



**The 260<sup>th</sup> meeting of Council was held on Friday 26 November 2021  
from 9.30am to 1.30pm in Bramber House**

**PART 1 - PROCEDURAL MATTERS**

**1. Welcome and apologies**

- 1.1 Present: Dame Denise Holt (Chair), Adrienne Fresko (Vice-Chair), Kirstin Baker, Nehaal Bawja, Tony Bullman, Professor Steve Caddick, David Curley, Mark Devlin, Jane Parsons, Katie Ghose, Paul Gilbert, Professor David Maguire, Rosemary Martin, Professor Steve McGuire, Albertus Schoeman, Nick Watson, Professor Gerhard Wolf, Richard Zaltzman and Professor Rachel Mills, Professor Paul O'Prey, Max O'Donnell-Savage and Professor Sara Crangle
- 1.2 In attendance: Dr Tim Westlake, Professor David Maguire and Sally Priddle, Allan Spencer (Director of Finance), Professor Stephen Shute (Pro Vice-Chancellor (Planning and Resources)), Georgina Seligmann (Deputy Head of Governance Services) and Rubeca Hussain (Governance apprentice)

**2. Declarations of conflicts of interest**

- 2.1 No new interests were declared.

**3. Minutes and matters arising**

**Received:**

- 3.1 The minutes of the Council meeting held on 13 September 2021 (CC/259/M) were approved as an accurate record.

**4. Actions and Matters arising**

- 4.1 No matters were raised.
- 4.2 All actions were on track to be reported on at the next scheduled meeting of Council.

**5. Chair's Action and Report**

- 5.1 The Chair had not undertaken any action on behalf of Council since the previous meeting.
- 5.2 The Chair provided a verbal report to Council on the following matters:
- 5.2.1 The proposed new ways of working of Chairs Committee to support the discussion of strategic matters across committees and focusing on the key actions or strategies which would have the greatest impact on the University. The change intended to improve collaboration and reduce duplication of discussion.

- 5.2.2 Review of risk registers; the risk register is reviewed by Audit and Risk Committee at each meeting to ensure it was a dynamic document driving decision making. Chairs Committee discussed the frequency at which the risks were revised and how unforeseen risks are escalated to the appropriate bodies. The Committee discussed the need for the University to be agile to respond to challenges.
- 5.2.3 The Committee discussed 'bench strength' of the senior leadership and ensuring that there was capacity to deliver the changes required and mitigate any absences or further changes.
- 5.2.4 People and equality, diversity and inclusion matters had arisen in a number of committees this term. It had been agreed that there would be a deep dive into people matters at the Spring term Strategic Performance and Resources Committee and a focus on people and EDI matters at the April Council.
- 5.2.5 UCU had confirmed that there would be a 3 day period of industrial action and they remained in dispute with the University.

## **6. Vice Chancellor's Report**

- 6.1 Council received a written report from the Vice-Chancellor. The report included updates on his five strategic priorities - Delivery of the Governance Effectiveness Review, Size and Shape, Education and Research Investment Programme, Improving the Student Experience and Enhancing the University of Sussex Community. It was reported that there was positive progress on all priorities, however more progress was required on the Student Experience and Enhancing the University of Sussex Community. The new Pro-Vice Chancellor Culture, Equalities and Inclusion was now in post and would review the key areas of work for the community priority.
- 6.2 The University had faced a series of challenges over the autumn term including continuing to respond to the pandemic, regulatory intervention into the University's support of academic freedom and freedom of speech and disappointing pulse survey results.
- 6.3 There had not been a government response to Augar but there was likely to be three consultations in 2022 on key areas of change.
- 6.4 UCU had announced a period of industrial action, 1-3 December. 380 people voted for the strike which equated to 15% of total staff workforce and 20% of academic workforce. It was a complex dispute with national and local issues, there was not a shared perception of the challenges and the actions to address. The University was communicating with students about the disruption. It was likely that there would be further periods of disruption in the Spring term.
- 6.5 The Office for Students had written to the University regarding its arrangements for Freedom of Speech, Academic Freedom and its support of Professor Kathleen Stock. There was a large amount of information that was not in the public domain about the University's support for Professor Stock. There was no precedent on what the Office for Students intervention or penalties could look like. The University had supported freedom of speech and Professor Stock over a number of years.
- 6.6 Lessons would be learnt from the recent incident however the University's defence of academic freedom and freedom of speech were fundamental to its purpose and objectives. It was clear that there was a need for a social media policy. The new Pro-Vice Chancellor Culture,

