

UNIVERSITY OF SALFORD  
**COUNCIL**

CONFIRMED

**MINUTES OF THE MEETING HELD ON 14 JULY 2017**

Present: Dr Mike Burrows, (Chair), Geoff Bean, Phil Cusack, Garry Dowdle, Julia Fawcett, Amina Helal, Councillor Paul Longshaw, Professor Helen Marshall, Ian Moston, Sam Plant (*from minute COU.17.*), Professor Susan Price, Joyce Redfearn, Margaret Rowe, and Tom Russell.

Apologies: Ben Gallop, Sean O'Hara, Jill Evans, Professor Tony Warne,

In attendance: Julie Charge (Executive Director of Finance), Andrew Hartley (Director, Legal and Governance), 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.17.48 **MINUTES OF THE PREVIOUS MEETING (COU/17/42)**

Confirmed: the minutes of the meeting of Council held on 12 May 2017.

COU.17.49 **MATTERS ARISING FROM THE MINUTES (COU/17/42)**

In respect of COU.17. BAM (13 January 2017), an oral update was received which set out the current position:

- The University has issued a final invoice, which BAM must either accept or enter a formal dispute process;
- The University has instructed Faithful and Gould, integrated project and programme management consultancy, in the matter.

In respect of the action sheet appended to the minutes, Action 4 topic would be amended to read 'Industrial Strategy Green Paper.'

COU.17.50 **CHAIR'S UPDATE (COU/17/43)**

Considered: a report from the Chair of Council on the arrangements for the recruitment of the Chair of Council and additional Council members.

Noted:

- i) Odgers Berndtson, executive search consultants have been appointed following a competitive process;
- ii) Candidate shortlisting on the 20th October 2017.
- iii) Candidate interviews to be scheduled for the 20th November 2017
- iv) Successful candidates to attend the 15 December 2017 Council meeting.

COU.17.51 **CHAIR'S ACTION (COU/17/44)**

Reported: that the Chair, acting on behalf of Council, had undertaken the following actions:

- i) Appointment of European Wealth as Treasury Advisor and Fund Manager
- ii) Appointment of Sean O'Hara as interim Deputy Chair of Council.

COU.17.52 **VICE-CHANCELLOR'S REPORT (COU/17/45)**

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

Reported:

- i) that BREXIT and as yet uncrystallised consequences remained the key

- issue affecting the sector;
- ii) The University had received a Bronze TEF award;
- iii) Since the circulation of the report, the destinations for leavers from Higher Education had been published; the University had seen the 6<sup>th</sup> biggest improvement in the UK;
- iv) The University would undertake a lessons learnt evaluation on the recent Manchester Arena terrorist attack, the University will appoint an independent person to lead a review;
- v) Following the Grenfell Tower fire, the University had assessed its estate and that of its accommodation provider and had confirmed that all buildings were compliant with fire safety regulations.

**COU.17.53 BARCLAY'S COVENANT (COU/17/46)**

Received: a report from the Executive Director of Finance seeking approval for a minor amendment to the existing Barclay's covenant to include endowments in the "Available cash flow" to enable legislative compliance.

RESOLVED: that the amendment be approved and the letter of variation authorized.

**COU.17.54 ONE DIGITAL CAMPUS (COU/17/47)**

Received: a report setting out the long-term direction of the One Digital Campus plan.

Reported: that the One Digital Campus plan was a comprehensive approach and would adopt a set of core principals of people, information, process and systems. The focus would be around digital design, delivery and services.

Noted: that the plan was focused, considered critical capabilities and aligned to the ICZ strategic ambition. The risk profile would need to be carefully monitored and lessons learnt from the ESJ project need to be carried across. Funding and investment in people will remain key issues throughout the plan.

RESOLVED: that the Plan be approved subject to inclusion of the existing and potential partnerships within Salford and recognition of the risks.

**ACTION 2: CHIEF INFORMATION OFFICER**

**COU.17.55 NEWTON BUILDING REFURBISHMENT (COU/17/48)**

Reported: that this item had been withdrawn from the agenda in light of the current Campus Masterplan activity and will be considered at FRC in September 2017.

**COU.17.56 STUDENT RECRUITMENT (COU/17/49)**

Received: a report on the final intake figure for 2016/17 and a break-down of recruitment information by school.

Reported: regarding 2017/2018 the University's first choice firm acceptances were up by 6%, the competitor set was down by 3% and the sector down by 7%. It was projected that the University would be 222 students short of planned intake. NHS funded courses and international remained the principal challenges. Firm choice acceptances had increased 10% from two years ago.

Noted:

i) that the University would continue to monitor competitor behavior.

ii) that continued use of social media was important to engage with potential

students.

