.
- ii) Cases: The number of cases was currently very low, and most were identified early by the University's asymptomatic testing centre, preventing spread.
- iii) Graduation: The ceremonies planned for July 2021 were not dependent on the changes to restrictions that had been planned for 21 June 2021 and would go ahead, albeit that there might be some alterations to the post-ceremony reception events, depending on whether there were any further delays to the easing of restrictions beyond 19 July 2021.

- iv) Learning and Teaching: The plan for 2021-22 was broadly similar to that delivered in the autumn term 2020, building on and enhancing the flexible module delivery introduced in response to the pandemic, while keeping in-person on campus delivery at the heart of the University's offer. Current planning was to timetable in-person practical sessions with social distancing in place, with flexibility to revert to pre-covid arrangements if government guidance allowed.
- v) LSU: Planning for graduation balls to take place on an in-person basis were ongoing, with appropriate contingencies should restrictions remain in place after 19 July 2021.

The Vice-Chancellor thanked all members of the University community for their hard work and constructive response to the pandemic, noting that there were many colleagues who had contributed positively and significantly to activity at national level.

21/36 RTE Academic Promotion

SEN21-P41

Senate discussed proposals relating to the principles underpinning arrangements for RTE academic promotion, prior to a more detailed review being undertaken. It was some time since the criteria and processes had last been reviewed, and it was important that they were appropriate in the context of the University's new strategy and did not result in bias against staff with protected characteristics. It was emphasised that this would be a carefully considered piece of work, with the outcomes not expected to be submitted to Council for approval until Summer 2022. Senate was specifically asked to consider: whether, and to what extent, excellent performance in internal leadership roles should play a greater part in promotions than in the past; and whether there should be an expectation on all RTE7 staff that they work towards promotion to RTE8 (noting that there would be no equivalent expectation that RTE8 staff should seek promotion to RTE9, albeit that it was hoped that most staff would wish to do so).

A number of members spoke in support of a greater recognition of internal leadership roles in explicit promotion criteria, noting that clear information about the link between excellent performance in such roles and career advancement would be likely to increase interest in/engagement with them, and result in improved institutional performance. Some concerns were expressed, however, in relation to the openness of selection processes; the relatively limited number and availability of such roles; and whether such an approach was consistent with the outward-facing nature of the new University strategy.

The following additional points were noted:

- i) If excellent performance in internal leadership roles was to play a greater part in promotions, roles must be allocated fairly, for example through PDR processes and/or transparent selection processes.
- ii) It was not suggested that all colleagues should seek promotion by demonstrating excellent internal leadership, or that all colleagues should be required to demonstrate excellence in this area in order to qualify for promotion, but rather that there should be a mechanism to recognise that some colleagues did undertake significant internal leadership roles, and to value this contribution in career progression.
- iii) Promotion criteria should recognise the significant diversity that existed in career pathways, with women in particular more likely to have followed non-traditional routes and have caring responsibilities. Mechanisms should be developed to ensure that women and other groups with protected characteristics who might be affected by such issues were not disadvantaged in relation to career progression, and these processes should be developed with input from representatives of those affected groups.
- iv) Care should be taken to ensure that evidential requirements relating to promotion on the basis of excellent performance in internal leadership roles should not be more onerous than those for other career progression routes.

21/37 Climate & Environment Task Group

SEN21-P42

Senate received an update from the Climate and Environment Task group and endorsed the broad direction of travel. Senate agreed that arrangements should be made for Professor Nick Clifford, as

Chair of the group, to meet with the new Vice-Chancellor in the autumn, to discuss the detailed recommendations in the context of the new University Strategy.

The following points were noted in discussion:

- i) It would be important, in the context of dynamic working, to consider the displacement of emissions (related, for example to the heating of the houses of those working remotely rather than in the office).
- ii) Many prospective students had a keen interest the University's environmental profile, and there was scope for more focus on this in outreach and recruitment activities.
- iii) The wellbeing and productivity of staff should be a key consideration in the development of environmental initiatives.

Thanks were offered to Professor Clifford, Jo Shields and all other members of the working group.

21/38 Race Equality Charter Submission and Strategic Affirmations

SEN21-P43

Senate received an update on ongoing work to prepare the University's Race Equality Charter submission, and accepted the strategic affirmations underpinning it. Members were invited to send any comments on the draft submission to Emma Dresser. Thanks were offered to Dr James Esson and to all other colleagues and doctoral researchers who were contributing to this important initiative.

21/39 Health, Safety and Environment Committee

SEN21-P44

39.1 Senate received minutes of the meeting of Health, Safety and Environment Committee on 26 May 2021.

SEN21-P45

39.2 Senate considered the Health and Safety Bulletins for February – May 2021. The following issues were highlighted:

- i) Extensive engineering work undertaken to improve the water distribution system within Towers was complete and the system had been given a clean bill of health.
- ii) Significant fire safety work had been undertaken, including a large number of Fire Risk Assessments, and work to ensure the inspection and maintenance of fire doors and extinguishers.

21/40 Matters for Report by the Pro-Vice-Chancellor (Research)

SEN21-P46

Senate considered a report, including:

- i) Items considered at Research Committee meetings in April and May 2021 noting in particular work underway on a simplified successor to the CALIBRE strategy, open research issues and the exploitation of the sector by major publishers; the establishment of a REF Review Group and that the University was involved with 4 submissions to the OfS funding call for projects to encourage BAME students to take up doctoral research.
- ii) Research Grant and Contract performance at the 3/4 year point of 2020/21 which was on target.
- iii) A breakdown of the University's REF submission. Thanks were offered to the PVC(R) and to all other colleagues who had been involved in the REF submission.

21/41 Matters for Report by the Pro-Vice-Chancellor (Teaching)

SEN21-P47

Senate considered an update on activities relating to Learning and Teaching, including the ongoing response to Covid; student recruitment; quality assurance and policy; new programme development; and external sector policy. The following points were highlighted:

- i) The Semester 2 examination period was underway, and additional communications to students about the importance of submitting the correct file on time appeared to have been effective, with significantly fewer late submissions.
- ii) Consideration was being given to extended induction periods for new UG and PGT students in 2021-22, in part to address disruption to learning in schools during the pandemic. An updated version of the Ready, Set, Lboro digital badge, which included content on diversity, was also being prepared to support new undergraduate students and developments were also planned for PGT students and Doctoral Researchers .
- iii) Learning and Teaching Committee had continued to receive updates from Dr James Esson on the University's submission to the Race Equality Charter (REC).
- iv) The Task and Finish group established to consider processes around the establishment and delivery of short courses and professional education had progressed well and a business case to allow informed future decision-making was in preparation.
- v) The position for 2021 student recruitment was positive, albeit with considerable uncertainty around the impact of the pandemic on international student recruitment. An additional start date of February 2022 had again been introduced on specific postgraduate programmes.
- vi) A successful validation event had taken place with Loughborough College to approve the validation of its new undergraduate degree programme in Sustainable Engineering.
- vii) A bid was currently in preparation for stage 2 of the Department for Education Institute of Technology competition, to set up additional Institutes of Technology in collaboration with Loughborough College, the University of Derby and Derby College.
- viii) NSS 2021 results would be published on July 15 2021.
- ix) It had been a very successful year for student enterprise activities, and end of year awards had been held.
- x) Steps would be taken to ensure information on centre assessed grades was available for prospective students on the Admissions section of the University webpages and elsewhere as appropriate.

Thanks were offered to all colleagues who had helped to support Learning and Teaching during 2020-21.

21/42 Matters for Report by the Pro-Vice-Chancellor (Enterprise)

SEN21-P48

Senate considered a report on issues discussed at Enterprise Committee; the management of LUSEP; progress of the Zero-Carbon working group of EMDC; and a summary of enterprise applications and awards for Q3 2020/21. Members were encouraged to investigate the new KEF dashboard, and an update was provided on the Loughborough Town Deal.

Thanks were offered to Professor Claudia Eberlein, Professor Andy Dainty, Professor Malcolm Cook, Professor Chris Rielly, and others who had taken on responsibilities in relation to Enterprise since Professor Tracy Bhamra had left the University.

21/43 Matters for Report by the Provost and Deputy Vice-Chancellor

SEN21-P49

Senate considered a report. The following items were highlighted:

- i) ALT: The establishment of a Policy and Governance Unit at the London campus had been agreed to further extend the University's profile and influence with Government and other policy partners. The Policy Unit, led by a small team from LUL headed by Professor Andrew Chitty, would form part of a University-wide strategy for policy development and engagement.

- ii) Operations Committee:
 - a. A budget for 2021/22 had been recommended to Finance Committee. Based on prudent assumptions about international student recruitment, a small deficit was forecast, with small surpluses in the following few years.
 - b. The vacancy freeze which had been in place throughout the pandemic would be lifted from 1 August 2021. There would be some phasing of staff recruitment to ensure the maintenance of appropriate HR capacity to manage the volume of recruitment activity.
 - c. A submission to the government's new Turing Scheme, which would replace the ERASMUS+ programme, had been endorsed.

21/44 Matters for Report by the Vice-Chancellor

The Vice-Chancellor reported on the following matters:

- i) The Vice-Chancellor congratulated Professor Nick Jennings who had been appointed by Council as his successor. The Vice-Chancellor had met Professor Jennings on a number of occasions to ensure a smooth and effective transition. Council would be asked to confirm that the Provost and Deputy Vice-Chancellor would exercise and perform all the academic functions of the Vice-Chancellor and Accountable Officer, in accordance with Statute VI(2), in the interregnum between Professor Allison's last day on 31 July 2021, and Professor Jennings' first day on 4 October 2021.
- ii) The Vice-Chancellor offered Senate's best wishes to Loughborough athletes heading to the Olympics and Paralympics, and to Nick Diaper, the University's Head of Parasport, who would be the Deputy Chef de Mission for Paralympics GB in Tokyo.
- iii) Congratulations were offered John Steele, Executive Director of Sport at Loughborough, who had been appointed OBE in the Queen's Birthday Honours for services to sport.
- iv) Congratulations were offered to Professor Eran Edirisinghe from the School of Science, who had been appointed Pro Vice-Chancellor (Research) at Keele University, and Professor Andy Dainty who had been appointed Pro Vice-Chancellor (Education) at Manchester Metropolitan University.
- v) Thanks were offered to all retiring members of Senate, and in particular to Ana-Maria Bilciu and Matt Youngs for their dedication and hard work over a particularly challenging 12 months for LSU.
- vi) The Vice-Chancellor thanked all members of Senate, past and present, for their commitment and support over the last nine years, noting that collegiality remained one of the University's great strengths.
- vii) The Provost and Deputy Vice-Chancellor congratulated the Vice-Chancellor on being awarded a CBE in the Queen's Birthday Honours for services to education and to supporting young people's talent, equality and achievement. Senate also marked the Vice-Chancellor's last meeting of Senate by thanking him for his outstanding leadership of the University over nine extremely successful years.

21/45 Renaming of Subject Areas in School of Social Sciences and Humanities

SEN21-P50

45.1 Senate approved the renaming of the following:

- i) Social and Policy Studies (SPS) to Criminology, Sociology and Social Policy (CSSP).
- ii) Politics and International Studies (POLIS) to International Relations, Politics and History (IRPH).

- 45.2 Senate approved the establishment of the naming of subject areas within the School as “Divisions”.

21/46 Arts Committee

SEN21-P51

- 46.1 Senate received minutes of the meeting of Arts Committee on 18 May 2021.

SEN21-P52

- 46.2 on the recommendation of Arts Committee, Senate approved revisions to the composition of Arts Committee.

21/47 Learning and Teaching Committee

SEN21-P53

- 47.1 Senate received minutes of the meeting of Learning and Teaching Committee on 4 March and 22 April 2021.

