

**UNIVERSITY OF SALFORD
COUNCIL**

MINUTES OF THE MEETING HELD ON 18 MARCH 2016

UNCONFIRMED

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

Apologies: Mike Burrows, Jill Evans

In attendance: Julie Charge (*Director of Finance*), Vikki Goddard (*Chief Operating Officer*), Andrew Hartley (*Director of Legal, Planning & Governance*), Chris Larkin (*Director of Communications*), Professor Dave Spicer (*Dean, Salford Business School; for minute COU.16.1*), Professor Richard Stephenson (*Deputy Vice-Chancellor*) and Martin Toner (*Secretary*).

COU.16.1 **INTRODUCTION OF NEW UNIVERSITY STAFF**

Professor Stephenson and Professor Spicer were welcomed to the University.

COU.16.2 **MINUTES OF THE MEETING HELD ON 18 DECEMBER 2015 (COU/16/1): Confirmed**

COU.16.3 **MATTERS ARISING FROM THE MINUTES**

Noted: that there were no matters arising from the minutes of the previous meeting which were not covered elsewhere on the agenda.

COU.16.4 **STARRED ITEMS: Confirmed** that agenda item 18 (Use of University Seal) would be noted without discussion.

COU.16.5 **CHAIR'S ACTION:** Reported that there were no actions to report.

COU.16.6 **STRATEGIC PLAN UPDATE (COU/16/2)**

Considered: the consolidated University strategy document for the period 2016 - 2021.

Noted:

- i. that the document presented a high-level strategic overview for the institution with emphasis on the four sub-strategies and Industrial Collaboration Zones (ICZs). The document was designed to be used both internally and externally. Targets for 2016/17 in relation to the KPIs were being worked through as part of the Annual Operating Plan (AOP) which would be brought to the next Council meeting;
- ii. following the first round of AOP discussions, the University had identified 95% of the resources required to deliver the Strategy, and it was expected that the remainder would be confirmed by the end of the process;
- iii. the view of Council that overall this was a very clear and well-presented document;
- iv. that responsibility for achieving KPIs would lie across all parts of the University. Care would need to be taken in determining to what extent the lower-level KPIs should be shared externally; updates on performance against KPIs would largely be picked up via existing performance reports;
- v. consideration had been given to explicitly naming individual partners in the document, but it had been felt that to do so might negatively impact relations with any partners who were not named;
- vi. the brand strapline, "Practical – Technical – Professional" was felt by some members to be insufficiently inspirational; however it was recognised that it had been agreed upon following extensive market-testing;
- vii. the Annual Review, brochures and bulletins would be used to further communicate the Strategy and develop engagement with employers and external partners.

Resolved: that

- i. the Strategy document be **approved**;

- ii. going forward the implementation of the Strategy be closely monitored in relation to the availability of the required resource through assessment of annual operating plans and budgets;
ACTION 1: VICE-CHANCELLOR
- iii. a report on the feedback received on the Strategy would be brought to the Council meeting in one year's time;
ACTION 2: VICE-CHANCELLOR
- iv. a report on the effectiveness of the brand strapline would be brought to the Council meeting in one year's time;
ACTION 9: VICE-CHANCELLOR

COU.16.7 **VICE CHANCELLOR'S REPORT (COU/16/3)**

Received: a report from the Vice Chancellor on key issues.

Reported:

- i. the Department of Business, Innovation & Skills' grant letter to HEFCE had now been received; it had contained no surprises;
- ii. there was good news to report in terms of external perceptions of the University; it had been included in the Times Higher Education (THE)'s world's top 200 international universities, and was the ninth most improved institution in the THE's Student Experience survey.

Noted:

- i. it was anticipated that the technical consultation phase on the Green Paper would result in a much clearer set of proposals going forward for approval as legislation;
- ii. that in the eventuality that the referendum on EU membership on 23 June resulted in a vote to leave, the main impacts on HE would be the change in status of international students, and the loss of key revenue streams of research funding. The VC had been a signatory to a letter from over 100 vice-chancellors to the Sunday Times noting that a Leave vote would have significant implications for the sector.

Resolved: that the Director of Finance's paper on the likely impact of a British exit from the EU would be circulated to members.

ACTION 3: DIRECTOR OF FINANCE

COU.16.8 **QUARTERLY PERFORMANCE REPORT Q2 2015/16 (COU/16/4)**

Considered: the University's Performance Report for Quarter 2 of 2015/16.

Reported:

- i. [REDACTED]
- ii. [REDACTED]

Noted:

- i. that the University needed to ensure that schools and professional services had sufficient resource to continue to address student retention and progression as a high priority issue. It was confirmed that where savings were being sought from professional services, protection had been afforded to those areas offering front line student support;
- ii. that preparations for the next Research Excellence Framework exercise in 2020 was already underway, with Units of Return already provisionally identified and plans in place for regular audits to be carried out with effect from the end of 2017, by which time it was anticipated that 75% of those submitting to the exercise would have been identified;
- iii. that the space utilisation figure of [REDACTED] and a number of further measures were being implemented in order to seek to address the

issue, including collecting timetabling data earlier in the year and addressing the culture of “10 to 4” teaching in some parts of the institution. Council expressed concern at the lack of improvement in this area and sought assurance that the University had staff with the necessary expertise to address the key issues. The lack of fitness for purpose of some of the estate was also a major factor and the University was seeking to address this through the new Estates Strategy.