Equalities and Inclusion was initiating work to support the University's equality objectives including working with the students on challenging matters.

- 6.7 The University were continuing to manage and monitor the effects of the pandemic. In person teaching would be in place for as long as possible but contingency plans could be implemented if required. Vaccine rates amongst students were higher than rest of population proportionately.
- 6.8 Another Pulse Survey had been undertaken and HR were analysing the data. There were some concerning results and a drop in engagement. The leadership needed to demonstrate how the Pulse Survey resulted in change; there was a wider question on how cut through apathy and distrust. It was agreed that it would be beneficial for Council to understand what impact the Pulse surveys had on the University's ways of working; a deep dive would be scheduled for the Spring term meeting. It was reported that the Strategic Performance and Resources Committee had agreed to have a review of the People's Strategy in the Spring term.

**Action:**

- 6.9 Schedule a deep dive into Pulse Survey and the actions agreed as a result.

**PART 2 - MATTERS FOR DISCUSSION AND/OR DECISION**

**7. Chairs Committee**

- 7.1 Council received a report from Denise Holt, Chair of Chairs Committee, it was reported that the Committee has agreed to trial a new way of working to improve cross committee collaboration and ensure scrutiny on the key actions to address priorities. The pandemic had resulted in a loss of momentum in the delivery of the University's strategy; it was now time to invest in student experience and areas for improvement.
- 7.2 The Committee had reviewed the University's risk map alongside discussing priorities; it was important that the risk register was dynamic and appropriately identified and escalated risks as they arose. The Committee had discussed risk around bench strength and resilience of leadership; the executive needed to have the capacity and resource to address risks and support staff across the University.
- 7.3 Affordability was a key matter of discussion at the July Council meeting, the affordability policy would be returned to Council in March.
- 7.4 Council noted an independent member of Council had tendered their resignation and two members of Council finish their tenure in December 2021.
- 7.5 The Vice-Chair of Council gave an update on the progress of the implementation of the Governance Effectiveness Review. The report had been endorsed by Senate and Council, a number of recommendations were approved and the remainder were referred to either the Enhancing Council working group or the Relaunching Senate working group for further consideration. Council and Senate would receive an update on the review at each meeting.
- 7.6 As part of the recommendations from Governance Effectiveness Review, there was a recommendation to revise Regulation 7 to more accurately represent Senate's role in Senior Officer appointments. The University Secretary and the Chair of Council agreed before the meeting to formalise Senate's engagement in the process in the Regulation, the wording would be agreed with academic representatives on Council and approved by Chairs action.

- 7.7 An update on Council's nominations and induction was provided for information. The Chair was working with the Vice-Chair on succession matters for Council members and Chair ships to ensure all committees had the required skills and experiences to support business.

*Rosemary Martin left the room for this item.*

- 7.8 Chairs Committee, in its Nominations role, considered the nomination of Rosemary Martin to succeed Adrienne Fresko as Vice Chair of Council in August 2021 (when Adrienne's term of office concludes). On the basis of Chairs Committee recommendation, Council were asked to approve the nomination. The nomination was unanimously approved.