SEN21-P54

- 47.2 Senate approved amendments to Regulation XVIII (Academic Misconduct).

SEN21-P55

- 47.3 Senate noted the University’s signing of the QAA Academic Integrity Charter.

SEN21-P56

- 47.4 Degree classification boundaries: Senate approved amendments to Regulations XX (Undergraduate Awards) and XXI (Postgraduate Awards).

SEN21-P57

- 47.5 Engineering Council Compensation and Condonement rules: Senate confirmed the University’s approach, and approved associated amendments to Regulations XX (Undergraduate Awards) and XXI (Postgraduate Awards).

21/48 Research Committee

SEN21-P58

- 48.1 Senate received minutes of the meeting of Research Committee on 24 November 2020, and 2 February and 20 April 2021.

SEN21-P59

- 48.2 On the recommendation of Research Committee, Senate approved amendments to Regulations XXVI (Research Degree Programmes) and XVI (Tuition Fees and Payments for Other University Services) regarding tuition fee payments for Doctoral Researchers.

SEN21-P60

- 48.3 On the recommendation of Research Committee, Senate approved amendments to Regulation XXVI (Research Degree Programmes) to bring staff PhD fee information into line with published TFSC rates.

SEN21-P61

- 48.4 Senate noted the approval by Research Committee of an alternative doctoral thesis format.

21/49 Student Discipline Committee

SEN21-P62

- 49.1 Senate received minutes of the meeting of Student Discipline Committee on 18 May 2021.

SEN21-P63

- 49.2 On the recommendation of Student Discipline Committee, Senate recommended to Council for approval amendments to Ordinance XVII (Conduct and Discipline of Students).

21/50 Ethics Committee

SEN21-P64

- 50.1 Senate received minutes of the meeting of Ethics Committee on 25 May 2021.

SEN21-P65

- 50.2 On the recommendation of Ethics Committee, Senate recommended to Council for approval the Ethical Policy Framework 2021.

21/51 Programme Proposals

Senate noted the action of the Pro-Vice-Chancellor (Teaching), on behalf of Senate, in approving the following:

- (i) New programmes (from Oct 2021):
MSc Applied Sport Performance Analysis
MSc Biomedical Engineering
MSc Biotechnology
MSc Water Engineering for Development programme (1 Yr, DL version)
- (ii) Additional Intake in January 2022:
School of Architecture, Building and Civil Engineering
Low Energy Building Services Engineering

School of Social Sciences and Humanities

Digital Media and Society
Global Media and Cultural Industries
Strategic Communication
Environmental Monitoring, Research & Management
International Financial and Political Relations
Climate Change Politics and Policy
Climate Change Science and Management
Security

Loughborough University London

Design Innovation
Digital Finance
Digital Marketing
Diplomacy and International Governance
Diplomacy, Business and Trade
International Management
Managing Innovation in Creative Organisations
Media and Creative Industries
Security, Peace-building and Diplomacy
Sport Marketing
Entrepreneurship and Innovation Management
Entrepreneurship, Finance and Innovation
Diplomacy, Politics and Trade
Global Communication and Social Change

School of Business and Economics

Information Management and Business Technology
International Business
Management
Marketing

Wolfson School of Mechanical and Manufacturing Engineering

Advanced Manufacturing Engineering and Management (part-time only)
Engineering Design (part-time only)
Mechanical Engineering (part-time only)
Renewable Energy Systems Technology (distance learning)
Systems Engineering (degree apprenticeship route)
Systems Engineering (part-time)

- (iii) Award, title or major programme changes:
MSc Exercise as Medicine (from Oct 2021)
- (iv) Suspension of programmes:
MA Media, Communications and Cultural Management (Last intake: Oct 2018; proposed next intake: Oct 2022)
- (v) Termination of programmes:
MSc Digital Design Innovation (no previous intakes)
- (vi) Validated provision at Loughborough College
Validation of the following new programme from Sept 2021:
BEng Sustainable Engineering

21/52 Semester and Term Dates for 2026-27

SEN21-P66

Senate approved Semester and Term Dates for the 2026-27 academic year.

21/53 Membership of Senate 2021-22 (thus far determined)

SEN21-P67

Senate noted the membership of Senate for the 2020-21 academic year, thus far determined.

21/54 Appointment of Deans of School

- 54.1 Senate noted the appointment of Professor Jan Godsell as Dean of the School of Business and Economics for an initial term of 5 years commencing on 1 September 2021.
- 54.2 Senate noted the appointment of Professor Malcolm Cook as Acting Dean of the School of Architectural, Building and Civil Engineering from 1 September 2021.

21/55 Appointment of Associate Deans

Senate noted the following appointments/reappointments:

- 55.1 Dr Louise Holt as Associate Dean (Teaching) for the School of Social Sciences and Humanities from 1 August 2021 to 31 July 2024.
- 55.2 Dr Simon Martin as Associate Dean (Teaching) for the School of Aeronautical, Automotive, Chemical and Materials Engineering from 1 August 2021 to 31 July 2024.
- 55.3 Professor Stephen Rice as Associate Dean (Research) for the School of Social Sciences and Humanities from 1 August 2021 to 31 July 2024.
- 55.4 Professor Lauren Sherar as Associate Dean (Teaching) for the School of Sport, Exercise and Health Sciences from 1 August 2021 to 31 July 2024.
- 55.5 Dr Paul Kelly as Associate Dean (Research) for the School of Science from 16 June 2021 to 31 July 2024.

- 55.6 Professor Sara Lombardo as Associate Dean (Teaching) for the School of Science from 1 August 2021 to 31 July 2024.
- 55.7 Professor Jo Tacchi as Associate Dean (Teaching) for LU London from 1 August 2021 to 31 July 2024.

21/56 Associate Pro Vice-Chancellor for the Doctoral College

Senate noted an extension of the appointment of Professor Liz Peel as Associate Pro Vice-Chancellor for the Doctoral College until 31 March 2022.

21/57 Sustainability Annual Report 2019-20

SEN21-P68

Senate received a report.

21/58 Reports from Committees

Senate received reports from the following Committees:

- 58.1 **SEN21-P69** Enterprise Committee on 24 March and 11 May 2021.
- 58.2 **SEN21-P70** Estates Management Committee of 12 February 2021.
- 58.3 **SEN21-P71** Finance Committee of 19 March 2021.
- 58.4 **SEN21-P72** Human Resources Committee on 26 May 2021.
- 58.5 **SEN21-P73** IT and Governance Committee on 28 January 2021.
- 58.6 **SEN21-P74** Sport Committee of 11 February 2021.

21/59 Dates of Meetings in 2021-22

Wednesday 29 September 2021 – from 12.30pm, Senate Strategic Away Afternoon

Wednesday 10 November 2021, 10am

Wednesday 19 January 2022, 10am (if required)

Wednesday 16 March 2022, 10am

Wednesday 15 June 2022, 10am

Author – Chris Dunbobbin

Date – June 2021

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COUNCIL



Paper Title: OfS Statement of Expectations regarding Harassment and Sexual Misconduct

Origin: Associate Chief Operating Officer and Director of Student Services

Date: 1 October 2021

1. Decision Required by Committee	Council is asked to NOTE the contents of the paper and the recommendations set out in it.
2. Executive Summary	<p>In April 2021 OfS published a <u>Statement of Expectations for Preventing and Addressing Harassment and Sexual Misconduct affecting Students in Higher Education</u>. The full statement is included in this paper.</p> <p>At this stage, there is no regulatory framework attached to this statement. However, OfS has indicated that it will look at options for including this as a condition of registration. OfS has also indicated that it will review providers' responses to the Statement during the 21-22 academic year, though they have not indicated how they plan to do so.</p> <p>This paper maps the University's existing practice against the expectations set out in the statement and recommends actions where appropriate. Council is asked to NOTE the recommendations which will be taken forward in the coming academic year and governed through the University's existing committee structure.</p> <p>Appendix 1 <u>here</u>.</p>
3. Committees/Groups previously considering item.	Sexual Violence Working Group; Student Experience Team



Subject

OfS Statement of Expectations regarding Harassment and Sexual Misconduct

Origin

Associate Chief Operating Officer & Director of Student Services

Committee Action Required

Council is asked to NOTE the contents of the paper and the recommendations set out in it.

Context and Background

- 1.1 In April 2021 OfS published a [Statement of Expectations for Preventing and Addressing Harassment and Sexual Misconduct affecting Students in Higher Education](#). The full statement is included at Appendix 1.
- 1.2 At this stage, there is no regulatory framework attached to this statement. However, Council should note the following comment in the blog post published by Nicola Dandridge, Chief Executive of the Office for Students, which accompanied the release of the statement of expectations: *'Over the next year we will examine how universities and colleges have responded. We will particularly want to hear from students and students' unions that things are changing for the better. As part of this process, we will consider options for connecting the statement directly to our conditions of registration.'*
- 1.3 OfS has indicated that it will review providers' responses to this Statement during the 2021-22 academic year. It is not clear what this review will entail or exactly when this will be.
- 1.4 This paper seeks to map the University's existing practice against the expectations set out in the statement and recommend actions where appropriate. Council is asked to NOTE the recommendations which will be taken forward in the coming academic year and governed through the University's existing committee structure.

Expectation	Current University Position	Recommended Action(s)
<p>1. Higher education providers should clearly communicate, and embed across the whole organisation, their approach to preventing and responding to all forms of harassment and sexual misconduct affecting students. They should set out clearly the expectations that they have of students, staff and visitors.</p>	<p>There is a clear Sexual Violence (SV) Policy and information for students on the pages supporting the online Incident Reporting Portal. The SV Policy is currently being reviewed with a significantly revised version anticipated to be ready for review by relevant committees in Autumn 21.</p> <p>Whilst there is a staff Bullying and Harassment Policy there is no correlate policy for students. There is a statement on Bullying and Harassment in the Student Handbook and some information on the topic on the pages surrounding the Online reporting Portal. 'Harassment of any kind towards a student, member of staff or visitor to the University' is also specified as an offence in Ordinance XVII.</p> <p>Students are provided with information on behavioural expectations through transitions (Ready, Set, Loughborough), registration (student handbook) and induction. There is reference to the consequence for such behaviour in Ordinance XVII.</p> <p>There is good collaboration with Loughborough Students Union (LSU) through the Sexual Violence Working group. This group has recently (May 2021) been expanded to consider staff-related sexual violence.</p>	<ol style="list-style-type: none"> 1. Create an equivalent Student Bullying and Harassment Policy. 2. As part of an annual process, review the content and campaigns aimed at students around sexual misconduct and bullying and harassment.
<p>2. Governing bodies should ensure that the provider's approach to harassment and sexual misconduct is adequate and effective. They</p>	<p>Following the creation of the SV Policy a working group was set up to support the delivery of the policy's aims. The working group reports periodically to the Student Experience Team, although this is not formalised. There is</p>	<ol style="list-style-type: none"> 3. Consideration should be given to reviewing the Terms of Reference for the Student Experience Team or the EDI Sub-committee to

