

**UNIVERSITY OF SALFORD
COUNCIL
MINUTES OF THE MEETING HELD ON 14 OCTOBER 2016**

CONFIRMED

Present: Baroness Beverley Hughes (*Chair*), Geoff Bean, Mike Burrows, Phil Cusack, Garry Dowdle, Jill Evans, Julia Fawcett (*until minute COU.16.72*), Ben Gallop, Amina Helal, Mustapha Jelili, Professor Helen Marshall, Ian Moston, Sean O'Hara, Ceewhy Ochoga, Sam Plant, Susan Price, Tom Russell and Tony Warne.

Apologies: Jonathan Carson and Joyce Redfearn

In attendance: Julie Charge (*Director of Finance*), Vikki Goddard (*Chief Operating Officer*), Sam Grogan (*Pro Vice-Chancellor, Student Experience*), Andrew Hartley (*Director of Legal & Governance*), John McCarthy (*Director of Marketing and External Relations*), Jackie Njoroge (*Director of Strategy*), Professor Richard Stephenson (*Deputy Vice-Chancellor*) and Martin Toner (*Secretary*).

COU.16.64 **MEMBERSHIP AND TERMS OF REFERENCE (COU/16/44):** Received: the membership and Terms of Reference for Council for 2016/17.

Reported: that Councillor Derek Antrobus had announced his resignation from Council. Talks with Salford City Council to identify a new SCC representative were underway. The Committee recorded its thanks to Councillor Antrobus for his work on its behalf.

Ceewhy Ochoga and Mustapha Jelili were welcomed to their first meeting as Council members.

COU.16.65 **MINUTES OF THE MEETING HELD ON 17 JUNE 2016 (COU/16/45): Confirmed**

COU.16.66 **MATTERS ARISING FROM THE MINUTES**

COU.15.113 Vice-Chancellor's report - Public Affairs Strategy: it was reported that following the recent realignment of the University's advancement and communication functions, the Director of Marketing and External Relations had commissioned a piece of work on the University's public affairs profile, following which work would begin on the development of an institutional Public Affairs Strategy.

Agreed: that the timeline for the relevant action be amended to reflect this development.

ACTION 1: COMMITTEE SECRETARY

COU.16.12 Report from Finance & Resources Committee: it was reported that the Inclusivity & Diversity Strategy would be considered at the FRC meeting on 3 November.

Agreed: that the Lead Member for HR would be sighted on the Inclusivity Strategy prior to the FRC meeting on 3 November 2016.

ACTION 2: CHIEF OPERATING OFFICER

COU.16.67 **CHAIR'S ACTION (COU/16/46):** Reported that the undernoted action had been taken by the Chair:

Approval of amendment to the conditions of the University's bank loan from Lloyds Bank.

COU.16.68 **STARRED ITEMS:** Confirmed that agenda item 21 (Use of University Seal) would be noted without discussion.

COU.16.69 **ANNUAL SCHEDULE OF BUSINESS (COU/16/47)**

Received: the Council's outline Schedule of Business for 2016/17.

Agreed:

i) that International Strategy be added to the Schedule for a meeting early in 2017;

ACTION 3: COMMITTEE SECRETARY

ii) that a future Meet&Eat session should be devoted to advancement and fundraising.

ACTION 4: DIRECTOR, LEGAL AND GOVERNANCE

COU.16.70 **VICE CHANCELLOR'S REPORT (COU/16/48):** Received: a report from the Vice Chancellor on key developments.

Reported: that the Teaching Excellence Framework (TEF), Campus Framework and the International Medical School would be considered later in the agenda. Risks around the TEF would be reflected in the Risk Register.

Noted: that in the event of any future change to the availability of student loans, the University should monitor whether students continued to favour institutions charging a higher fee level. The National Union of Students was currently querying why it should lend its support to TEF if it would result in tuition fee increases, and was considering a boycott of the NSS.