**COU.17.57 FINANCE REPORT/ HEFCE FORECAST (COU/17/50)**

Received: Quarter 3 outturn and the financial forecast due for submission to HEFCE in July 2017 covering the period 2014/15 to 2019/20. The return was a statutory requirement.

Reported:

- i) the University had a £6.6 million surplus, equating to 3.4 % of turnover and £22.2 million net cash;
- ii) the submission was consistent with the quarter 3 forecast and approved budget;
- iii) staff costs as a percentage of income remained a key indicator for the University under close control and was closely monitored.

Noted: that since 2012/13 the University had made continued financial improvements, but was operating in a challenging external environment. The forecast allowed for investment to support the University strategy.

RESOLVED: that the HEFCE forecast be approved for submission.

**COU.17.58 CAMPUS FRAMEWORK**

Received: an update on the Campus Framework.

Reported that:

- i) 5plus Architects have been appointed to lead the Campus Framework development;
- ii) The framework was intended to realise the aspirations and achieve the aims of the University's corporate strategy; transform the estate to be fit for purpose and to deliver a high quality 'future proofed' academic environment; collaborate with key partners for the regeneration of the wider city district; and create a cultural and civic gateway.

Noted: the key milestones and next steps required. The framework represented a good example of engagement with Salford City Council and key stakeholders. The Director of Estates agreed to keep the joint work between the University and the City Council as a potential project to be highlighted at the MIPIM event, as an example of accomplished real estate work.

**COU.17.59 LEAD INDICATOR REPORT –RESEARCH (COU/17/51)**

Received: an update report on the University's research activity, including the following topics.

Reported:

- i) the purpose and the value of research to the institution. Research was a critical enabler to ICZ success and ICZ collaboration would enable greater research output and outcomes;
- ii) University research performance compared with the sector;
- iii) the current research strategy and improvements to it;
- iii) initiatives to improve research outputs and outcomes;
- iv) the University's Research Excellence Framework submission 2021

Noted: that the paper was informative and well written. Research was of fundamental importance to the future success of the University, but until now research has largely been driven by the individual not the institution.

COU.17.60 **ENABLING THE STUDENT JOURNEY (COU/17/52)**

Reported: that Finance and Resources Committee have considered the detailed reports and that the report to Council was a summary position. Key areas for improvement were highlighted.

Noted: that the report was open, honest and transparent, a significant step forward.

RESOLVED: that evidence of lessons learnt and applied would be provided to Council in future project proposals.

COU.17.61 **INCLUSION AND DIVERSITY ANNUAL REPORT (COU/17/53)**

Received: the annual Inclusion and Diversity report; the executive summary of which would be published on the University website to comply with statutory requirements.

RESOLVED: that the report be approved and a 6-monthly progress report be brought to Student Experience Committee.

**ACTION 4: DIRECTOR OF HUMAN RESOURCES**

COU.17.62 **REPORT FROM SENATE (COU/17/54):**

Received: the minutes of the Senate meeting held on 24 May 2017.

COU.17.63 **REPORT FROM THE AUDIT AND RISK COMMITTEE (COU/17/55):**

Received: the minutes of the Committee's meeting held on 8 June 2017.

RESOLVED: that members should feedback any thoughts and comments on the draft Internal Audit Plan to the Council Secretary by 31 July 2017.

**ACTION 5: ALL**

COU.17.64 **REPORT FROM THE FINANCE AND RESOURCES COMMITTEE (COU/17/56):**

Received: the minutes of the Committee's meeting held on 15 June 2017.

COU.17.65 **REPORT FROM THE GOVERNANCE AND NOMINATIONS COMMITTEE (COU/17/57):**

Received: the minutes of the Committee's meeting held on 25 May 2017.

RESOLVED:

- i) to approve the revised terms of reference for Governance, Nominations and Ethics Committee and Student Experience Committee;
- ii) to approve the appointment of Professor Sheila Pankhurst as the internal Academic member of Council.

COU.17.66 **REPORT FROM THE HONORARY DEGREES COMMITTEE (COU/17/58):**

Received: the minutes of the Committee's extraordinary meeting held on 25 May 2017.

COU.17.67 **REPORT FROM THE REMUNERATION COMMITTEE (COU/17/59):**

Received: the minutes of the Committee's meeting held on 26 April 2017.

COU.17.68 **REPORT FROM THE STUDENT EXPERIENCE COMMITTEE (COU/17/60)**

Received: the minutes of the Committee's meeting held on 25 May 2017.

COU.17.69 **USE OF UNIVERSITY SEAL (COU/17/61)**

Received: a report on the use of the University seal since the previous meeting.

COU.17.70 **DATE OF NEXT MEETING**

The next meeting would take place on Thursday 28<sup>th</sup> September 2017.