Expectation	Current University Position	Recommended Action(s)
<p>should ensure that risks relating to these issues are identified and effectively mitigated.</p>	<p>no correlate group considering issues of harassment, although these are discussed in part in a variety of committees and groups (e.g. Student Discipline Committee, Student Experience Team, Race Equality Charter Working group, Access and Participation Sub-committee and Equality, Diversity and Inclusion Sub-committee).</p> <p>The governing body (Council) approved the SV policy but does not routinely receive information on the institution's response to SV and/or harassment, other than by exception.</p> <p>Student Experience is identified as a potential risk on the University's risk register, which is owned by Council. However, this does not explicitly refer to SV and harassment as risk factors.</p> <p>The further detail in the standards suggests that Council members should be appropriately trained or briefed on the issues. This is not currently part of the training received by members of Council.</p>	<p>specifically include consideration of harassment.</p> <p>4. Consideration should be given to Council receiving a formal, annual report on the institution's approach to, and activity in respect of, harassment and sexual misconduct.</p> <p>5. Consideration should be given to the training or briefing provided to Council members to ensure this covers SV and harassment.</p>
<p>3. Higher education providers should appropriately engage with students to develop and evaluate systems, policies and processes to address harassment and sexual misconduct.</p>	<p>There is good collaboration with LSU through the Sexual Violence Working group. There are student representatives (Welfare and Diversity Officer, Women's Officer, Consent and Sexual Health Co-ordinator) on the group. This group has recently (May 2021) been expanded to consider staff-student sexual misconduct.</p>	<p>6. In redefining the terms of reference for the Student Experience Team or EDI Sub-committee, a structured process should be defined for sensitively obtaining feedback/ views of those who have experienced SV and/ or</p>

Expectation	Current University Position	Recommended Action(s)
	<p>Student feedback on their experience is routinely considered when disclosures and/or disciplinary matters are reviewed. However, this is not formalised and students more widely would be unlikely to know that this was happening.</p> <p>There is sound engagement on preventative work in collaboration with LSU through the Sexual Violence Working Group.</p> <p>There is currently a good deal of work underway around racism and homophobia and the University and LSU's response to this. The same focus does not exist for harassment in respect of other protected characteristics.</p>	<p>harassment. This should then be shared appropriately to inform future developments. This process should be promoted to students so they are both aware of it and can contribute.</p>
<p>4. Higher education providers should implement adequate and effective staff and student training with the purpose of raising awareness of, and preventing, harassment and sexual misconduct.</p>	<p>A good deal of work has been done to create a disclosure process and train staff accordingly. All Wardens, Security staff and some other key staff were trained in dealing with disclosures of SV and have recently received anti-racism training. Detailed disclosures are dealt with by the Duty, Assessment and Inclusion Team who are all trained and supported to manage such work through a trauma-informed approach.</p> <p>Staff across the institution are asked to make referrals through the online tool and information on this is provided on the staff-facing pages supporting the Online Incident Reporting Tool. Nonetheless, it is clear that awareness of</p>	<p>7. Review and audit staff and student-facing training on SV and consent and considering any further enhancements required.</p> <p>8. Consider training needs for students and staff on harassment more broadly.</p>

Expectation	Current University Position	Recommended Action(s)
	<p>how to deal with a disclosure is variable across the institution.</p> <p>There is no corresponding training provided on harassment more broadly.</p> <p>In terms of student activity, there is a significant amount of content delivered by the University including:</p> <ul style="list-style-type: none"> • Personal Best (the Ready, Set, Loughborough badge) • Mandatory Training for Hall committees and Fresher Helpers • Campaigns run in conjunction with LSU which form part of the University's central campaigns calendar. <p>The University has recently partnered with Consent Collective to provide resources and campaign materials on sexual violence and health relationships.</p> <p>LSU themselves also run in-person consent training to students, including to student volunteers (hall committees for example).</p>	
<p>5. Higher education providers should have adequate and effective policies and processes in place for all students to report and disclose</p>	<p>There are clear reporting procedures for students via the Online Reporting Portal; including pages on SV and on harassment/ hate crimes. This includes the ability to report anonymously, access to support regardless of whether a formal complaint is made, referral to SARC, police, NHS etc in respect of SV cases. Third party services are signposted</p>	<p>9. Review the way in which information about reporting incidents is communicated to students to ensure maximum impact. This should include publicising limited, appropriately</p>

Expectation	Current University Position	Recommended Action(s)
<p>incidents of harassment and sexual misconduct</p>	<p>for those not wishing to make contact with the University. Where students disclose we have trained staff who are specifically dedicated to dealing with such incidents and who work very closely with security where disciplinary action is taken.</p> <p>Although we continue to receive disclosures from students, and we have worked with colleagues in M&A and LSU to run campaigns at key times around these issues, it is clear from feedback that students are a) not always aware of how to disclose, b) not always aware of what support will be available and c) sceptical that the University will deal appropriately with any such reports. There needs to be further work on ensuring students are aware of these routes.</p>	<p>anonymised details of disciplinary outcomes on an annual basis.</p>
<p>6. Higher education providers should have a fair, clear and accessible approach to taking action in response to reports and disclosures.</p>	<p>Following on from the creation of the SV Policy the University reviewed and overhauled its Student Discipline Process (Ordinance XVII) with a particular focus on SV cases.</p> <p>Ordinance XVII addresses the specific issues set out in OfS's Expectation 6, including detailing when processes would be instigated, how the University addresses complaints that may also be criminal offences and the investigation and decision-making processes.</p> <p>The Duty Assessment and Inclusion Team provide support to students post-disclosure, including emotional support</p>	<p>None</p>

Expectation	Current University Position	Recommended Action(s)
	<p>during any disciplinary action which may follow. They work closely with Security in doing so.</p>	
<p>7. Higher education providers should ensure that students involved in an investigatory process have access to appropriate and effective support.</p>	<p>Processes are in place to ensure both the complainant and respondent have access to support through Student Wellbeing and Inclusivity. This is co-ordinated between the Head of Security and the Duty Team Manager. Serious cases where there is 'unmanaged' risk are also brought to weekly Student At Risk meetings, chaired by the Director of Student Services.</p> <p>Subsequent to any disciplinary investigation both the complainant and respondent are informed of the outcome and reasons from this. This is co-ordinated by the Head of Security and the Chair of the Discipline Panel (where a case has gone to a panel hearing).</p>	<p>None</p>

COUNCIL



Loughborough
University

Paper Title: Overview of Forthcoming Business 2021/22

Origin: Assistant Secretary to Council

Date: 14 October 2021

1. Decision Required by Committee	To NOTE an overview of the year's forthcoming business.
2. Executive Summary	For Council members' information, the paper provides an overview of the likely business expected to be covered at each of the four Council meetings throughout the course of 2021/22.
3. Committees/Groups previously considering item.	

Overview of Forthcoming Business 2021/22

Standard Items on every Agenda

- Chair's Report
 - Strategy Updates and Key Performance Indicators (*except October*)
 - Financial Update
 - Audit Committee Report (*except October*)
 - Capital Framework Progress Report (*except October*)
 - Health, Safety and Environment (*except October*)
 - Vice-Chancellor's report
 - Matters for Report (*except October*):
 - PVC(R) – Research Grants and Contracts; Other issues relating to Research
 - PVC(T) – Student Recruitment; Other Issues relating to Learning and Teaching
 - PVC(E) – Enterprise Activity
 - Risk Management (*except October*)
 - OfS Reportable Incidents
 - Reports from Committees
 - Honorary Degrees/University Medal invitations
 - List of documents to which Common Seal has been attached
-

14 October 2021

Standard Items

- Chair's Introduction/Duties and Responsibilities of Members
 - Student Recruitment
 - National Student Survey
 - Membership of Council Committees
 - Overview of Year's Forthcoming Business
 - Notification of Senior Academic Appointments
-

25 November 2021

Standard Items

- Financial Statements, including Statement of Corporate Governance
- OfS Annual Assurance Return
- Annual Report on Senior Staff Remuneration
- Prevent Duty
- Audit Committee – Annual Reports (Audit Committee and Internal Audit)
- Risk Management and Appetite Review
- Annual Health, Safety and Environment Report
- Modern Slavery and Human Trafficking Statement
- Note dates of Graduation Ceremonies

Non-Standard Items

- *Briefing TBA (precedes meeting)*
-

31 March 2022

Standard Items

- University Budget 2022/23 and Financial Forecasts
- Revised Capital Framework
- Annual Equality and Diversity Compliance Report
- Annual Report from the Radiation Protection Officer
- Annual Equality, Diversity and Inclusion Compliance Report
- Annual Report on Academic Partnerships
- Annual Report on Philanthropy

Non-Standard Items

- *Briefing TBA (precedes meeting)*
-

30 June 2022

Standard Items

- Update on the Higher Education External Environment
- Implementing and Resourcing University Strategy
- Approval of OfS estimated out-turn for 2020/21, University Budget 2021/22 and Financial Forecasts for the period ending 31 July 2026
- Loughborough Students' Union Annual Report
- Ethical Policy Framework
- Outcome of OfS Prevent Duty Assessment
- Student Complaints Annual Report
- Sustainability Annual Report

Non-Standard Items

- *Briefing TBA (precedes meeting)*
-

Items/themes expected during the year (exact timeline not yet determined)

- New University Strategy
 - Council Effectiveness Review
 - Office for Students (OfS) Regulatory Framework
 - Research Excellence Framework outcomes
 - Tuition Fee Approvals
-

Caroline Glendenning-Platt, October 2021

COUNCIL



Loughborough
University

Paper Title: University Senior Academic Appointments 2020/21

Origin: Assistant Secretary to Council

Date: 14 October 2021

1. Decision Required by Committee	To NOTE University Senior Academic Appointments for 2021/22.
2. Executive Summary	For Council members' information, this paper sets out senior academic appointments at University- and School-level for the 2021/22 academic year and highlights remaining vacancies
3. Committees/Groups previously considering item.	

University Senior Academic Appointments 2021/22

Provost and Deputy Vice Chancellor

Professor Chris Linton

Pro-Vice-Chancellors

Pro-Vice-Chancellor (Teaching)

Professor Rachel Thompson

Pro-Vice-Chancellor (Research)

Professor Steve Rothberg

Pro-Vice-Chancellor (Enterprise)

vacant

Associate Pro-Vice Chancellor (Doctoral College)

Professor Liz Peel

Associate Pro Vice-Chancellor (Sport)

Professor Mike Caine

Deans/Associate Deans

(See separate table below)

Date – October 2021

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Deans/Associate Deans 2021/22

School	Dean	AD(Teaching)	AD(Research)	AD(Enterprise)
School of Aeronautical, Automotive, Chemical and Materials Engineering	Prof. Chris Rielly	Dr. Simon Martin	Prof. Gary Page	Prof. Adrian Spencer
School of Architecture, Building and Civil Engineering	Prof. Malcolm Cook <i>(acting)</i>	Prof. Paul Fleming	Prof. Qihua Liang	Prof. Tarek Hassan
School of Business and Economics	Prof. Jan Godsell	Prof. Vicky Story	Prof. M. N. Ravishankar	Prof. Anne Souchon
School of Design and Creative Arts	Prof. Cees de Bont	Prof. Russ Marshall	Prof. Victoria Haines	Prof. Rebecca Cain
School of Science	Prof. Claudia Eberlein	Prof. Sara Lombardo	Prof. Sergey Saveliev	Prof. Paul Kelly
School of Social Sciences and Humanities	Prof. Lisanne Gibson	Dr. Louise Holt	Prof. Stephen Rice	Prof. Donald Hirsch
School of Sports, Exercise and Health Sciences	Prof. Mark Lewis	Prof. Lauren Sherar	Prof. David Stensel	Dr. Mark King
Wolfson School of Mechanical, Electrical and Manufacturing Engineering	Prof. Paul Conway	Prof. Michael Henshaw	Prof. Jeremy Coupland	Prof. Andy Harland
Loughborough University London	Prof. Tony Edwards	Prof. Jo Tacchi	Prof. Aidan McGarry	Prof. Aaron Smith



COUNCIL

Subject: Common Seal
Origin: Chief Operating Officer

Council is asked to ratify the action of the Chief Operating Officer in affixing the University Seal to the following documents:

(From 1st July 2021)

Lease relating to Office 220/1/19 in Advanced Technology Innovation Centre, Loughborough University Science & Enterprise Park x 2	Between Loughborough University and Vectare Limited
Lease relating to Office 220/1/19 in ATIC, Loughborough Science & Enterprise Park x 2	Between Loughborough University and Ljutzkanov Ltd
Minor variation letter in relation to Deed of Grant Agreement relating to Getting Building Fund – SportPark Pavilion 4	Between Loughborough University and Leicester City Council
Lease relating to Room JB.1.09c at Sir John Beckwith Centre for Sport	Between Loughborough University and British Paralympic Association
Lease renewal in relation office 220/1/23 in ATIC x 2	Between Loughborough University and We Love Surveys Ltd
Lease relating to room 220/1/22 in ATIC	Between Loughborough University and Progressive Sports Technologies Ltd
Lease renewal relating to office 220/1/10 in ATIC	Between Loughborough University and Jules Energy Ltd
Lease of room UU.0.48a at EIS Loughborough Performance Centre Building	Between Loughborough University and British Weight Lifters Association

Enterprise Committee



Minutes

EC21-M60

Minutes of the meeting held on Thursday, 08 July 2021 at 10.00am, via Microsoft Teams.

