

**UNIVERSITY OF SALFORD  
COUNCIL  
MINUTES OF THE MEETING HELD ON 17 JUNE 2016**

**CONFIRMED**

Present: Baroness Beverley Hughes (*Chair*), Derek Antrobus, Geoff Bean, Mike Burrows, Jonathan Carson, Phil Cusack, Julia Fawcett, Ben Gallop, Amina Helal, Marina Hristova, Professor Helen Marshall, Ian Moston, Sean O'Hara, Susan Price, Ahmed Rafiq, Joyce Redfearn, Tom Russell and Tony Warne.

Apologies: Garry Dowdle, Jill Evans and Sam Plant.

In attendance: Alison Blackburn (*Registrar, for minutes COU.16.53 and COU.16.56*), Catherine Cairncross (*Head of Internal Communications*), Julie Charge (*Director of Finance*), Vikki Goddard (*Chief Operating Officer*), Andrew Hartley (*Director of Legal & Governance*), Emma Heathcote (*Head of Commercial Finance, for minute 16.45*), Stewart Light (*PwC, for minute COU.16.56*) Jackie Njoroge (*Director of Strategy*), Malcolm Purdie (*Head of Commercial Services, for minute 16.45*), Professor Judith Smith (*Dean of Environment and Life Sciences, for minute 16.45*), Professor Richard Stephenson (*Deputy Vice-Chancellor*) and Martin Toner (*Secretary*).

COU.16.39 **ATTENDANCE (COU/16/25):** Received: the Schedule of Attendance for Council and Committee meetings.

COU.16.40 **INTRODUCTION OF NEW UNIVERSITY STAFF**

On behalf of Council, the Chair welcomed Jackie Njoroge to the University. Catherine Cairncross was welcomed to her first Council meeting.

COU.16.41 **MINUTES OF THE MEETING HELD ON 6 MAY 2016 (COU/16/26): Confirmed**

COU.16.42 **MATTERS ARISING FROM THE MINUTES:** Reported: that there were no matters arising from the minutes which were not dealt with elsewhere on the agenda.

COU.16.43 **STARRED ITEMS:** Confirmed that agenda items 1.2 (Schedule of Attendance) and 21 (Use of University Seal) would be noted without discussion.

COU.16.44 **CHAIR'S ACTION:** Reported that there were no actions to report.

COU.16.45 **VICE CHANCELLOR'S REPORT (COU/16/27):** Received: a report from the Vice Chancellor on key developments.

Considered: a proposal to establish a new Medical School (COU.16.27a).

The Chair of Council introduced the proposal which followed from an initial invitation from the University of Manchester (UoM). The University (UoS) has been investigating the possibility and the underpinning business case. A sub-group of independent members (Chair and Deputy Chair of Council, Chair of ARC, and Ian Moston) have scrutinised the emerging case and believed it should now be considered by the Council as a whole.

UoS has sought ways to increase its student numbers in line with its Academic Growth and Diversification sub-strategy, but was mindful of the fact that it was in proximity to two of Europe's largest universities (UoM and Manchester Metropolitan (MMU)). There is clear and long-standing evidence that demand for places on medical degree programmes from high-quality applicants significantly outstrips supply, while there is an annual shortfall of 1,000 in the number of qualified doctors coming out of the British HE system. A recent report by Civitas has suggested that the current funding model for medical schools is not sustainable and that different mechanisms will need to be employed in future.

All new medical schools are required to be underwritten by an institution with an existing medical school and it was planned that UoM would undertake this role. UoM had recently suggested an alternative approach through the creation of a new medical school as a tripartite joint venture between UoS, UoM and MMU. The proposal to establish a tripartite medical school was now referred to as Option 1, with the independent UoS medical school designated Option 2. The recommended option was Option 1, with Option 2 viewed as a

fallback position if Option 1 did not proceed or could not be resolved in a timely manner.

The School would be an independent entity and therefore entitled to charge fees at the market rates. However an essential element of the proposal consistent with our wider participation objectives is that 10% of places would be awarded to qualifying students from Greater Manchester with bursaries such that they would only have to pay the same rate as the current maximum fee available from the Student Loans Company.

In addition to increasing student numbers, the University would accrue reputational benefits from operating a medical school and it would be a critical element for the University's ICZ programme.

In order to take the proposal further, Council was requested to approve the pursuit of one of the two options and the committal of up to £880,000 towards the establishment of a Medical School, which would include funding for a newly appointed Dean. Both UoM Council and MMU Board had been sighted on the proposal and would be requested to endorse it at their respective meetings over the next month.