**Resolved:**

- 7.9 Council approved, by consensus, the nomination of Rosemary Martin for Vice-Chair of Council from 1 August 2021.
- 7.10 Council approved, by consensus, the principle of revising Regulation 7 to include written confirmation of Senate's involvement in Senior Officer recruitment and approved the delegation of approval of the final wording to Chairs action.

**8. Senate**

- 8.1 Council noted the assurance provided by Senate on the University's ongoing compliance with Access and Participation (A conditions) and Quality and Standards (B conditions).
- 8.2 Audit and Risk Committee endorsed the academic assurance provided by Senate. Significant training had been implemented to support Senators to understand their role in academic assurance.
- 8.3 In response to the Governance Effectiveness Review, Senate's agenda structure had been revised to ensure time was effectively utilised to focus on priority areas of work and quality and standards.
- 8.4 Council noted the report and the minutes of the meeting.

**Resolved:**

- 8.5 Council approved the Degree Outcome Statement 2021 for publication on the University's website.
- 8.6 Council approved the Research Integrity Statement 2020/21 for publication on the University's website.

**9. Audit and Risk Committee**

- 9.1 Council received a report from Mr David Curley, Chair of Audit and Risk Committee and noted the minutes of the Audit and Risk Committee meeting held on 15 October 2021 and the draft minutes of the meeting held on 12 November 2021.
- 9.2 Audit and Risk Committee provide assurance to Council on various areas of compliance, value for money, risk management and data quality. The Committee received interim assurance reports throughout the academic year and an in depth assurance report annually, on the basis of scrutiny of these reports the Committee assesses the quality of the controls in place and

recommends this opinion to Council. A slide summarising the methods of assurance was presented to Council.

- 9.3 The Committee reviewed the University's new security related risks risk register which provided assurance on the University's compliance with new internationalisation requirements. Assurance was commended to Council.
- 9.4 The Committee had scrutinised the risk register at each meeting, seeking assurance from the executive that the mitigations were the right ones and were having the intended impact to reduce the impact or likelihood of the risk. The risk register would be significantly reviewed over the coming months to ensure that the risks were accurately articulated and the mitigations provided sufficient assurance that the risks were being addressed. The Committee was seeking to ensure that the risk register was dynamic and effectively capture new risks as they arose.
- 9.5 A revised risk appetite and tolerance statement was commended to Council for approval. It was reported that the Committee has scrutinised the statement and challenged whether it was too risk averse. There had been significant changes at the executive level who were inputting into the assessment.
- 9.6 Council discussed how risks were identified and included on the risk register and whether recent reputational risks were escalated soon enough. It was felt that recent reputational risks had felt unforeseen to some members of Council. Audit and Risk Committee had asked the executive to articulate the mechanism for identifying and escalating risks. It was also agreed that an ongoing reputational risk would be added to the risk register to continually assess whether there was any internal or external activity which could have significant reputational impact; it was felt this would an opportunity for Audit and Risk Committee and the executive to consider potential risks at regular intervals.
- 9.7 A deep dive into health and safety, controls and risks had been undertaken. The Committee had received assurance that the issues identified in recent internal audits and through recent internal reviews were being addressed in a strategic and prioritised way. More resource was being invested to ensure the issues were being resolved with the necessary pace. There were cultural changes required to ensure that all colleagues took individual responsibility for their role in health and safety. Council discussed how staff stress was contributing to health and safety concerns. It was noted that people issues were coming through as a theme and it was agreed should be integrated into People Strategy update at the next Council meeting.
- 9.8 Council discussed the number of actions required to deliver the mitigations; it was important that pace was maintained and that the executive were able to progress things without having to wait for committees.
- 9.9 During the Autumn term, the Committee reviewed a series of external accountability documents which ensure the University's viability and sustainability. Due to the prudent actions taken in response to the pandemic, the University had comfortably secured Going Concern.
- 9.10 It was confirmed that the Committee supported the University's assessment that "the University is entirely appropriate to use the going concern basis to prepare its accounts for 2020/21 based on an assessment of all relevant circumstances."
- 9.11 The Committee had reviewed the University's Financial Statement and recommended them to Council for approval. The Committee had undertaken a deep dive into bad debt provisions. It was likely that Covid had cost the University an estimate of 25million, this was an

unexpected cost and it was positive that the University had taken actions to remain solvent and sustainable.