Agreed:

i) that the Risk Register be reviewed to ensure that the risks around TEF were adequately reflected.

ACTION 5: DIRECTOR OF STRATEGY

ii) that Student Experience Committee would receive a report on the rounded cost of studying at the University;

ACTION 6: REGISTRAR, CHAIR OF SEC

ii) that the next VC's report should include an update on international partnership activity.

ACTION 7: VICE-CHANCELLOR

COU.16.71 **INDUSTRY COLLABORATION ZONES (ICZ) – DEVELOPMENT FRAMEWORK SYNOPSIS (COU/16/49)**

Received:

i) a video presentation for the University's new student recruitment campaign;

ii) the ICZ Development Framework synopsis.

Reported: that the synopsis aligned with the University's Operational Plan and sought to identify what the University community could achieve in the first 12 months of the ICZs.

Noted: that it was not intended that ICZ would be an additional piece of work for schools but would rather be the new means of delivering the University's core business. Programmes would be aligned to the needs of the ICZ through the planned portfolio review. Work-based learning in the ICZs would take the form of five different models of industry collaboration which had been agreed with the Deans.

Agreed: the ICZ development framework was endorsed. A means of reporting progress to Council against agreed timescales would be devised.

ACTION 8: ASSOCIATE PVC, ICZ

COU.16.72 **CAMPUS FRAMEWORK (COU/16/50)**

Received: the University's Campus Framework, accompanied by a poster exhibition.

Reported: that the purpose of the Framework was to provide a long term roadmap for the development of the University's combined physical and virtual environment. The Framework was chiefly driven by the University's key priorities of implementing the ICZs and improving the student experience, and would also require a cultural change in the institution in order to ensure that its objectives were achieved.

Noted: that the Framework was a high-end document and that further information on the detailed work being undertaken would be required as progress was made. Some members expressed the view that the Framework was not sufficiently ambitious and forward-looking, while other members felt that the physical estate side of the Framework was the less developed of the two.

Whilst endorsing the general direction of travel, Council agreed that the Campus Framework needed considerable further development and in particular needed to incorporate:

- (i) the plans to develop the Chapel Street area, and
- (ii) any regeneration plans within Salford City Council, who should now be consulted.

Agreed that the further development of the detailed Campus Master Plan should proceed with some urgency and be reported regularly to Council; the COO should co-ordinate the process including liaison with the IT Lead member and the involvement of the Council Assurance Group.

ACTION 9: CHIEF OPERATING OFFICER

COU.16.73 INVESTMENT PLAN (COU/16/51)

Approved: the University's indicative Investment plan to support the ICZ and Campus frameworks.

COU.16.74 TEF ACTIONS UPDATE (COU/16/52)

Received: an update on actions taken by the University in preparation for the introduction of the Teaching Excellence Framework.

Reported: that information on the metrics to be used to measure performance against TEF was currently awaited. The assessment would be based on historical data amassed over a three-year period, rather than concentrating primarily on trajectory. The University had the choice of whether to enter the pilot scheme for assessment in 2017/18: it was currently estimated that the likely outcome would be a Bronze level rating. VCET would recommend to Senate as to whether or not it would enter the pilot, following which Council would be asked to endorse the decision, although it was not yet clear whether this would align with the next Council meeting or whether approval by some other means would be required.

COU.16.75 MEDICAL SCHOOL (COU/16/53)

Received: an update report on the planned establishment of a private medical school by the University, the University of Manchester and Manchester Metropolitan University.

Reported: that work was progressing on schedule and the Interim Dean had been appointed, although some issues regarding the name and location of the School had yet to be agreed. The exact nature of the legal entity was under discussion, although it was hoped to offer a joint degree from all three institutions. A Statement of Principles and Confidentiality Agreement had been agreed and signed by the three institutions involved.