Noted: that in its negotiations with UoM and MMU, UoS's only precondition was that the location of the School should not be on the Oxford Road corridor. The appointment of a Dean at an early stage was necessary to take forward the development of the School, especially in negotiations with the General Medical Council. In the case of Option 1, students would register onto a joint programme and the degree would be awarded jointly by the three institutions. The proposed start date of September 2018 was considered ambitious and it was recognized that this could only be achieved by using pre-existing premises in the first instance. While it would be possible to use a medical school other than UoM's to underwrite the venture, this might lead to difficulties in securing NHS placements. Option 2 was therefore only an attractive option if the planned joint venture did not materialize.

All the individuals involved, in particular Professor Smith, were thanked for their contributions.

**Agreed:**

- i) To approve the development of a proposition to create an independent medical school under one of the two options presented;
- ii) To approve the commitment of up to £880,000 in support of the development;
- iii) That Option 1 was the preferred option, subject to the conclusion of a satisfactory Memorandum of Understanding (MoU) between the partners;
- iv) That Council would continue to be kept informed of developments via the sub-group, the membership of which would now include Ms Redfearn;
- v) That the draft MoU would be circulated to sub-group members for information;
- vi) That the Civitas report would be circulated to members.

**ACTIONS 1 - 6: VICE-CHANCELLOR**

**COU.16.46 QUARTERLY PERFORMANCE REPORT Q3 2015/16 (COU/16/28)**

Considered: the University's Performance Report for Quarter 3 of 2015/16.

Reported: that the position on most KPIs remained similar to that reported earlier in the year. Despite substantial efforts, the latest progression results indicated that considerable work remained to be done, and the University was currently reviewing its approach to improving retention.

**COU.16.47 FINANCE UPDATE (COU/16/29)**

Considered: the financial update for Quarter 3 2015/16

Reported: that the annual surplus had risen to £13.2 million due to confirmation from HEFCE that there would be no in-year clawback and the deduction of liquidated damages from payments to the contractor following construction delays to the New Adelphi building. The next quarterly report would be presented in a new format to reflect the University's adoption of the FRS102 accounting standard.

**COU.16.48 CAPITAL BUDGET (COU/16/30)**

Considered: the University's capital budget for 2016/17, which summarised the phased spend of current capital projects. The report included a request for approval of £4.2 million additional spend on the Newton Building to support the Engineering and Environment ICZ, as well as details of the expenditure previously agreed in support of the independent Medical School.

Reported: that the University was moving to a longer-term approach to its capital projects in the form of the Campus Masterplan, to be brought to the October 2016 Council meeting.

**Agreed:**

- i) That the Director of Finance consult with the Deputy Chair to determine how capital assets would be presented to Council in the Masterplan;

**ACTION 7: DIRECTOR OF FINANCE**

- ii) That the additional spending on the Newton Building be approved.

**COU.16.49 OPENING A NEW BANK ACCOUNT (COU/16/31): Agreed:** a request to open an investment account with the Coventry Building Society.

**ACTION 8: DIRECTOR OF FINANCE**

**COU.16.50 INDUSTRY COLLABORATION ZONES:** Received: an introductory brochure (COU.16.32) and progress report (COU.16.33) on the establishment of the Industry Collaboration Zones (ICZs).

Reported: that business cases for the four ICZs were being produced and would be presented to the Council meeting in October 2016. Concurrently, work had begun on the seven work streams (Our People; Integrated Work-based Learning; Industry Partners; Articulation; Systems Infrastructure; Space and Technology Infrastructure; and Impact Evaluation). The involvement of Council members would be welcomed, both from an assurance point of view, and in terms of industry experience and contacts. It was hoped that some Council members would volunteer to take roles to support the development of the ICZs.

Noted: that Salford City Council would play a key partnership role in the ICZs, and that regular discussion was taking place between the City Council and the University. It was felt that this partnership and the impact on the local community of the ICZs should be emphasised in future documentation.

**COU.16.51 CHARTER AND STATUTES (COU/16/34)** Considered: the University's proposed amendments to its Charter and Statutes.

Reported: that the Governance, Nominations and Ethics Committee had reviewed the University's Charter and Statutes and, with advice from the HE Sector specialists, Pinsent Masons, recommended to Council that amendments be made to reflect best practice. The amendments had the additional objective of making the University's governing documentation more flexible and accommodating its future business needs. Privy Council approval of the amendments was needed; a consultation process had been concluded and in principle approval received.

**Agreed:** to pass the following resolution:

To APPROVE the amendments to the Charter and Statutes of the University in the form as appended to this resolution and to request that Her Majesty approve the revisions to the Charter and Status as noted subject to any amendments required by the Privy Council, and agreed with the Chair of the Council, requesting that such revisions take effect from 1 August 2016.

**ACTION 9: DIRECTOR OF LEGAL AND GOVERNANCE**

**COU.16.52 SOCIAL IMPACT REPORT (COU/16/35)** Considered: a report and presentation undertaken by Viewforth Consulting (including a brief video) assessing the economic, social, cultural and environmental value generated by the University.