Resolved: that

- i. the University, in liaison with Mr Russell as Lead Member for Estates should explore actions to address the issue of space utilisation, which may include consideration of external resource;

ACTION 4: CHIEF OPERATING OFFICER

- ii. the USE report scheduled for the April 2016 Finance & Resources Committee meeting should explain the shortfall in enterprise income.

ACTION 5: DIRECTOR OF FINANCE

Paragraphs from this minute have been redacted as they are considered to be exempt information as defined by section 43 (2) of the Freedom of Information Act 2000

COU.16.9

FINANCE UPDATE (COU/16/5)

Considered: the financial update for Quarter 2 2015/16.

Reported:

i. [REDACTED]

- ii. the introduction of the NEW FRS102 accounting standard would have an impact on the way the balance sheet appeared in future;
- iii. HEFCE had confirmed that there would be no clawback from the University in the current year.

Noted:

- i. that work was being undertaken with the Schools to identify which of the current vacancies were actively being filled, and those which could be removed from the budget. It was confirmed that the impact on SSRs was being taken account of in this process;
- ii. that maintenance for the current year had been delayed [REDACTED]

Resolved: that clarification be provided regarding overspend on Estates' maintenance budget.
ACTION 6: DIRECTOR OF FINANCE

Paragraphs from this minute have been redacted as they are considered to be exempt information as defined by section 43 (2) of the Freedom of Information Act 2000

COU.16.10

REPORT FROM SENATE (COU/16/6): Received: a report of the meeting of Senate held on 2 March 2016.

Resolved: to approve the recommendations for the award of Emeritus Professorships.

COU.16.11

REPORT FROM THE AUDIT AND RISK COMMITTEE (COU/16/7): Received: the minutes of the Committee's meeting held on 16 February 2016.

Noted: that the draft Internal Audit Plan for 2016/17 would be presented to the next Council meeting as an appendix to the ARC minutes.

COU.16.12 **REPORT FROM THE FINANCE AND RESOURCES COMMITTEE (COU/16/8):** Considered: the minutes of the Committee's meeting held on 4 March 2016.

Noted:

- i. that Mr Dowdle the Chief Operating Officer and Director of Legal, Planning & Governance were in discussions over the terms of reference for the new body which was being established to provide oversight and assurance of the Enabling the Student Journey (ESJ) programme;
- ii. the planned collaboration with [REDACTED] was welcomed; [REDACTED]
[REDACTED] The University was aware of this, and saw itself as an agent for change in this regard. In future, oversight of ethical issues with University-wide implications would fall to Council under the remit of the newly-constituted Governance, Nominations & Ethics Committee (*minute COU.16.13 refers*);
- iii. Separate Equality & Diversity reports were now being produced for staff and students to ensure that student-related issues, which were often qualitatively different from those relating to staff, were given appropriate consideration.

Resolved:

- i. To note the Health and Safety Interim report for the period August 2015 - January 2016;
- ii. To approve the Equality & Diversity Annual Report and to review the practice of receiving separate staff and student reports following consideration of the student report at the next SEC meeting

ACTION 7: DIRECTOR, LEGAL, PLANNING & GOVERNANCE

Paragraphs from this minute have been redacted as they are considered to be exempt information as defined by section 43 (2) of the Freedom of Information Act 2000

COU.16.13 **REPORT FROM THE GOVERNANCE AND NOMINATIONS COMMITTEE (COU/16/9):** Considered: the minutes of the Committee's meeting held on 29 February 2016.

Resolved:

- i. To approve the revised terms of reference for the Governance & Nominations Committee (now retitled Governance, Nominations and Ethics Committee);
ACTION 8: DIRECTOR OF LEGAL, PLANNING & GOVERNANCE
- ii. To note progress on the submission to HEFCE on the implementation of Prevent legislation;
- iii. To receive the schedule of Council and Committee meetings for 2016/17.

COU.16.14 **REPORT FROM THE REMUNERATION COMMITTEE (COU/16/10):** Received: the minutes of the Committee's meeting held on 4 March 2016.

COU.16.15 **REPORT FROM THE STUDENT EXPERIENCE COMMITTEE (COU/16/11):** Received: the minutes of the Committee's meeting held on 4 March 2016.

Noted: in view of the attempted sale of Bramhall Court by Campus Living Villages, future contracts should take into account any potential impact on the student experience.

COU.16.16 **REPORT FROM THE HONORARY DEGREES COMMITTEE (COU/16/12):** Received: the minutes of the Committee's meeting held on 29 February 2016.

COU.16.17 **USE OF UNIVERSITY SEAL (COU/16/13):** Received: a report on the use of the University seal since the previous meeting.

COU.16.18 **DATE OF NEXT MEETING**

Friday 6 May 2016 at 2pm

COU.16.19 **ANY OTHER BUSINESS**

House of Commons Event

Reported: that the recent event at the House of Commons had been very successful and had seen a good turnout of Salford alumni friends and senior staff.

COU.16.20

REFLECTIONS ON THE MEETING

Noted: in response to the Chair's invitation to comment on the conduct of the meeting a member provided the following observations:

- the move towards more of the substantive work being done in the standing committees was welcomed. As a result, the standing committee minutes were now considered in greater detail than previously;
- overall the quality of reports had improved over the past year.