

COUNCIL

MINUTES OF THE MEETING HELD ON 13 OCTOBER 2017

Present: Dr Mike Burrows, (Chair), Geoff Bean, Phil Cusack, Garry Dowdle, Amina Helal, Professor Helen Marshall, Ian Moston, Sean O'Hara, Professor Sheila Pankhurst, Sam Plant, Joyce Redfearn and Margaret Rowe.

Apologies: Julia Fawcett, Ben Gallop, Professor Susan Price and Tom Russell.

In attendance: Dr Sam Grogan (PVC Student Experience), Andrew Hartley (Director, Legal and Governance), Tony Meachin (Associate Director Health Safety & Wellbeing from min COU 17.89 – COU 17.90) John McCarthy (Executive Director of Marketing & Student Recruitment), Jackie Njoroge (Director of Strategy), Jo Purves (PVC, International and Regional Partnerships), Professor Richard Stephenson (Deputy Vice-Chancellor) and Jo Makin (Secretary).

COU.17.78 MEMBERSHIP:

Received: the membership (COU/17/62) for Council for 2017/18 and committee attendance (COU/17/63)

Zamzam Ibrahim and Emily Voss-Bevan Student Union representatives, were welcomed to their first meeting after approval of their appointment (see COU/17/81).

The meeting noted that the interim Chair would continue as a member of the FRC, and that with effect from 16 October 2017 the Registrar would take on the role of University Secretary.

COU.17.79 MINUTES OF THE PREVIOUS MEETING (COU/17/64):

Confirmed the minutes of the meeting of Council held on the 28th September 2017.

COU.17.80 MATTERS ARISING FROM THE MINUTES

Noted: the update on the previous meetings actions appended to the minutes. There were no other matters arising which were not included elsewhere on the agenda.

COU.17.81 CHAIR'S ACTION (COU/17/65):

Reported that the undernoted action had been taken by the Chair:

Approval of the University of Salford Students' Union nominations, as to the appointment of student representative to Council for 2017/18.

COU.17.82 STARRED ITEMS:

Confirmed that agenda items 3 (Membership) & 21 (Use of the University Seal) would be noted without discussion.

COU.17.83 VICE-CHANCELLOR'S REPORT (COU/17/66)

Considered: a report from the Vice-Chancellor on key issues affecting the University.

Reported:

- i) TEF benchmark data was expected to be published on the 19 October 2017.
- ii) There was an expectation that participation in the TEF would be a prerequisite of registration with the Office of Students.

- iii) The University's Salford Languages has been recognised as first in the country for English teaching by the British Council for accredited institutions.
- iv) The University of Salford has reached the finals of the Global Teaching Excellence awards.
- v) The University of Salford have been nominated for two Times Higher Education awards.
- vi) Kay Hack, Dean of Health Sciences would retire at Christmas 2017. Assessment would be made following Kay's departure as to the most effective School structure to manage the regional health agenda;
- vii) The Office for Students has appointed Nicola Dandridge as Chief Executive. This body would take a much more active approach to regulatory matters than had previously been adopted by HEFCE;
- viii) Financial sustainability would remain a key priority of the Vice Chancellor and the Executive Director of Finance in the face of continuing uncertainty on tuition fees.

COU.17.84 ICZ PROGRESS (COU/17/67)

Considered: a progress report on the Industry Collaboration Zones.

Reported: The development phase of ICZs has ended. Three of the four ICZ Directors have been appointed with the last interviews taking place in October 2017. The appointments are expected to reflect the individuals' outward focus and to have potential for improving industry engagement. ICZ ethos and activity have now become business as usual. The newly created operating model, whilst adaptable, provides a governance structure underpinning ICZ delivery. The ICZ Directors will lead the outcome focused culture with the Deans.

ICZ ownership at a School level can be demonstrated through:-

- i) 56% of the curriculum having been assessed as ICZ ready;
- ii) Research strategies have been aligned to ICZ development;
- iii) Industry partners have been targeted to support ICZ delivery;
- iv) Key Account Management has been developed to support the approach;
- v) Academic reward and recognition.

Noted: Council members could assist with the ICZ agenda through the introduction of industry contacts, increasing reach and visibility of the institution.

Resolved: that Council members would be provided with a "pocket guide" to support ICZ visibility.

ACTION 1 – Director of Marketing & External Relations.

COU 17.85 GREATER MANCHESTER MEDICAL SCHOOL (COU/17/68)

Considered: a progress report on the Greater Manchester Medical School.

Reported: Formal approval of the Greater Manchester Medical School business case would come to Council on the 24th November 2017. External assurance would be provided through Adrian Godfrey, an independent corporate adviser specialising in providing corporate finance and project management consultancy.

Noted:

- i) The intention would be to ensure that students of the medical school had a dual identity that encouraged a belonging to both Salford and Manchester Metropolitan Universities'.
- ii) That a commitment to widening participation would be actively encouraged, promoting the idea of local people, local study for local jobs.

Resolved: that the business case to Council in November 2017 should include an opportunity matrix, outlining the advantages and disadvantages of proceeding and or not proceeding.