Noted: that although international recruitment rates were falling across the sector, demand for medical schools remained strong. Salford was committed to the notion of offering bursaries to 10% of entrants from local low participation groups, and all three universities appeared comfortable with this.

COU.16.76 QUARTERLY PERFORMANCE REPORT Q4 2015/16 (COU/16/54)

Considered: the University's Performance Report for Quarter 4 of 2015/16.

Reported: that the University's performance against the Academic Improvement KPIs was disappointing, although in terms of National Student Survey (NSS) performance, it was noted that the use of Question 22 was being superseded by performance measured against the TEF metrics; of these, Salford's performance had remained the same against two metrics and improved against the third. Interventions against all three metrics had been identified; and red-flagged programmes which continued to underperform ran the risk of closure.

Noted: that the University's top ten risk profile appeared to be static, with the majority of

items retaining high risk status even after mitigation. In response it was noted that the static nature of the profile reflected the fact that many of the University's main risks were inherent in the sector. The University continued to seek additional means of mitigating its top risks.

COU.16.77 QUARTERLY FINANCE REPORT Q4 2015/16 (COU/16/55)

Considered: the financial update for Quarter 4 2015/16, including an update paper on the student recruitment position.

Reported: that audited accounts had now been produced. Compared to the figures presented, these included some presentational changes due to the adoption of the new FRS102 accounting standard, and took into account the new discount rates for the USS pension scheme.

Noted: concern was expressed that the University's failure to recruit to target increased its level of financial risk and had impacted heavily on the University's ability to reach its 2016/17 financial target very early in the year. In response it was reported that contingency measures were already being undertaken and the University was taking on board the lessons learned around scenario planning.

Agreed: that the final student recruitment figure for 2016/17 would be brought to a future meeting. **ACTION 10: DIRECTOR OF MARKETING AND STUDENT RECRUITMENT**

COU.16.78 REPORT FROM THE AUDIT AND RISK COMMITTEE (COU/16/56): Received: the minutes of the Committee's meeting held on 20 September 2016.

Approved: the annual Health & Safety report for 2015/16.

COU.16.79 REPORT FROM THE FINANCE AND RESOURCES COMMITTEE (COU/16/57): Received: the draft minutes of the Committee's meeting held on 22 September 2016.

Agreed:

i) that the meeting Chair be empowered to confirm the minutes on Council's behalf;

ACTION 11: LEAD MEMBER, INTERNATIONAL

ii) a proposal for the establishment of a spin out company, SALSA Sound;

iii) a proposal for the reallocation of shares in Optimum Imaging Ltd.

ACTIONS 12-13: DIRECTOR, LEGAL AND GOVERNANCE

COU.16.80 REPORT FROM GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE (COU/16/58): Received: the minutes of the Committee's meeting on 16 September 2016.

Agreed: the introduction of a three-yearly Council Effectiveness Review process with effect from Spring 2017.

ACTION 14: DIRECTOR, LEGAL AND GOVERNANCE

COU.16.81 REPORT FROM THE REMUNERATION COMMITTEE (COU/16/59): Received: the minutes of the Committee's meeting held on 22 September 2016.

COU.16.82 REPORT FROM THE STUDENT EXPERIENCE COMMITTEE (COU/16/60): Received: the minutes of the Committee's meeting held on 16 September 2016.

COU.16.83 USE OF UNIVERSITY SEAL (COU/16/61): Received: a report on the use of the University seal since the previous meeting.

COU.16.84 ANY OTHER BUSINESS

1) Membership

Reported: that following the conclusion of the Chair's annual 1-2-1 meetings with Council members some changes to the membership of standing committees would be announced.

2) Honorary Degrees

Reported: that a call for nominations for the award of honorary degrees would be made in the near future.

COU.16.85 DATE OF NEXT MEETING

Friday, 25 November 2016 at 2pm.

COU.16.86 REFLECTIONS ON THE MEETING

Noted: the valuable input from all VCET members in the discussions held.