Attendance

Present:

Kathryn Burchell, Claudia Eberlein (Chair), Terry Everett (Secretary), Jen Fensome, Andy Harland, Tarek Hassan, Donald Hirsch, Graham Hitchen, Pete Hitchings, Paul Kelly, Mark King, Roshna Mistry, Adrian Spencer

Apologies:

Rebecca Cain, Anne Souchon; Eran Edirisinghe; Sophie Hyde

Guest Presenters:

Jonathan Jackson, Chris Rielly, Liz Stokoe

Business of the Agenda

No items were unstarred.

1 Minutes

The Committee RECEIVED the minutes of the previous meeting.

EC20-M59

The minutes of the meeting held on Tuesday; 11th May 2021 were CONFIRMED.

2 Matters arising from the Minutes

- KB reviewing IP report following ADE feedback and will produce an updated version for the next meeting.
- LUSEP – CE reported Malcolm is stepping down as Chair of LMT, the new Chair will be invited to EC in due course.
- TH to circulate 10-Point Impact questionnaire
- CE to discuss the future of IDEA LEN in 1-1 meetings with ADEs.
- ADEs to provide feedback to JF by 30th August on the KEF strategy presented to School SMTs.

SECTION A – Items for Discussion

3.1 Updates

UKRI have announced a call – Improve and accelerate the impact of your organisation’s research. A workshop is being held on 13 July, the closing date for the call is 6 October 2021, further details will be circulated when available. We have also been invited to submit a business case for the EPSRC IAA, although at a lower value £635,275 from 1 April 2022 to 31 March 2025.

Staffing Update

LUEL post not filled following recent recruitment round, this post is being re-advertised. Secondment of Kelly Manders to the Development Corporation project may continue. If this support is extended support for ABCE will be discussed with TH. PDM support for SBE and SSH to be discussed with AS and DH separately.

2 replacement posts recruited:

- Zoe Marshall-Jones – Partnership Development Associate (KTP)
- Grahame Killey – Partnership Development Manager (SME Support Programmes)

IP Update

RM provided an update: **EC21-P126 and EC21-P127**.

Highlights:

- HSS license terms under discussion.
- New license in negotiation on a Design School project with NHS England - HEE - Short Form contract Human Factors and Ergonomics.

Disclosure submissions to be shared with ADEs prior to future EPG applications being made.

ACTION KB/CMs

LUInc/Incubator Update and Student and Graduate Enterprise (including LSU Enterprise)

PH gave a brief update on behalf of LUInc and LSU:

Staffing Update:

- Sal Malik leaves as Entrepreneur in Residence (based on London campus) next week – his last day will be next Thursday (15th July 2021).

Community Activities & Training

Loughborough Town Centre Careers & Enterprise Hub (C&E Hub): is open and taking event / activity bookings – please contact Incubator@lboro.ac.uk to request space. *

[APPLICATIONS OPEN for Studio Startup programme until 8th August*](#) Please share amongst your Finalists / Graduates.

Memberships: LU Inc. are currently working with 29 Graduate Startups, 2 Academic Spinouts and 8 Loughborough located knowledge-based businesses

Events: during May-Jul 2021:

- 6 virtual training & roundtable events (incl. alumni, investment networks & Innovate UK EDGE)
- 50+ Entrepreneur in Residence (EiR) & Coaching appointments
- Fortnightly LU Inc. member group goal setting meetups
- MICRA Incubator Managers training and meetups including a focus on EDI.

‘Doctoral Innovation Consultants’ Programme launched: LU Inc. are working with the Doctoral College on a 3-month programme offering 6x PhD students (now recruited) the chance to work on 4x ‘live’ projects with LU Inc. members.

Operations

- **Post-COVID-19 recovery project 'Restocking the Business Base'**: agreements signed and now in setup. The project will support 250 aspiring entrepreneurs and 100 emerging businesses (from university and beyond) to set up, grow and scale. LU Inc. will be recruiting 1.4FTE staff to deliver the project.
- LU Inc. is now able to offer support via Amazon's AWS software services as part of its membership. This enables credits for AWS services and (exclusive) one to one support via their experienced business support team.

Fundraising

- **Town Deal** submission was successful, LU Inc.'s New Business Wayfinder project was among those selected. Funding level to be determined. The project would provide funding for development of infrastructure on LUSEP and to enhance our newly opened Town Centre space plus 1FTE Project Coordinator role

Recent Wins

Successes by LU Inc. members in the last four months:

- **Beobia (Grad startup)** – [currently fundraising](#) and has raised 60% of its first investment round and has recruited two summer LU student interns.
- **People Deal (Grad startup)** – secured contracts with international businesses in Europe and US providing its [Fairness First HR Framework](#) globally. The team recently recruited a new associate team member.
- **Pickle Illustration (Grad startup)** – Illustrator agency completed [a Foxes Trail open air art project](#) for Blaby District Council designed to engage thousands of local residents
- **ExpHand Prosthetics (Grad startup)** – has recruited two summer LU student interns.
- **Shifa Tech (Grad startup)** - won the 'One to Watch Category' for the RAeng Africa Prize Competition
- **Previscio (SpinOut)** – expanded its team and is considering follow on workspace on LUSEP (like previous SpinOut Zayndu which transitioned from LU Inc. to ATIC)

Student Enterprise updates provided by Sophie Hyde post meeting:

Now advertising for one of two new roles within the team as part of the Careers Network restructure:

- o Enterprise and Opportunities Officer (AD5 role) closes for applications on Sunday 18th July 2021. *Interviews will take place on Wednesday 4th August.*
- o Soon to follow we will also be appointing a Graduate Assistant in Student Enterprise (more details on this when available).

Academic Year 21-22:

Planning and development of Student Enterprise initiatives, activities, programmes, and funding opportunities for the academic year 21-22 are progressing. These will include, among many other things, the following key programmes, and opportunities:

- o **Initiate Programme:** open to all students as an introductory programme of workshop and training sessions – culminating in the opportunity to apply for our LSU Initiate Fund (£500) – *Lboro and London campuses.*
- o **Freelancer Programme:** expanding from a pilot to be offered more widely to students interested in a freelancer or self-employed career, inclusive of peer mentoring opportunities – *Lboro campus.*
- o **6-week Careers Festival:** open to all students and recent graduates as a Careers-wide offering of Employer events, Skills-in workshops, D&I panel events, Student Enterprise workshops and funding competition opportunities as part of Global Entrepreneurship Week.
- o **Global Entrepreneurship Week:** as part of Careers Fest activity mentioned above – running from Monday 8th November 2021 – Sunday 14th November 2021 and including a range of

workshops, training, guest speaker talks, funding opportunities and competitions that students can be involved in to celebrate and champion Student Enterprise.

- **Evolve Programme:** open to current students and recent graduates with more developed ideas or existing businesses that want to take this to the next level (validator model with a real focus on testing, validation, proof of concept, marketing and sales, finances, funding and more) – culminating in the opportunity to apply for our Start-Up Fund (up to £5000), Start-Up Visa and / or Studio Programme (Graduates) – *Lboro and London campuses*. Currently exploring several new streams that would work to support key cohorts and student groups as part of the Evolve Programme.
- **Venture Crawl 2022:** Taking place during 2nd week of March 2022, this is a one-day event (online and offline) that provides students and graduates the opportunity to see the Enterprise ecosystem in London in action, inclusive of entrepreneurial talks and workshop sessions, pitching opportunities and the chance to visit co-working spaces, incubators, and accelerators within the ecosystem.
- **Talent Match:** a work-based opportunities scheme that matches current students and graduates to employment opportunities (e.g., internship roles and / or shorter-term work projects) with SMEs and our very own Lboro-grown student and graduate start-ups.
- **LSU Initiate Fund and Lboro Start-Up Fund:** Two opportunities for students and recent graduates to access funding from the Enterprise Network to test their idea(s), reach MVP or proof of concept stage and / or take their business or existing idea to the next level (£500 - £5000), running once a semester each – *Lboro and London campuses*.

EDI: Currently reviewing activities, funding opportunities and processes to ensure they are equitable and inclusive, and we actively represent the inclusivity and diversity of our Student Enterprise community across both Lboro and London campuses. this is being done with a focus on **Representation, Communication and Participation** some key areas of work have been identified to work on between now and Sept / October (and beyond) – *more on this to follow at next meeting*.

School Liaison Teams: In the process of creating Careers Network School Liaison Teams that will mean you have Enterprise and / or Work Opportunities representing us and liaising with you to highlight these opportunities to all staff and students within your school and to answer any questions you may have about them throughout the year. This is in addition to contacting Sophie as Student Enterprise Coordinator should you need to.

Student Enterprise ‘package’ of activities: Following conversations had with many of you already, Sophie is working on pulling together an online ‘package’ (in one, easy-to read and share document) of Student Enterprise activities available for 21-22 to be shared for knowledge and reference, ahead of term starting. This will provide ADEs with the chance to look at what’s on offer and report back if anything is missing / if you have any ideas for specifics you would like to be run relating specifically to students and schools / areas of study explicitly – *more on this to follow when ready*.

If anyone has any questions on any of the above, or if you would like to chat further about Student Enterprise in your school, please feel free to get in touch with Sophie Hyde.

LUSEP Roundup JF

We are at a critical point in Strategy Development for LUSEP to be discussed with the incoming VC, but LMT are considering:

- Primary purpose, profile, funding, and operation
- Estates and Facilities Management are currently managing a budget shortfall which must be taken into consideration when reviewing tenancy applications and requests for changes to accommodation.
- The revised LUSEP Gateway Policy has enabled us to accept a new tenant as a professional service provider. This is a recruitment agency that has significant track record regionally and nationally, including some of our existing campus partners.

Sport Park Roundup KB

- The planning application for Sport Park Pavilion 4 is nearing completion with a positive alteration to the initial proposal. Taking on board the impact of Covid on working practices the car park has now been excluded in favour of 6 electric charging points, an extension to the floor plate and the inclusion of PVs on the roof as part of low carbon aims – which includes attaining Passivhaus Classic accreditation. The tender process is concluded and final discussions with contractors being undertaken now to deal with delays in obtaining the materials and slight slippage in build time.
- We are working with the LLEP to ensure that the funding due to LU can be claimed either in full by end of March 2022 or we can continue to claim beyond that date. This is a slight change to contract terms.

ADEs requested an opportunity to be involved in the mechanism for reviewing tenants. KB confirmed that part of the due diligence of the gateway policy is for the PD team to work alongside the Property Office to spot opportunities for engagement, address possible conflicts with school interests and broker engagement. Further School involvement in the process can be raised at LMT.

ACTION: KB/JF to discuss at LMT

JF confirmed LEPs were under review with clarification anticipated in the Autumn budget. Funded secured to date has been safeguarded. JF also confirmed that all links are in place with Midlands Innovation Group, the Development Corporation, Midlands Engine, local authorities, the Mayoral office, and other politically connected organisations.