9.12 Council received assurance that the University remains compliant with the OfS Conditions of Registration.

9.13 Council noted the annual report on Donations received by the University.

**Resolved:**

9.14 Council approved the signature of the Letter of Representation

9.15 Council approved the annual Financial Statements

9.16 Council approved the University's risk tolerance and appetite statement and NOTE the institutional risk map

9.17 Council approved the Audit and Risk Committee Annual Report

9.18 Council approved the Modern Slavery Statement

**Action:**

9.19 Integrate staff stress into the People Strategy update.

9.20 Provide an update on the risk register and the additional reputational risk at the next Council meeting.

**10. Strategic Performance and Resources Committee**

10.1 Council noted that the draft accounts of University group generate a surplus before actuarial pension adjustments of £22.6m for 2020/21 which represents 7% return on income. Total comprehensive incomes after actuarial pension actuarial gain of £13.5m was £36.1m. Council agreed it was a credit to colleagues that the University had achieved this financial position during the pandemic. There had significant loss in the resident income.

10.2 Council noted that assuming Size and Shape proposals currently being engaged upon are implemented in full, the University is currently forecasting to make a £15.8m surplus before pension adjustments for 2022/23, an improvement of £9.5m compared to the approved July 2021 Budget given the revision upwards of student numbers and revenue.

10.3 Council noted that under these assumptions the University would not currently breach lenders' financial covenants in 2021/22 given the improved position in student numbers. The projections currently show very low risk of breaching in 2022/23.

10.4 The University was forecasting a breakeven budget for the current academic year; the Committee had challenged the executive to identify if this budget could be improved upon. The risk appetite reported a budget outcome of 5-10million which was within the 7-10% income range target established in the institutional KPIs.

10.5 Whilst discussing the University's revised budget and forecasts the following points were made:

- 10.5.1 The surplus was required to invest in the University and its strategic priorities. In addition, the full risks and impact of Covid were not yet known and it was important the University had contingency to ensure its sustainability if additional costs arose.
- 10.5.2 The investments were in the University benefited staff and students, including their working and studying environment, it was important communications were framed appropriately so that it was not perceived as investment in buildings over people. Language was important when communicating with colleagues when they were seeing cuts to costs and staffing.
- 10.5.3 232 colleagues had left on voluntary severance this had had an impact on staff workload, staff had been willing to accept changes but staff members felt it was important their contribution was recognised and appreciated. It was felt it would be beneficial for Council to thank colleagues for their work that, in part, had enabled the University to end a tough period in a positive financial position.
- 10.5.4 The forecasts from the previous three Council meetings all reported pessimistic outcomes and business plans were developed on the predictions within these forecasts. Council discussed whether there was anything to be learnt from these previous calculations to improve the accuracy of forecasts going forward and support Schools in their planning.
- 10.5.5 In a previous Council meeting it had been agreed that the executive would maintain a savings register which would record where the cuts were made from and the impact on the University.
- 10.5.6 Student recruitment and assessment of student grades had been harder to predict this academic year due to the changes in school assessments. The largest variance in the financial forecasts was the School's ability to forecast student numbers and spending; the predictions were becomingly increasing accurate and better informed.
- 10.5.7 A review of financial guidelines was being undertaken to identify whether any of the guidelines could be reverted back to pre-covid guidelines. There may be guidelines that the University may seek to retain for other reasons, for example reduction in overseas travel to support the sustainability agenda.
- 10.6 An update was provided on the Size and Shape Programme providing a summary of the implications for the shape of the organisation as well as forecast budget position. It was proposed that the work that had been undertaken to achieve savings mitigated the need for any compulsory redundancies. The combined impact of improved student recruitment, research contribution, staff turnover, exits and other non-staff savings had significantly improved the financial position.
- 10.7 The third round of voluntary severance, approved by Council in September 2022, had now closed with 81 applications, 69 of which were accepted. Final outcomes would not be known until agreements were all finalised; this is forecast to be by mid-January. Agreed target surpluses would be met for 2021/22. The 2022/23 forecast had been closed significantly through salary savings and additional income from student numbers was estimated to close this gap completely.
- 10.8 Individual budget area implementation plans were now either business as usual where budget surplus had been achieved, or in a strictly-controlled implementation of change where plans needed close monitoring to deliver final Shape and Size outcomes. These actions and would support the University in achieving its aims set out in Sussex 2025 strategic framework. The programme was established as a means to identifying and