Reported: that the report had been commissioned as the University had not previously sought to quantify its social impact. The report noted that the University generated 4,283 jobs in 2013/14 and a Gross Value Added of £234 million.

Noted: that while the report and presentation were useful, some members felt that the embedded video could have been made more engaging. The intention was to produce a range of videos and other promotional market materials to address specific audiences.

COU.16.53 **TEACHING SPACE UTILISATION (COU/16/36)** Considered: a report setting out the University's teaching space utilisation target for 2016/17 and the actions implemented to achieve the target.

Reported: that among the measures being used to increase utilisation rates was the repurposing of teaching space in larger buildings such as Allerton and Maxwell.

Noted: that the implications of the planned growth in student numbers over the next few years needed to be factored into the plans.

**Agreed:** that a progress report would be brought to the next Council meeting, which should include the financial implications and opportunity costs.

**ACTION 10: REGISTRAR; DIRECTOR OF ESTATES, FACILITIES & IT**

COU.16.54 **REPORT FROM SENATE (COU/16/37):** Received: a report of the meeting of Senate held on 18 May 2016.

COU.16.55 **REPORT FROM THE AUDIT AND RISK COMMITTEE (COU/16/38):** Received: the minutes of the Committee's meeting held on 25 May 2016.

Reported: that following a tender process, RSM would be taking the role of the University's internal auditors with effect from 1 August 2016.

COU.16.56 **REPORT FROM THE FINANCE AND RESOURCES COMMITTEE (COU/16/39):** Received: the minutes of the Committee's meeting held on 6 June 2016, the University's Health and Safety interim report (COU/16/39a) and PwC's summary report on the Enabling the Student Journey assurance review (COU/16/39b).

With regard to the ESJ assurance review it was reported: that Phases 1 and 2 were proceeding well, with good governance and controls in place. There were concerns regarding the current provider's ability to deliver on Phases 3 and 4, but it was accepted that entry into Phases 3 and 4 was dependent upon completion of the University's campus masterplan, which would address physical and virtual requirements. This work would lead to a re-tender to market test potential system providers. It was also recommended that the invoicing of the current provider be investigated to ensure the University had received value from the paid for licences and the findings reported to the sub-group.

Noted: that the report's findings had been helpful in providing clarity as to the ESJ programme. It was clear that strong project management was vital to drive the programme forward and that appropriate resourcing, although improved, needed to be addressed. It was noted that Phases 1 and 2 of the ESJ programme were scheduled to be completed in winter 2016/17. The current work underway to develop a campus masterplan would encompass the principles and re-visioning of what was currently identified as ESJ phase 3 and 4; it was not envisaged that this programme would be undertaken in the way outlined in the current business case.

**Agreed:**

i) That management would meet with PwC to review and finalise the draft report and provide comments and responses;

**ACTION 11: CHIEF OPERATING OFFICER**

ii) That the Campus Masterplan, incorporating the University's future approach to digital, be referred to Council at its October 2016 meeting;

**ACTION 12: CHIEF OPERATING OFFICER**

- iii) That the sub-group established by FRC for the review should receive and sign off the management response to the PwC review and should be given delegated authority to continue to act as a working group, reporting back to FRC and Council as appropriate.

**ACTION 13: CHAIR OF FRC/CHIEF OPERATING OFFICER**

COU.16.57

**REPORT FROM GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE (COU/16/40):** Received: the minutes of the Committee's meeting on 6 May 2016.

**Agreed:** to approve the recommendations of the Committee for the reappointment of the four Council members whose terms of office were due to expire in July 2016.

COU.16.58

**REPORT FROM THE REMUNERATION COMMITTEE (COU/16/41):**

*(Baroness Hughes absented herself from the meeting for this item; Dr Burrows assumed the Chair)*

Received: the minutes of the Committee's meeting held on 6 June 2016.

**Agreed:** that the remuneration fee for the Chair of Council be reviewed with effect from 1 August 2015 and again from 1 August 2016 in line with general staff awards.

COU.16.59

**REPORT FROM THE STUDENT EXPERIENCE COMMITTEE (COU/16/42):**

Received: the minutes of the Committee's meeting held on 25 May 2016.

COU.16.60

**USE OF UNIVERSITY SEAL (COU/16/43):** Received: a report on the use of the University seal since the previous meeting.

COU.16.61

**ANY OTHER BUSINESS**

**Student Representatives:** on behalf of Council, the Chair thanked Ms Hristova and Mr Rafiq for their support and valuable input over the past year, and wished them every success in their future endeavours.

COU.16.62

**DATE OF NEXT MEETING**

Friday, 14 October 2016 at 2pm.

COU.16.63

**REFLECTIONS ON THE MEETING**

Noted: that the opportunity to vary the location of the meeting to take in other parts of the campus was welcomed by members.