Regional Activity

JF updated on the Midlands Engine partnership - The role of universities in encouraging International Investment in Research and Enterprise.

UUKI are looking for examples of university programmes, partnerships, projects, or other initiatives that:

- Have involved student or graduate placements in supporting local businesses and SMEs to trade and export.
- Have supported local or regional inward investment and business relocation ambitions, Foreign Direct Investment in R&D.
- Have supported inbound international tourism and the local visitor economy.

ACTION – ADEs to forward examples and case studies for JF to feed into the spending review evidence gathering exercise.

3.2 Post REF Review

Liz Stokoe gave a presentation on her experience and lessons learned, including the importance of relationship building, learning and stereotype breaking.

Discussion/Questions:

- Focus on outcome, not process (as with Teaching and Research).
- Observations were made on different journeys undertaken to achieve outcomes.
- A breadth of opportunities exists within LU.
- To be alert and ambitious at the outset don't get fixated on rules.
- Have the vision to create impact (100 words difficult).
- Think in terms of concepts – which can be difficult to break down into the written form.

Three impact round table sessions have been organised as the first in a series of events to raise awareness of impact. These round table events are to explore and describe the experience of developing Impact Case Studies and to share the learned experiences associated with creating and evidencing impact. These will include experiences of case study authors, Liz in her role as APVC, with input from the wider REO support team. These impact sessions will be followed by a broader set of programmes with a PGR session taking place in the New Year.

JF is chairing a Post-REF Review Working Group with Steve Rice looking at:

- Timing
- Communications
- Governance of decision making
- Systems and processes
- Resources, Information and Data

REF working group will make available an online questionnaire during August/September to anonymously submit feedback and reflections which JF will co-ordinate and submit.

MK confirmed that he is involved in reviewing REF returns and is very reassured at how LU have done overall and is finding it very interesting reading submissions from across the country.

3.3 Partnership Framework

CE/JF introduced the Partnership Framework activity at ALT noting the importance of our partners, who they are, who might be considered strategic and how we work with them for mutual benefit. KB reminded ADEs of the purpose of the Partnership Framework and how the data presented by the PDMs through Power BI may help to review, categorise, and prioritise where our effort is focused in the coming months. The aim is for each School to have completed the initial review of partners against the Partnership Framework by 10 September so that we can draw together information for the incoming VC. CE confirmed a narrative is required not data, including what would be aspirational partnerships. A baseline of information is needed to open a dialogue with the new VC and to feed into the strategy, it is important to have input from the Schools on current thinking.

ACTION: ADEs to work with PDMs to identify the top 20 partners for their School categorized against the Partnership Framework

3.4 Town Deal

Chris Rielly gave a short presentation available in the EC workspaces.
[\\ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers](https://ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers)

3.5 Entrepreneur in Residence

EC21-P128 Presentation by JJ additional slides available in the EC workspaces
[\\ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers](https://ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers)

JJ confirmed he would carry on liaising with LU on an ad-hoc basis until September 2021, this will then be reviewed with JF.

3.6 Introduction to LUiL Role

Presentation by GH [\\ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers](https://ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021\8-July/pdf_papers)

Discussion concluded opportunities exist to sit on the Advisory Board to help connect and guide strategic thinking.

GH to connect with ADE's at LU to help improve communications.

3.7 Midlands Equipment Sharing

Item to be added to September Agenda.

SECTION C – A.O.B.

4 Any Other Business

CE would connect individually with ADE's

Meeting closed at 12:50

5 Date of Next Meeting(s)

07 September

02 November

11 January

22 March

10 May

07 July

Enterprise Committee



Minutes

EC21-M61

Minutes of the meeting held on Tuesday, 07 September 2021 at 10.00am, via Microsoft Teams.

Attendance

Present:

Claudia Eberlein (Chair), Terry Everett (Outgoing Secretary), Kieran Teasdale (Incoming Secretary), Jen Fensome, Kathryn Burchell, Paul Burrows, Tarek Hassan, Donald Hirsch, Graham Hitchen, Pete Hitchings, Hayley Jones, Paul Kelly, Mark King, Adrian Spencer

Apologies:

Andy Harland; Sophie Hyde

Guest Presenters REF Review Focus Discussion

Stephen Rice, Angela Crawford

Business of the Agenda

No items were unstarred.

1 Minutes

The Committee RECEIVED the minutes of the previous meeting.

EC20-M60

The minutes of the meeting held on Thursday; 8th July 2021 were CONFIRMED.

2 Matters arising from the Minutes

- CE to renew request a 90-minute meeting with Nick Jennings and the ADEs
- JF to share Ops Committee paper on Income Generation
- TH to share School facilities sharing brochure
- KB to share table of LUDEL income figures with ADEs
- REAP Project: job spec to be drafted to recruit IT candidate to develop Innovation Metrics dashboard
- HJ to share details of the overall LEN (including LSU Enterprise) offer to be shared with all ADEs by 30th September.
- ADEs to submit their list of partners by 10 September
- JF/CE to review SDC representation on EC
- JF to invite Rachel Thomson to report progress from the Short Course PMB at the next EC Meeting

SECTION A – Items for Discussion

3.1 Updates

Report from Informal meetings with VC: JF/CE

Initial informal meetings have taken place with Professor Nick Jennings, Loughborough University's new Vice-Chancellor, on Enterprise matters. He will be in post on 4th October from when on a better idea of his expectations can be expected to emerge. Early indications, as reported by the DVC/Acting VC are that he wishes to re-organize PVC portfolios and, in particular, to combine Research and Enterprise roles.

CE has been meeting with ADEs to collect input on Enterprise Strategy for feeding into the new LU Strategy.

CE has requested a 90-minute meeting of ADEs with VC to discuss Enterprise at LU, as soon as his diary allows. **ACTION: CE**

Staffing Update

There is still a vacancy in the LUEL team, advert is out again with interviews scheduled for early October. Kelly Manders secondment to the Development Corporation project is ongoing, and recruitment is underway to backfill the ABCE PDM post Legal Services will also have a vacancy from 1 October. From 15th September a 1yr grade 7 Senior Contracts Manager will join the REO team to support clearing the backlog of contracts. Details of the outstanding contracts for each school to be shared with ADEs. **ACTION: JF**

The Commercialisation Manager post is still vacant pending further information on the University strategy and where the focus will be.

IP Update

PB provided an update: **EC21-P126 and EC21-P127.**

Highlights:

- LU Spin-Out Previsico £1.75m fundraising concluded – condition of investment was assignment of IP to company.
- LU Spin-Out Figura – releasing shares as equity to enable product development.
- Keram-8 (3D ceramic manufacture project out of MEME) Working Group meeting has taken place

KB confirmed an IP Portfolio review has taken place along with the patent spend on projects to ensure costs are not being carried on projects that can no longer be pursued. Commercialisation Managers will be arranging regular meetings with ADEs to review each School's IP portfolio

PH gave a brief update on behalf of LU Inc/Incubator and Restocking the Business activity:

Community Activities & Training

31 Aug – 1 Sept – Loughborough Jobs Market - LU Inc. coordinated with Loughborough College and the local MP, Jane Hunt, to deliver a Jobs Market in Loughborough Town, an initiative linked with the newly opened Career & Enterprise Hub which co-locates the College and University. LU Enterprise, Careers and HR colleagues were represented. LU staff used the opportunity to network with local firms and jobseekers.

Memberships: LU Inc. are currently working with 29 Graduate Startups, 2 Academic Spinouts and 8 Loughborough located knowledge-based businesses

Events: during Aug-Sept 2021 we held:

- 6 virtual training & roundtable events (incl. first hiring, financial planning, health tech roundtable)
- 30+ Coaching appointments
- Fortnightly LU Inc. member group goal setting meetups

Recruitment: Through recent recruitment rounds LU Inc. has identified 34 entrepreneurs suitable for support including graduate and local businesses

'Doctoral Innovation Consultants' Programme: A 3-month programme offering 6x PhD students the chance to work on 4x 'live' projects with LU Inc. members is concluding. Evaluation to be completed but feedback has been extremely positive with one client company seeking funding to employ a participating Doctoral student.

Alumni / Entrepreneur Pitch Event – LU Inc. and Marketing & Advancement recently delivered an event enabling start-ups to pitch to our entrepreneur alumni networks

Operations

Post-COVID-19 recovery project 'Restocking the Business Base': LU Inc. is in process of recruiting 1.4FTE staff to deliver the project

Commercialisation are in process of applying for Royal Society Entrepreneur in Residence to support development of our entrepreneurial mentor network

Fundraising

Wilkinson's Futures / AHWL has confirmed it will be making a donation to LU Inc. of £20,000 to support graduate start-ups supported via the Studio programme over the coming years. The funds will be awarded to entrepreneurs showing outstanding commitment and will be applied for and issued via LEN's Start-Up Fund.

Recent Wins

Successes by LU Inc. members in the last two months:

- **Leicestershire Innovation Awards** – the regional Innovation Awards have shortlisted 12x Loughborough originating graduate businesses – to be announced 14th Sept
- **Beobia (Grad startup)** – has successfully completed its fundraising round
- **Previscio (SpinOut)** – has successfully completed its fundraising round and is moving from LU Inc. to ATIC from 1 Oct
- **ExpHand Prosthetics (Grad startup)** – Kate Walker has been awarded *New Business of the Year* at the *Leicestershire Women in Business Awards*

LUSEP Roundup JF

Chair of LMT post handed to JF on interim basis, Malcolm Cook is currently in the process of updating the LUSEP Strategy, which is of interest to the VC.

Sport Park Roundup KB

As previously reported to EC, the build of SportPark Pavilion 4 has been delayed due to a dispute with the Highways Agency involving a £500k highways charge and subsequently the planning application process (review scheduled for 15th September 2021). These delays could have implications for the contractors commissioned for the build, with predicted delays in sourcing materials and equipment and the time of year

Regional Activity KB

- Memberships renewed with the Chamber of Commerce and CBI
- East/West Midlands Director of the CBI to meet with Rachel Thomson and the new VC
- Innovation Week supported by the PD Team and Malcolm Cook hosted an interactive session on Building an Innovation Community
- Leicester Business Festival scheduled for November with more sessions being supported by colleagues from Loughborough

Student Enterprise updates provided by Hayley Jones

Staffing Updates

- **LSU Enterprise** – Nathan Chan has taken up the role as LSU Enterprise Chair for 2021-22. Nathan is a Year in Enterprise Placement graduate. He completed the IDEA programme with his electric skateboard idea, which he developed into a business, Nathan also has experience of running his own marketing company.
- He is now busy making plans for his year with Emma and the LEN team. Emma Bishop has been recruited to the new role working across Enterprise as well as Head of Student Communities (LSU Sections).
- **Careers Network/Student Enterprise** – Two new staff members joining to support the resource for Student Enterprise across Loughborough and London. A new Graduate Assistant for Student Enterprise based on the London Campus with Hayley and Sophie Flight has been recruited as Enterprise and Opportunities Officer working to support Student Enterprise and Work-based opportunities in start-ups for students and graduates from Weds 8th September.

Recent Successes

Evolve Competition – The recent programme has been an outstanding success, this year the programme was launched in London. It is the first postgraduate accelerator of its kind, with 60 student and graduate start-ups taking part across both campuses. As part of the evolve programme a pitching competition was launched which has had a great community reach (over 3693 to date). The Student Enterprise team are proud to present this year's Evolve Competition submissions. You can watch the amazing founders 1-minute video pitches and vote for your selection in the two prize categories. Voting closes today (7th Sept.) but the videos will remain live on the competition site for watching. <https://www.lboro.ac.uk/students/len/what-we-do/london/evolvecompetition/>

- **Launch of Creative Spark Business Masterclass videos** – YouTube series as part of the British Council Creative Spark partnership with Nazarbayev University, Kazakhstan on entrepreneurship. Link here to view them and share with students: <https://www.lboro.ac.uk/students/len/what-we-do/creativespark/>.