prioritising areas for investment and restructure, and to create the scaffolding to build our position as a University of choice for students and that conducts world leading research with impact.

- 10.9 The Professional Services voluntary severances had predominantly come from the targeted areas for change, this would enable the proposed restructure to progress. The reduction in staffing was not a long term saving as the changes would enable the University to invest in staffing in areas of need.
- 10.10 Council discussed the Size and Shape update and during the discussion the following points were made:
- 10.10.1 Some staff remained unclear as to the aims of the Size and Shape programme and the academic vision the programme aimed to achieve. Some colleagues had taken on additional work as staff had left through voluntary severance, this was not a sustainable restructure. Workload and well-being of colleagues left behind needed to be integrated into business planning.
- 10.10.2 Council needed assurance that the changes would enable the University to deliver excellence in a fast changing world, ensuring budget holders and leaders were able to be agile appeared to be implicit within the programme but it needed to be explicit and guaranteed as part of the changes.
- 10.10.3 The diagrams provided addressed the feedback from SPRC to demonstrate the shape the University was aiming for.
- 10.10.4 It would be beneficial to have a summary of guiding principles included in the academic business planning process, in a similar structure to the guiding principles reported alongside the Education and Research Investment Programme. Providing principles would ensure consistency in the University's approach and provide assurance to all colleagues of the rationale for actions.
- 10.11 Education and Research Investment Programme was presented to Council for approval, the £200m programme was designed to support Education and Research projects at the University from December 2021 until the end of the Financial year 2025/26. Approval was being sought for the initiation of the programme which was made up of 36 projects, each individual would be required to develop a robust business case and subject to the scrutiny and approval of the relevant committees; these controls would ensure that the projects could be considered in light of the University's wider context and financial position at that time and guarantee flexibility in the programme.
- 10.12 The Capital Programmes Committee had reviewed the programme and sought clarity on the priorities. The investments had been reviewed alongside the institution's risks to ensure it was mitigating them and were being made in the right areas.
- 10.13 Council discussed the Education and Research Investment Programme and during the discussion the following points were made:
- 10.13.1 A large amount of the programme would invest in IT infrastructure with cyber security integrated into the programme of work. It was felt the benefits to cyber security needed to be more explicit in the project to ensure it was mitigating the cyber security risks identified through internal audits.