COU 17.86 TEF PATH TO SILVER (COU/17/69)

Considered: a progress report on the University's approach to the TEF Path to Silver.

Reported: Whilst the University has made considerable progress against metrics used in TEF, the benchmarks against which these would be assessed were not yet published. The focus would continue to remain on improving the front line student experience through monitoring institutional delivery and operation of tactical initiatives, to ensure that a disciplined and measured implementation embeds a consistency in institutional performance. Whilst there does not appear to be a correlation between TEF outcome and the students' choice of institution, this may become the case in future. The final decision regarding entry would come to Council for approval in December 2017.

Noted: that improvements continue to be made across the metric indicators but that the student experience would remain the primary improvement driver.

COU 17.87

QUARTER 4 FINANCE REPORT (COU/17/70)

Received: the unaudited financial position statement for end of year 2016/17

Reported: Financial outcome was consistent with the forecast. Operating surplus was as expected. The £24 million pension adjustment, whilst favourable, was unexpected as it was for many in the sector whether favourable or adverse. More generally the pension actuarial adjustments do not impact on the University operational performance in the short term but the need to ensure pension funds are fully in balance has significant long term financial implications for the University and the sector.

Noted: that the financial performance remains on track but given the volatility of the sector and the uncertainty around fees, continued focus is critical.

COU 17.88

PERFORMANCE REPORT NSS/DLHE (COU/17/71)

Received: a report with specific focus on the National Student Survey (NSS) and Destination of Leavers from Higher Education (DLHE).

Reported: Despite significant improvements in both the NSS and DLHE results there is no room for complacency. The sector remains compressed; tiny movements in NSS and DLHE could mean large changes in league table position. STREAM, a student engagement data tool, provides real time information enabling personal tutors to make targeted, topic specific interventions. The new personal tutoring system provides timely and bespoke interventions.

Noted: that since the UNITEMPS soft launch in April 2017, c900 students have been assigned work helping to develop their employability skills. Financial targets have been exceeded

COU 17.89

HEALTH & SAFETY ANNUAL REPORT (COU/17/72)

Received: a report documenting health and safety performance in the last academic year.

Reported: Audit and Risk Committee has thoroughly reviewed the report content. Near miss reports have increased, demonstrating robust reporting and process awareness. Sickness absence remains an issue, but improvements to health and well-being and work life balance approaches would deliver improvements in future reporting.

Resolved:

- i) That Deans and heads of professional services would receive monthly sickness performance dashboards to assist them in managing sickness absence.
- ii) Information on preventative activities to be included in all future Health & Safety reports.

ACTION 2 & 3: Director of Human Resources

COU 17.90

INTERNAL AUDIT PLAN (COU/17/73)

Received: the internal audit report summarising outputs from 2016/17 and planned audits for the 2017/18 academic year.

Noted: The Carbon Management audit had been replaced in the audit schedule for 2017/18 by an audit on the governance of the University of Salford Students' Union and that management of sickness absence audit, be widened.

COU 17.91 REPORT FROM AUDIT & RISK COMMITTEE

Received: an oral update from the committee meeting held on 29 September 2017.

Noted: Annual report by the internal auditors found good institutional assurance pertaining to risk management and governance. Recent audits found HESES data quality and key financial controls both had satisfactory assurance. The institution was compliant with the research concordat. The "deep dive" into the School risk register was well received and informative.

COU 17.92 REPORT FROM FINANCE & RESOURCES COMMITTEE

Received: an oral update from the committee meeting held on 29 September 2017.

Noted:

- i) That the Newton Building refurbishment project had become part of the Campus Master plan.
- ii) That the University would look to pursue planning consent prior to the disposal of Castle Irwell.

COU 17.93 REPORT FROM GOVERNANCE, NOMINATIONS & ETHICS COMMITTEE

Received: an oral update from the committee meeting held on 28 September 2017.

Noted:

- i) The recruitment of the Chair of Council and that of Council members had progressed with Odgers Berndtson employed as our recruitment consultants. There had been a high calibre of applicants, with a long list now agreed, with interviews of short listed candidates to take place in November 2017.
- ii) That an independent review had been instigated as a result of the Manchester Arena attack. Louis Browne QC would lead the review as an independent chair.
- iii) That consideration should be given as to how student input into the recruitment process for University Council Chair can be addressed.

COU 17.94 REPORT FROM RENUMERATION COMMITTEE

Received: an oral update from the committee meeting held on 29 September 2017.

Noted:

- i) The pension review would be revisited once updated data had been presented by the University's advisers, Mercer.
- ii) The gender pay gap report showed the specific actions being put into place.

COU 17.95 REPORT FROM STUDENT EXPERIENCE COMMITTEE

Received: an oral update from the committee meeting held on 28 September 2017.

Noted:

- i) The presentation and discussion on the work of UNITEMPS had been well received.
- ii) Dr Janice Allen had joined the committee.

COU 17.96 USE OF UNIVERSITY SEAL (COU/17/74)

Received: a report on the use of the University Seal in accordance with the Financial Regulations.

COU 17.97 DATE OF NEXT MEETING

The next meeting would take place on Friday 24th November 2017.