New Programmes / Planning for next Academic Year

- **Future Founders Programme** – Still accepting applications – Please make recent graduates aware of the programme and the fact that they can register interest at LEN@lboro.ac.uk.
- **Start-Up Fund process** – Changing for academic year 21-22 to ensure more accessibility, inclusivity, and diversity as part of the University's work on EDI. A more open process with less rigorous stages, e.g., no application – open pitching competition.
- **Term 1 2021-22** – Focus will be on an expansion of the Initiate Programme (basic level 8-week programme for all students regardless of year group or discipline) to expand entrepreneurial skills and mindset and to include everything from generating ideas, business modelling through to intellectual property, registering and naming etc. This year the programme will include a tour of all entrepreneurial campus spaces and some co-working / Careers & Enterprise spaces in town centres, plus entrepreneurial stories from graduates, alumni, and local connections for inspiration.

Women in and Global Entrepreneurship Weeks – Taking place mid-October and mid-November and will see a range of events, competitions and activities taking place to support female entrepreneurs and to celebrate what it means to be enterprising more widely. Events and activities will include Power of Three Pitching Competition and a new, themed 'Enterprise Conference' with external speakers as part of the international partnership with Nazarbayev University in Kazakhstan.

- More details on all of the above to follow as part of the overall LEN (including LSU Enterprise) offer to be shared with all ADEs by 30th September 2021.

Update on Enterprise Activities – School of Design and Creative Arts by Rebecca Cain

Copy of slides available here:

[\\ws8.lboro.ac.uk\CMTE-Enterprise\MEETINGS\2021\7_Sept\Presentations](https://ws8.lboro.ac.uk/CMTE-Enterprise/MEETINGS/2021/7_Sept/Presentations)

Questions were asked about the website development and content. RC confirmed the Research & Enterprise pages fall under the general School web presence; the Enterprise content is yet to be completed.

Secondments 'In' relates to an EPG funded project of Rob Harland's - the project attracted interest from the United Kingdom National Commission for UNESCO (UKNC), who wanted to work with the School to apply the underpinning research to their policy and communications remit for cultural heritage.

3.2 Using Facilities for Income Generation

JF gave a brief presentation:

Ops Committee Proposal outlining:

ACTION: JF to circulate paper

- Public Funding – a requirement to share equipment with external researchers
- Principals – have been proposed regarding costing and charging, access, governance, and management
- Needs a Senior 'owner' and School based advocates

Kit-Catalogue is the platform available to share information on equipment at LU, but it is not up to date – the lead stepped down a few years ago and although IT still support the platform, there is no obvious process to both update the list nor share EPSRC related equipment.

CE in ongoing discussions with Andy Stephens on a clear holistic review of equipment/assets including maintenance and repair costs, depreciation, and replacement.

3.3 Partnership Development

KB reminded ADEs that the aim is for each School to have completed the initial review of non-academic partners against the Partnership Framework by the deadline of **10 September**. **This information will then be collated for discussion with the new VC and to feed into and influence the University strategy**. CE confirmed a narrative is required not data, including what would be aspirational partnerships

ACTION: ADEs to submit the top 20 partners for their School categorized against the Partnership Framework by 10 September

ADEs felt it would also be important to include SDC in this review to ensure that we are considering partners that provide sponsorship and how we collectively work with partners.

SDC representation on EC to be reviewed

ACTION: JF/CE

An initial review of projects progressed through LUEL indicates a rise in the number of larger value projects. A more detailed review will take place towards the end of this calendar year to review the impact of the LUEL service charge being implemented. **ACTION: KB to share table of LUEL income data by School with ADEs**

Two Entrepreneur-in-Residence Applications are hoped to be submitted in September, one to develop a mentor network framework and the other to develop Early Career Research Activity

3.4 UKRI IAA Update

JF gave an overview of the Paper: **EC21-P131**
UKRI Impact Acceleration Account (IAA) Funding Update

A call is now open for the AHRC, BBSRC, MRC and STFC IAA with a submission date of 6th October 2021. Despite the level of funding received from the AHRC being relatively small, but REF impact case study submissions suggest there is potentially a basis for an AHRC IAA application, and so the recommendation is that an AHRC application is developed. The plan is to apply for the full amount available and to spend it on seed-corn activities. However, expectations are that LU would be unlikely to receive the full amount. The volume of Arts and Humanities research as well as the REF impact case studies could put LU in a credible position for received AHRC funding. Drafts are focusing on the areas of improving impact culture and peer to peer learning.

We have been invited by the EPSRC to submit an application: Preparations are underway for the development of a draft application. The EPG criteria and governance would be used for managing the funds if we are successful with securing this funding.

3.5 Reflecting School KEF Responses

JF gave an overview of our KEF Profile and School reflections. Support for all the recommendations, based on the KEF profile, was in evidence across the institution but that different Schools would support different recommendations based on their own disciplines and strategic priorities.

Overall recommendations show support of activities which are meaningful and of value to the Schools. This is to be discussed with the new VC to understand what he will want to see in terms of the Strategy. Support for the short-course agenda and timeframe for process implementation was questioned by ADEs.

ACTION: Rachel Thomson to be invited to next EC Meeting

SECTION C – A.O.B.

4 Any Other Business

Kieran to investigate the possibility of booking a meeting space for the next meeting to enable it to be held in person and not on Teams.

ADEs discussed enterprise related promotion criteria. RC is on working group looking at promotion criteria and was asked to feedback to Enterprise Committee. TH confirmed that a member of staff in ABCE had recently been promoted as a result of enterprise activity.

5 Date of Next Meeting(s)

02 November In Person venue TBA

11 January

22 March

10 May

07 July

ESTATES MANAGEMENT COMMITTEE



Loughborough
University

MINUTES EMC21-M2

18 June 2021

Attendance

Present:

Richard Taylor (Chair), Andrew Bowles, Paul Hodgkinson, Andy Stephens,

Apologies:

Alan Hughes, Louise Batts, Mark Lewis, Chris Linton, Rachel Thomson

In attendance:

Graham Howard, Rob Sparks, James Henry, Amanda Silverwood (Secretary)

As the meeting was not quorate (defined as half of the Committee members plus 1) members who sent apologies will be asked to confirm their support for decisions taken in the meeting via email namely:

- To delegate authority to the Chair to approve a Stage C and D major capital project application for Sport Park Pavilion 4 subject to the conditions imposed by EMC which are outlined in these minutes.
- To approve the LTM early approvals programme of works totalling £1.941m following approval from Operations Committee.
- To assert this Committee as the governance vehicle to provide advice and guidance to Council on actions needed to significantly reduce Scope 3 carbon emissions.
- To consider a prospective combined Stage B and C major capital project application via email circulation for fire door remediation.

21/18 Minutes

EMC21-M1 (*previously circulated and attached*)

The minutes of the meeting held on 12 February 2021 were **CONFIRMED** as an accurate record.

21/19 Matters arising from the Minutes

EMC21-P20

The summary report of updates to matters arising was **NOTED**.

EMC agreed to close action 8 as events have moved on.

SECTION A – Items for Discussion

21/20 Committee membership

The Chair gave a verbal update on the appointment of the new co-opted member, Louise Batts. Louise is a Loughborough graduate of the School of Architecture, Building and Civil Engineering (ABCE) and currently works as a Senior Civil Engineer at Heathrow Airport. Once Covid restrictions are eased the Director of Estates and Facilities Management (E&FM) will be accompanying her on a full tour of the Loughborough campus.

The Chair reported that no decision has been reached on the Honorary Treasurer's replacement when his maximum term on EMC finishes at the end of the current academic year. The Chair will keep the Committee informed of any decisions once made.

21/21 Capital projects

EMC21-P21

21.1 Sport Park Pavilion 4

Catherine Fleming, E&FM Project Manager, presented a draft Stage C major capital project application for the Sport Park Pavilion 4 project.

Sport Park Pavilion 4 is a £9m major capital project, with £6m of external LLEP funding secured through central government's Getting Building Funding (GBF). LU will provide match-funding of £1.5m and reclaim a further £1.5m in VAT. The project will create a fourth pavilion to the south side of the existing Sport Park building, replicating the footprint of Pavilion 2 to create 2108m² GIFA of new floor plate.

The floor plate has slightly increased from the Stage B report (2020m²) to mitigate the underspend created by omitting the deck car park. The car park was omitted due to cost constraints and impact on the existing car park, ecology, and landscaping. Photovoltaics (PV) will no longer be used on the roof due to the flammability of insulation which would need to be used. Fenestration has been reduced linked to Passivhaus requirements.

In line with the University Estate and Energy Strategies this building will be the first on campus to be developed to secure Passivhaus Classic Certification. This will be overseen by the certifying consultant ETUDE. Tendering contractors have engaged well with this element of the design and in the mid-tender meetings have verbalised a very keen interest in the process.

Three tenders were returned on 11 June 2021. The tender evaluation process will take two weeks and is not yet complete. Scoring will be transparent and in accordance with 40% cost and 60% quality weighting. EMC agreed that the tender scoring split is suitable.

Initial analysis of the three tenders was shared. Two contractors have returned broadly similar overall costs under the net cost of £6.5m needed to return the £9m project on budget. Cost consultants, Gleeds, had advised that they expected net costs to be returned at £6.7m.

One of the two contractors within budget has a better initial quality score, particularly in relation to the Passivhaus brief. This contractor has stated that their contract price is valid for only 30 days. This will be addressed in the detailed tender interviews taking place on 23 June.

The third contractor, with the most experience in Passivhaus construction, is currently scoring well in relation to the quality element however the cost element is weak and even with value engineering the overall project costs would significantly exceed the budget of £9m.

Market volatility for materials, labour and construction equipment availability is a key risk to the project. There are delays in all supply chains from raw materials to finished products due to the pandemic. Basic building materials like concrete, steel and wood are in short supply with some manufacturers reporting 20-30 week lead periods. These shortages are then increasing market cost with concrete prices increasing around 15% and steel reportedly increasing by 50%. Labour force and skills are also limited, again pushing costs up.

All contractors have reported difficulty securing firm costs and programmes from sub-contractors. EMC lay members agreed that the market volatility risks are concerning and need to be reported transparently to Council. They anticipate that materials prices are likely to be up to 15% higher by the September construction start date compared to today. A 60 week construction period has been assumed but the market is so volatile this cannot be guaranteed.

E&FM invited contractors to offer alternative cost saving solutions as part of the tender process and these will be evaluated. The construction works will be procured using a fixed price Design & Build contract and any cost increases will be met by the contractor, but LU will need to avoid any form of “mission creep” to ensure the project remains on budget. EMC agreed that the design should be firmly locked down, no changes should be made without approval and this will be the responsibility of the Chair of the Sport Park Pavilion 4 PMB to manage. EMC noted that as a new build there should be less need for changes to design or scope creep in comparison to the recent W&S Buildings refurbishment project.

ACTION: Director of E&FM to reflect on the best way to lock down the design.

The biggest risk to the project is the inability to match project cashflow to the timetable stipulated in the LLEP funding requirements. We always anticipated that we would not be able to spend the full £6m grant by mid-March 2022 and E&FM and Research & Enterprise Office representatives have been explicitly clear in all dialogue with LLEP representatives on this, explaining the challenges of the project programme and that we predicted spending between £4m and £4.5m net by that point. Contractor cashflows submitted as part of the tender report spend of between £2.5m and £2.75m by mid-March 2022. Adding in spend on fees the University will have drawn down between £3.2m and £3.5m of the grant by mid-March 2022, leaving a potential underspend of up to £2.8m.