- 10.13.2 Each project had sustainability considerations but it was felt that sustainability should be brought to the forefront with a separate heading and line to capture dedicated sustainability spending.
- 10.13.3 The programme had been developed over 12 months ago and therefore Council sought assurance that the projects remained fit for purpose or whether there was anything that could or should be done differently to improve impact or efficiency. It was reported that this review was part of business case development process.
- 10.13.4 Staff representatives sought assurance that projects which involved changes to staff ways of working or implementation of new software would be subject to staff engagement to ensure its intended benefits were likely to be achieved; this engagement was essential to securing buy in and delivery of the project.
- 10.13.5 Assurance was sought on the capacity for project management as well as change capacity, it was an ambitious plan but each project required to meet the assurances and checks of CPC which included satisfying the committee of the University's ability to deliver it. An annual review of projects was also built into CPC's schedule of business.
- 10.14 Two projects within the ERIP were presented for Council's consideration. The Network replacement project and the Student Information System Project. The Network Replacement Project had been revised from its original proposal to reduce ground work and approval of £4.1 million was sought to commence civil works; this was in addition to the previously approved budget resulting in a total budget approval of £6.7million. No approval was being sought for the Student Information System but it was being reported to Council as it was an important project which had not been successful in the past. An independent review of process had been undertaken and a member of Council had supported the process, monitoring the implementation of lessons learnt. The curriculum review project would need to be delivered at the same pace as the implementation of the new system, this was a large project and there was a lot of work to secure buy in from the community.
- 10.15 The final business case for West Slope was presented to Council; the business case had been reviewed and commended by the Capital Projects Committee and Strategic Performance and Resources Committee. An additional hour long session of Strategic Performance and Resources Committee, open to all Council members, was held to review a number of key issues and provide assurance on the project.
- 10.16 The deliverables of the scheme were outlined as: providing c.1900 new rooms on campus whilst transferring demand and long-term maintenance risk to a third party provider; delivering key non-residential services; providing key campus infrastructure work to support the whole campus and preserve the University's own financial capacity for academic investments to support investment in education and research. The delivery of East Slope and lessons learnt from that project provide assurance on the University's capacity and ability to deliver the project within the timeframes and budget. Accessibility and sustainability would be central to the project and its deliverables.
- 10.17 At the July Council meeting affordability on campus was highlighted a priority for students and the Students' Union, the executive were asked to work with the Students Union on identifying the best way to address this priority whilst enabling the improvement in facilities. An affordability working was established to review this priority and establish the next steps; it had been agreed that affordability would reviewed across the whole campus and not just in light of the West Slope project. An affordability policy was being developed and would be returned to Council for approval at the Spring term meeting.

- 10.18 Council discussed the West Slope Project and during the discussion the following points were made:
- 10.18.1 The project and its risks had been robustly discussed, it was felt the rationale for project was strong and the experience with the external meant that there was confidence in the delivery of the project.
- 10.18.2 There were concerns about increased costs due to inflation. It was reported that routine budget monitoring was in place and there were contingencies budget into each project.
- 10.18.3 Access to higher education and Sussex was constantly under review, the University was currently doing well but there was always more that could be done. This work was monitored through the access and participation plan.
- 10.18.4 The project was originally consulted upon before the pandemic; workshops and consultations had been held with students so that their feedback was integrated into the project. There was not time within the project plan to re-consult. Communications on the initiation of the project, its benefits and its progress was be required to ensure students felt up to date.

**Resolved:**

- 10.19 Council approved 2021/22 forecast surplus of £18.1m before pension adjustments, an improvement of £18m compared to the Council approved July 2021 Budget.
- 10.20 Council approved that the Q1 forecast becomes the revised formal budget for 2021/22, committing us to a higher level of financial performance and reflecting the revised recommendations on the Education and Research Investment Programme.
- 10.21 Council approved the core OfS financial return for 2020/21 to 2025/26 and high level commentary.
- 10.22 Council approved Education and Research Investment Programme.
- 10.23 Council approved Network Replacement Project Outline Business Case.
- 10.24 Council approved West Slope Development Final Business Case.

**Action:**

- 10.25 The Chair of Council to include a thank you to colleagues for their work that, in part, had supported the University in finishing the academic year in a positive financial position.
- 10.26 Director of Finance to provide a pictorial representation of the net saving at the Spring meeting.
- 10.27 Provost to work with colleagues to develop guiding principles for academic business planning and present to Council at the Spring meeting.
- 10.28 Director of Finance and Director of IT to provide deep dive into the project delivery approach at the February Capital Programme Committee.
- 10.29 Director of Finance and Chief Operating Officer to integrate sustainability considerations into project with a separate heading and line to capture dedicated sustainability spending.

