

**COUNCIL**

**29 September 2011 at 13:00  
Guildford Room, Farnham Castle**

**MINUTES**

**Members:**

Mr M Taylor (Chair)	Professor M Olssen
Mr D Eustace (Vice-Chair)	Mr I Robertson
Professor C M Snowden (Vice-Chancellor)	Mr D Rogers*
Professor D Allen	Mr O Salih*
Mr T Chambers	Professor N Seaton
drs J Derwig*	Professor A Sterr*
Dr J Forrest	Mr K Taylor
Mr A Herman	Ms A Watts
Ms D Langston*	Professor S Williamson
Mr D McNulty	Professor Lord R Winston*
Professor G Nicholls	

\*denotes member unable to attend

**By Invitation:**

Mr P Stephenson – Human Resources Director  
Ms A Cousins – Equality & Diversity Manager

**In attendance:**

Mr H ap Rees – Director of Strategic Planning  
Dr D Ashton - University Registrar  
Ms S Litchfield – University Secretary & Legal Adviser (Clerk to Council)  
Mr G Melly – Director of Corporate Services  
Mr D Sharkey – Finance Director  
Ms L Richards – Senior Committees Support Officer (minutes)

**A INTRODUCTORY ITEMS**

**11/48 Apologies for absence**

Apologies were noted from Ms Langston, Mr Rogers, Mr Salih, Professor Sterr and Lord Winston.

**11/49 Conflicts of interest**

There were no conflicts of interest declared.

**11/50 Minutes of previous meetings.**

The minutes from the meeting held 21 July 2011 were **approved**.

**11/51 Matters arising**

**.1 Actions**

It was noted that all actions had either been completed or were covered on this agenda.

.2 Ethical Conduct Policy

It was reported that a new policy had been compiled which covered requirements relating to the Bribery Act, fraud, gifts & hospitality and conflicts of interest. A copy of the policy was tabled. These matters were previously covered by separate policies, however, given their interrelationships, it was thought sensible to bring them together under one Ethical Conduct Policy.

It was further confirmed that this policy was “binding on all staff, officers (including but not limited to Members of Council and its Committees) and students.”

Council noted that Bribery Act training had also been put in place.

Members were asked to provide any comments to the Clerk to Council within the following week. Subject to this, Council **approved** the Ethical Conduct Policy.

.3 Whistle Blowing Policy

Council **approved** the policy as tabled.

**11/52 Chair’s Items**

.1 Council **noted** the appointment of Ms Sarah Litchfield, the new University Secretary & Legal Adviser whose role would encompass serving as Clerk to Court and Council and Secretary to Executive Board, Audit Committee and Finance Committee.

.2 Achievements of members of the University community

Council **acknowledged** the achievements of members of the University community as outlined in the paper circulated.

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**B ITEMS FOR CONSIDERATION AND APPROVAL**

**11/53 HR Annual Report**

.1 The HR Director gave an update on activities since the circulation of the annual report. The following points were raised in discussion:

- Any strike action resulting from pay and/or pensions negotiations was likely to occur from 10 November in the case of UCU and from November for other unions.
- Progress had been made with regard to the University Superannuation Scheme (USS) with presentations being made to approximately 200 people to communicate the recent changes.
- With regard to appraisals, it was agreed that non-completion of appraisals should be considered unacceptable. It was noted that all staff were covered under the appraisal scheme and the policy was for 100% of appraisals to be completed. The current completion rate was approximately 80%, however, the majority of the remaining

uncompleted appraisals was due to staff turnover (including fixed term contracts) which was currently running at circa 18%.

- In relation to levels of retention, it was noted that although staff turnover was relatively low, (under 8%), strategies had been put in place to retain key staff. This included activities such as more formal succession planning processes and interim salary reviews for top talent.

.2 In discussing the red flagged items within the report the following points were noted:

Goal 6: Staff Health and Wellbeing

- Mentoring new staff: This was an issue drawn from the staff survey. A structure scheme was planned to be put in place once the principles of operation had been agreed.
- Health & Safety: The high level of reportable incidents need to be reduced. Most of these were slips, trips and falls by staff in Estates and Facilities Management. Training, audits and walkabouts together with installation of railings and markings were all being employed to address this. It was noted that there was no sense from the reports that staff were under pressure to rush jobs, however, it was agreed that this should be investigated.

**Action: Director of Corporate Services**

Goal 7: HR Processes

- Ad-hoc salaries: This included short term staff such as demonstrators and had historically been difficult to monitor. The first action would be to discover whether these salaries were at an appropriate level.
- Recognition: HR had since received an award from Surrey County Council, therefore this flag would now more appropriately be amber/green.

.3 The annual report from HR was **noted**.

**11/54 Equality & Diversity Update**

.1 Council received a presentation from the Equality & Diversity Manager. The following points were noted:

- Surrey was well placed to meet the requirements of the Equality Act 2010. With regard to the Single Equality Scheme, for its required three year action plan, Surrey had chosen to cover three key areas:
  - To compile data to support the delivery of inclusion;
  - To improve gender and race equality; and
  - To investigate reasonable and deliverable improvements for disabled access.
- The Equality & Diversity Committee was comprised of representatives from various E&D constituencies and had an ongoing dialogue with the Unions.
- An E&D plan was required for REF. This might assist with the identification of measures.

.2 Council requested a view of progress be included in the next report.

.3 Council **noted** the Equality & Diversity update.

#### **11/55 Risk Management Update**

##### Balanced Scorecard

i) Council received a brief presentation on the changes to the scorecard following the review of the risk register and balanced scorecard held in early September. The review concluded that there should be stronger alignment of the balanced scorecard and the risk register with both being derived from strategic objectives.

ii) The question of whether some individual risk items should be combined within a larger “sustainability” KPI was raised. It was noted that this would be investigated and reported back to the November meeting of Council.

##### **Action: Finance Director**

iii) It was agreed that “RG&C income secured” KPI was a lead indicator that included income secured through awards in the current year and in previous years.

iv) Council **noted** the revised balanced scorecard.

##### Risk Register

i) It was noted that, as mentioned in 11/55.1 above, a workshop had been held in early September which included a review of the risk register.

ii) It was further noted that each risk had been appointed an Executive Board owner.

iii) It was recognised that the issues previously raised by the Audit Committee and Council regarding the risk register had been taken on board and reflected in the revised register.

iv) Council **noted** the revised risk register.

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#### **C ITEMS FOR INFORMATION**

##### **11/56 Council Effectiveness Review**

Council **noted** the interim report on the Council Effectiveness Review.

##### **11/57 Report from the Audit Committee**

Council **noted** the report from the Audit Committee.

##### **11/58 Report from the Finance Committee**

Council **noted** the report from the Finance Committee.

**11/59 Report from the Executive Board**

Council **noted** the report from the Executive Board.

**11/60 Health & Safety Report**

Council **noted** the Health & Safety report.

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**D CLOSING ITEMS**

**11/61 AOB**

None.

**11/62 Dates of Future Meetings**

All meetings (except away days) are at 16:30 unless otherwise advised.

2011:

21 November (Oak 1 & 2 / dinner in Ivy)

2012:

22 March (Oak 1&2 / dinner in Ivy)

26 July (Oak 1&2 / dinner in Ivy)

4/5 October (away day - tbc)

22 November Oak 1&2 / dinner in Ivy)

**Mr Max Taylor  
Chair of Council  
21 November 2011**