Following the departure of the PVC(E), Professor Mike Caine, APVC for Sport, has taken over the Chair of the Sport Park Pavilion 4 PMB. He is meeting with the Chair of the LLEP week commencing 21 June and will seek a letter of comfort from the LLEP in regard to the timescales for spending the £6m grant. EMC agreed that we need to be cautious regarding the terms of the LLEP funding and welcomed this approach to mitigate the risk to the University.

The planning application was submitted on 11th March 2021 and a decision was expected on 14th June 2021. However, Leicestershire County Council (LCC) Highways unexpectedly requested a highways contribution of circa £500k to mitigate the impact of increased traffic on the A512 as a condition of their approval. This was not mentioned during pre-planning consultation and traffic analysis evidence has been submitted to rebut this claim. Charnwood Borough Council (CBC) have extended the determination time for the application to 4th July 2021 and have verbally indicated they will not be supporting the LCC request for additional funding. This risk has been classified as amber as it is considered unlikely that this will be a condition of planning approval. EMC members agreed with this assessment.

EMC lay members strongly advised that the University does not proceed further without a signed Heads of Terms agreement in place with the anchor tenant, UKAD. If a commercial project, this would not progress until the contract was signed. EMC noted that the Chief Executive of UKAD, has publicly stated the intention to move their headquarters from London to Sport Park Pavilion 4 once constructed but EMC did not consider this gave sufficient comfort. An interim UKAD office has been set up on campus in the existing Sport Park Pavilion with some staff set to relocate shortly to work from this new location. EMC agreed that the Council paper or a verbal update to Council on 1 July must confirm whether the Heads of Terms has been signed at that point.

EMC members also requested that the Council paper includes information about the rental cost per m² and the notional land value.

Following discussion EMC **AGREED** to **DELEGATE** authority to the Chair to approve the final Stage C and D major capital project **SUBJECT** to:

- A signed Heads of Terms document between the University and the anchor tenant – EMC will not at this stage sign off on the project without this.
- A letter of comfort from the LLEP regarding the timescales for drawing down the £6m grant.
- Confirmation that the £500k highways contribution is not payable.
- Confirmation that the recommended appointment of the contractor with the highest scoring tender will not exceed the project budget.

If any of these conditions are not met, EMC will be asked to consider and approve the final Stage C and D major capital project via email circulation.

As a major capital project costing over £4m the project must be considered by full Council. As the appropriate governance approvals from Operations Committee and EMC will not be in place by the time of the Council meeting on 1 July 2021 a paper will be written seeking delegated authority for the Chair of Council and VC to approve the Stage D Major Capital Project application. The Council paper must be transparent about the outstanding issues, risks to the project and relevant mitigations as outlined in the discussion above.

ACTION: Paper to Council on Sport Park Pavilion 4 must be clear and transparent on the risks as outlined in the EMC minutes and contain all information specifically requested by EMC.

ACTION: Director of E&FM to confirm to Chair of EMC and University Secretary the status of the Heads of Terms agreement with the anchor tenant ahead of the Council meeting at 13.30pm on 1 July.

21.2 Tennis Centre Extension update

The Director of E&FM gave a verbal update on the construction of the Tennis Centre Extension project which is progressing on budget. Works are continuing, and the blocks and the storm frame are up. The contractors requested an extension to contract completion due to the market delay in obtaining the steel needed. This has been accepted and there is no risk to the handover date to SDC in February 2022. However, the volatility of the materials market as discussed above mean there could be further supply chain delays. A change control arrangement has been made.

EMC21-P22

21.3 Long Term Maintenance early approvals

EMC **APPROVED** the LTM early approvals programme of works totalling £1.941m following approval from Operations Committee in March and June 2021.

Director of E&FM confirmed there is a clear prioritisation programme in place which is subject to check and challenge from LTM Sub-Committee should the University wish to reduce LTM spending at any point.

Deputy Director of Finance confirmed that AV equipment purchases are categorised as LTM.

21/22 Campus wide flood risk assessment

EMC21-P23

The Director of E&FM presented a paper outlining the wider implications of Environment Agency's (EA) latest flood risk modelling for the University's Loughborough estate.

The following points were raised during discussion:

- We will need to learn to live with flooding and future capital projects will need to carefully consider flood risk, drainage and appropriate mitigations, particularly those identified as located in an area of high flood risk. This will have significant implications for future projects in terms of cost, project timelines and planning permission.
- Insurance premiums could increase. Buildings located in flood risk zones in zones 2 and 3 could become uninsurable if buildings are flooded on multiple occasions.
- We have had multiple issues of older buildings leaking during heavy rainfall and E&FM have introduced a prioritised roofing repair and replacement scheme as part of the long-term maintenance programme; most recently the roof of the Business School has been replaced.
- A contractor has been appointed to ensure regular clearing of gutters and drains. There have been far fewer issues with flooding and leaks as basic preventative housekeeping is now being carried out.
- [Professor Rob Wilby](#) in the School of Social Science and Humanities is a world leading expert on flooding and the EA has used his work to inform their new modelling.
- There is a risk that the EA could require the University to contribute to a local Loughborough flood defence scheme. This scheme has no prospect of coming forward in the next 3-5 years, however

if the contribution was determined by the EA model on a pro-rata basis this could be in the order of £10-£15m for the campus including LUSEP.

- The Town Deal funding includes some allowance for the EA flood defence scheme.

EMC **ENDORSED** the report.

21/23 Purchase of LSU assets

EMC21-P24

The Chair declared a conflict of interest in this item as a trustee of LSU.

EMC have received regular updates on the purchase of LSU assets. There have been some delays and the purchase is now expected to complete by September 2021. A paper will be taken to the next LSU Board on 29 June asking for approval in principle of the sale of land and buildings to the University. A valuation has been carried out for LU purposes valuing the land and buildings at no more than £3.5m. No caveats or assurance on the future of the building will be made as part of the purchase agreement. Any investment in a future LSU building will be determined by the wider financial environment and the prioritisation within the capital framework. A new build to replace the current LSU building is still the aspiration but the current building needs to remain operational for the next 5-7 years as a minimum.

Lease negotiations cannot commence until the Heads of Terms are agreed. Operations Committee has previously supported a recommendation from the PMB to acquire the Freehold and grant a Headlease to LSU with reassurances that LU would be involved in the selection of new tenants. LU would agree a gateway policy with LSU regarding future occupiers of the LSU building. The decision on any prospective new commercial operators within the existing LSU main building would be made jointly.

E&FM previously reported significant H&S compliance concerns in the existing building which was classified as category D (inoperable or at serious risk of major failure or breakdown) when surveyed. While we are currently not legally responsible for the maintenance of the building and H&S compliance the University still carries the reputational risk. After the sale, E&FM will be responsible for the maintenance of the fabric of the building and H&S compliance. LSU will remain responsible for the activities inside the building.

LSU have recently carried out refurbishment works to the building to address these compliance issues and also carried out some cosmetic improvements to the ground floor as the LSU Board determined that it was tired and unappealing to students. The project has been funded using LSU reserves with the balance of £383k (incl VAT) in purchase orders raised by E&FM, for essential electrical and fire compartmentation works to make the building compliant. This £383k will be recovered through the purchase agreement for the land and buildings. Finance Committee have signed off on the financial arrangements.

The LSU Board aims to complete further refurbishment in two phases costing c£600k in September 2021.

21/24 Decarbonisation plan update

EMC21-P25

The Director of E&FM presented a report on the current progress with developing a University decarbonisation plan.

In November 2020, EMC endorsed a University Energy Strategy that contains a commitment to reduce the University's greenhouse gas carbon emissions to Net-Zero by 2050. Since the Energy Strategy was issued the Government and many organisations in the public and private sectors have indicated the 2050 target needs to be more ambitious with some declaring targets of 2030-2035. LU aims to be a bold, ambitious and outwardly focused institution, with an emphasis on a sustainable future, but without a practical plan this vision will not be realised.

The University's Energy Strategy contains a commitment that focuses solely on the University's scope 1 & 2 carbon emissions.

- Scope 1: The direct emissions that occur from sources that are owned or controlled by the University, for example emissions from combustion in boilers.
- Scope 2: Emissions from the generation of grid electricity consumed by the University.

- Scope 3: Other indirect emissions that occur upstream and downstream, associated with the university's activities and include: waste, water consumption, staff/student commuting, business travel and procurement.

The Director of E&FM has clear responsibility for reducing Scope 1 and 2 emissions and has oversight from EMC through the Estates and Energy Strategies.

The Director of E&FM has been investigating various technologies such as decarbonisation of the Western Power Distribution (WPD) electricity grid supply, ground source and air source heating pumps to replace gas fired boilers from 2025, private wire solar farm and battery storage, energy from waste (EfW) electrical supply. The lead time required to implement projects of this scale means they will not come to fruition in time to contribute significantly until at best the mid part of this decade and most likely the latter part.

LU's Scope 3 emissions are assessed to be three times that of Scope 1 & 2 and achieving the 2050 Net-Zero target will require a step-change in how the campus is operated and in the behaviours of everybody. Currently there is no clear responsibility for reducing Scope 3 emissions.

Following discussion EMC **AGREED** to assert this Committee as the governance vehicle to provide advice and guidance to Council on action needed to significantly reduce Scope 3 carbon emissions, given existing oversight and scrutiny for reducing Scope 1 and 2 carbon emissions.

While there is an existing Climate & Environment Task Group reporting to Senate this is time limited. The decarbonisation process is going to be expensive process for every individual and organisation and clear focus is needed.

At the same time the University is reducing energy consumption there are tenants on LUSEP seeking more power. EMC members agreed that LUSEP third party tenants should not be included within the University's targets but we should seek to influence the behaviour of campus partners, our wider supply chain and staff and students where we can e.g. [Marks and Spencer's Plan A campaign](#).

ACTION: Director of E&FM to develop draft decarbonisation plan and bring to future meeting of EMC for discussion.

21/25 Compliance update

EMC21-P26

The Director of E&FM presented an update on compliance covering water safety, fire remediation and gas safety.

E&FM are applying lessons learnt from the discovery of Legionella bacteria in the Towers water supply and independent audits are underway in other buildings. Trending data is now being produced routinely and the Water Safety Management Group (WSMG) has been re-established with new terms of reference to drive broader process control and management accountability into water management and ensure that the requirements listed by the HSE are fully implemented.

The Water Safety Duty Appointed Person (DAP) has been approved as a full time role by Operations Committee and is in the process of being recruited to. This role will provide sufficient resources and expertise to deliver the HSE recommendations.

There are more than 10,000 residential fire doors on the Loughborough estate, of which 50% have been inspected and 1,100 remediated and fully complaint. Fire door remediation has prioritised residential areas over all others, balancing the risk to life with risk to assets. Operations Committee approved a Stage A major capital project application for this project at a forecast cost of £1.35m.

EMC **AGREED** to consider a combined Stage B and C major capital project application via email circulation for fire door remediation ahead of the next meeting in September 2021.

After some uncertainty due to the complexity of relevant legislation and the numerous different gas network operators across campus the HSE have determined that parts of the gas system on the campus form a private gas network. This determination requires that the University produce a gas safety case for the management of this network.

Gas operations on campus are not unsafe, this is an administrative exercise to ensure all risks are known and understood. The HSE have issued a Notice of Contravention on this matter as it allows them to charge for their time in dealing with the issue. The development of a safety case is a significant piece of work which may take up to a year to fully develop. E&FM continue to liaise with HSE on this issue and EMC will be kept fully informed.

The three compliance areas of water safety, fire remediation and gas safety taken together represent an amber risk overall for compliance.

EMC **NOTED** the compliance update.

The Chair thanked the Head of Maintenance and Engineering and his team for all their hard work in this area.

21/26 Estates Management Return (EMR)

EMC21-P27

The Director of E&FM gave an update on the annual Estates Management Return (EMR) for 2019/20.