- 10.30 Add sustainability and People into the project scorecard to ensure they equal parts of considerations.
- 10.31 Director of Education and Students to present Affordability Policy to the Spring meeting.

## **11. Student Experience Committee and Student Voice**

- 11.1 Council received a verbal report from Ms Jane Parsons, Chair of the Student Experience Committee and to NOTE the draft minutes of the Student Experience Committee meeting held on 12 November 2021.
- 11.2 Council received a Student Voice report from the USSU Council Representative. The five strategic priorities were reported as: Collective ownership over education; dismantling of power imbalances; critical analysis of wider society; preparations for life beyond university and, fulfilment beyond academic studies. The USSU Representative outlined the projects that had been undertaken by the Students Union against each strategic priority.
- 11.3 A number of outreach projects had been unable to progress because of the global pandemic.
- 11.4 An alternative student voice reported had been presented to the Student Experience Committee and commended to Council, the report outlined capacity and structural issues with the current student representation approach. It also outlined concerns with the University's NSS response and that the actions remained the same whilst expecting different results.
- 11.5 The report proposed ways that the University could work alongside USSU to the benefit of students; this included the work already underway to review student representation within the governance structures.
- 11.6 It was reported that the Student Experience Committee would receive a deep dive into Student Voice at the Spring term meeting.

## **12. Capital Programmes Committee**

- 12.1 Council received a verbal report from Mark Devlin, Chair of Capital Programmes Committee and to NOTE the draft minutes of the Capital Programmes Committee meeting held on 22 October 2021.

## **13 Remuneration Committee**

- 13.1 Council received a verbal report from Professor Stephen Caddick, Chair of Remuneration Committees A and B and was asked to approve the signing and publication of the Remuneration Committee Annual Report 2020/21.
- 13.2 The Higher Education and Research Act requires the OfS to pay due attention to fair and transparent pay policies within universities; this includes annual reporting requirements.
- 13.3 The University has adopted the code of practice and the Committee is independently chaired.

### **Resolved:**

13.4 Council approved the signing and publication of the Remuneration Committee Annual Report to Council 2020/21.

**14. Annual Assurance: Equality, Diversity and Inclusion 2020/21 and Respect and Dignity Policy Report**

14.1 The annual Council noted the Respect and Dignity Annual Assurance Report outlined the University's progress against the goals set out in Inclusive Sussex, the University's equality, diversity and inclusivity strategy.

14.2 It was agreed Council would receive a deep dive into Inclusive Sussex, progress and goals at the Spring term meeting.

14.3 The Respect and Dignity Policy Report outlined cases raised under the policy and provided Council with assurance on the effective implementation of the policy. Council expressed concerns that the data within the report did not appear to align with the outcomes of the Pulse Survey and it was important set of data to use to inform strategies.

14.4 It was noted that although the data was actively analysed there were some feelings amongst the community that reports were not actioned upon and practice did not change as a result.

14.5 It was requested that the language around harassment was updated in the report to ensure consistency.

**Resolved:**

14.6 Council approved the Annual Equality Diversity and Inclusion Report for 2020/21.

**Action:**

14.7 Schedule deep dive into Inclusive Sussex, progress and goals at the Spring term meeting.

14.8 Update the language around harassment in the report to ensure consistency.

**PART 3 – MATTERS FOR APPROVAL NOT REQUIRING DISCUSSION**

**15. Prevent**

**Resolved:**

15.1 Council approved the annual PREVENT report and return to the Office for Students for 2020/21.

**16. JNC Membership**

**Resolved:**

16.1 Council approved the revised membership of the UCU JNC.

**17. Any other business**

17.1 Council members requested shorter and more focused papers including updated summaries which outlined the contents of the papers.