EMC noted that the % of residential buildings in condition C has risen from 16% to 33% due to 49 blocks previously being recorded in condition B (sound, operationally safe and exhibiting only minor deterioration) now falling into condition C (operational but major repair or replacement needed to elements in the short to medium term - generally within 3 years). In the 2018/19 return the residential buildings in condition B were on the cusp of falling into condition C and this was reported in the previous return

The condition survey is conducted independently of the University on an annual basis by Drake and Kannemeyer.

21/27 Health and Safety

EMC21-P28

27.1 Review of H&S accident statistics and KPIs

The Head of Maintenance and Engineering presented the latest H&S data including the Safety Score Card.

EMC noted the intention to undertake a survey of E&FM employees looking at occupational hygiene. It is expected that there will be gaps between the results of the survey and existing processes. It is likely to result in more employees requiring specific health surveillance than at present which will increase demand for Occupational Health input.

EMC noted there had been a number of serious incidents in the last reporting period specifically positive pressure in STEMLab due to an air handling unit, roof trim piece falling from the NCSEM building and concrete façade falling from the Herbert Manzoni building. In all cases immediate containment action was taken and the appropriate inspections, surveys and remedial work carried out to ensure both buildings are safe. A new air handling unit has been installed in STEMLab.

EMC noted that these problems are expected with the ageing condition of the estate infrastructure and E&FM continue to reprioritise repair works where issues are found.

*EMC21-P29

*27.2 Health Safety Environment Statutory Compliance Sub-Committee Meeting

The minutes of the meeting held on 22 April 2021 were **NOTED**.

SECTION B – Starred Items for Approval

None

SECTION C – Starred Items for Information

21/28 *Post Occupancy Evaluations (POEs)

*EMC21-P30

The POE schedule was **NOTED**.

21/29 *Major and minor capital project reports

*EMC21-P31

The status summary for major building and minor works projects and associated project manager reports was **NOTED**.

21/30 *Reports from Sub-Committees

*EMC21-P32

*30.1 Estates Master Planning Sub-Committee

The minutes of the meetings held on 25 February 2021 and 25 May 2021 were **NOTED**.

*EMC21-P33

*30.2 Space Allocation Sub-Committee

The minutes of the meetings held on 28 January 2021, 23 March 2021 and 21 May 2021 were **NOTED**.

21/31 *Major Project Procedures

*EMC21-P34

The University's Major Project Procedures were **NOTED**.

21/32 Any Other Business

32.1 Valediction for the Honorary Treasurer

The Chair and Committee members formally record their thanks and appreciation to Alan Hughes, Honorary Treasurer and co-opted EMC lay member, for his enormous contribution to the development of the University estate over the past nine years.

21/33 Future Meeting Schedule

The Committee **NOTED** that three meetings will take place in the next academic year rather than the usual five due to continued reduction in capital spending as a result of the pandemic.

Future meeting dates are as follows:

- Tuesday 14 September 2021, 13.00 – 16.00
- Friday 11 February 2022, 13.00 – 16.00
- Friday 17 June 2022, 13.00 – 16.00

Author – Amanda Silverwood

Date – June 2021

FINANCE COMMITTEE



MINUTES – 18 June 2021

FC21-M4

Attendance

Members in attendance: Professor Claudia Eberlein, Alan Hughes, Professor Chris Linton (Acting Chair), Professor Steve Rothberg, Andy Stephens, Jane Tabor, Richard Taylor, Professor Rachel Thomson, Steve Varley

Apologies: Professor Bob Allison (Chair)

Non-members in attendance: James Henry, Miranda Routledge (Secretary), John Rushforth (external – CUC, observing as part of Council Effectiveness review), Flora Smyth.

21/22 Minutes

FC21-M3

The Committee CONFIRMED the Minutes of the Meetings held on 19 March 2021.

21/23 Matters arising from the Minutes

FC21-P15

The Committee CONSIDERED a report with updates on Matters Arising and NOTED progress on all items.

21/24 Director of Finance Report

The Director of Finance updated the Committee on the following matters:

- **USS Pension Scheme:** The University had responded to the UUK consultation in broad support of the proposals which would see an increase to employee contributions, an enhancement of the covenant provided by employers, and a change to the salary threshold of the defined benefit element of the scheme. The Unions see the proposals as detrimental to staff and the sector is expecting a dispute with industrial action possible. The Vice-Chancellor and Director of Finance are running briefing sessions to provide a factual update for staff. The risk profile associated with pensions has increased and is recognised as such on the University's strategic risk register. It was AGREED that the Director of Finance would do a more detailed briefing paper on the financial consequences of the pension proposals and options for the University's response for consideration at the next meeting. **Action: DoF**

- **Bank interest rates:** The Bank of England has said it wants the Sterling Over Night Index Average (Sonia) to replace the London Interbank Offered Rate (Libor) in setting commercial sterling interest rates by end of 2021. A full proposal will be considered at the next meeting and the transition will need to be approved by Council in the autumn. There is a regulatory requirement to complete the transition by the end of the calendar year. **Action: DoF**

21/25 Strategic Drivers of Financial Performance

The Committee NOTED the following updates:

25.1 Report from PVC(R)

FC21-P16

At the three-quarter year point, research income stands at £27.3M including overhead recovery of £8.7M (32%). These income and overhead values represent 74% and 76% respectively of this year's targets of £37M for income and £11M for overheads. These figures are on target.

Research awards are the driver for research income over the next 1- 4 years. This quarter, 68 awards have been received totalling £10.4M. At the three-quarter year point, research awards of £34.6M represent 81% of this year's council KPI (£42.5M).

171 applications totalling £41.8M have been submitted this quarter. Assuming a 20% success rate, a future overhead contribution from research income of £3.6M might be expected. This is a high figure.

There have been significant cuts to the Official development assistance (ODA) budget which has impacted on some research activity at the University.

- The most significant impact is felt on the MECS project which will see funding in 2021/22 drop from an expected £13M to £4M. A provisional allocation of £4M has been signalled for 2022/23. The financial impact of the cut is a circa £330K reduction in overheads (3% university total) in each of the affected years.
- The University has agreed to bridge £1M from 2022/23 provisional allocation to 2021/22 to support the cash flow of the project over the two years. There is a slight financial risk with this decision, but the project is considered strategically important enough to warrant this action. The decision was approved by Operations Committee and will be reported to Council via the PVC(R) report.
- The FDCO are expecting that the total budget for the project (re-phased) will be retained at the original level (£39.8M). There are no guarantees of this.
- The £30M+ CCG project is also expected to suffer from ODA cuts, but FDCO are currently describing the expected cuts as "modest". At this stage we do not have further detail on this but report to Finance Committee for transparency.

25.2 Report from PVC(T)

FC21-P17

Undergraduate applications through UCAS are positive for 2021 entry. We are in a very strong position in advance of the publication of A-level and other qualification results. Uncertainties remain around the teacher assessed grades and there are a higher than usual number of unconditional places (predominantly the deferred applicants from last year following changes made to A level grades in 2020). It looks likely that we will be able to increase the quality of the overall intake and make less concessions than in the last few

cycles. Progress towards our Access and Participation Plan targets will be carefully monitored and managed through the cycle.

Postgraduate Taught student numbers remain volatile, with increases in UK applications and significant decreases in international applications. An additional start date of January 2022 has again been introduced this year on specific high volume postgraduate programmes given that international travel may remain restricted in the Autumn.

The London campus is particularly affected by the decline in international applications and will not be able to progress its original growth plan. A slowed trajectory to reach 1400 students is reflected in the financial forecasts. The London campus continues to make a financial contribution to the University even on current projected intake but will not be able to deliver the significant uplift in the way we expected until international student recruitment recovers. In the meantime, we are looking at options across the University for more flexible delivery to part-time and professional/employed markets to reduce reliance on a single market. Rental rates remain extremely favourable under the current contract and Finance Committee advised against taking any short-term measures that would undermine the future continued success of this asset.

25.3 Report from PVC(E) – presented by Dean of Science

FC21-P18

At the three-quarter year point, enterprise applications stand at £16.4m (75% of last year's total) and awards stand at £10.1m (53% of last year's total), including £3.4m HEIF funds. The reduction in awards is thought to be a direct consequence of the pandemic.

21/26 Finance 2020-21

FC21-P19

The Deputy Director of Finance presented the University Management Accounts as at 30 April 2021 and the Q4 forecast. Headlines from the Q4 forecast are as follows:

- **I&E** - A full year deficit of £2.0m, a £7.2m improvement on the Q3F. The deficit is driven by severance costs and income losses attributed to tuition fees and student accommodation, offset by cost restraint measures. The improvement at this forecast is largely driven by the release of our contingency and continued focus on essential spend only in non-pay.
- **Cash** - Closing cash of £89.8m, a £9.8m improvement on the Q3F. This improvement is largely driven by the release of contingencies and rephasing of capital expenditure.
- **Bank Covenants** - We maintain headroom of £22.8m on our operating cash covenant.

21/27 Financial Forecasts and 2021/22 Budget.

FC21-P20

The Deputy Director of Finance presented the draft 2021/22 budget and five-year forecast. The forecasts will be revised in the Autumn when student intake is known; and the updated forecasts will be prepared for submission to OfS in December. The 2021/22 budget will be presented to Council for approval in July 2021.

The Committee NOTED the following headlines within the forecast:

- A closing cash balance in July 2026 of £46.5m, thus maintaining the University strategic investment funds.
- A small deficit in 2021/22 and then a surplus in each year from 2022/23 onwards.
- A broad assumption that there is a return to normal activity and spend levels (both pay and non-pay) from 1st August 2021.
- Contingencies remain at a high level to mitigate against slow recovery in international recruitment following the covid-19 pandemic.
- Net operating cash flow target is 10% of income and capital expenditure is to be no more than net operating cashflow (over a period, given potential spikes in capital expenditure due to large projects).

During discussion, the following comments were made:

- Assumptions around commercial activity are sensibly prudent given the uncertainty around campus occupation and activity in 2021/22. The new imago Chief Executive is confident that some improvement can be made on this.
- LUSEP tenancies (assumed 81% occupation) were discussed in light of the changing space demands of organisations following the pandemic. The LUSEP Management Team have been tasked with bringing forward proposals to mitigate voids.
- The forecast looked robust and has been achieved with relatively prudent assumptions; sensibly so given the on-going risk environment. However, the University must retain the flexibility to invest in new activity following the arrival of a new Vice-Chancellor and the launch of a new strategic plan.

The Committee RECOMMENDED the budget for 2021/22 to Council and NOTED the current forecast for the period ending 31 July 2026.

21/28 Revolving Credit Facility

FC21-P21

The Committee RECOMMENDED the terms of a one-year extension to the University's revolving credit facility to Council.

21/29 Annual Effectiveness Review

FC21-P22

The Committee NOTED the annual effectiveness review paper and were invited to send comments to the Secretary.

21/30 Quarterly Report: Loughborough Students' Union 2020/21

FC21-P23

The Committee RECEIVED summary financial report for the period 1st August 2020 – 30th April 2021.

21/31 Valediction

The Committee recorded its thanks to Bob Allison, Alan Hughes and Jane Tabor for whom this was the last meeting. All three colleagues have made a hugely valuable contribution to the Committee during their period of office.

21/32 Schedule of Meetings 2021/22

The Committee **NOTED** the dates of meetings for the next academic year:

Wednesday 20 October 2021, 09:30-12:30

Friday 10 December 2021, 09:30-12:30

Monday 17 January 2022, 11:00-12:30 (TRAC sign off)

Friday 11 February 2022, 09:30-12:30

Friday 18 March 2022, 09:30-12:30

Friday 17 June 2022, 09:00-13:00

Author – Miranda Routledge

Date – June 2021

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