

COUNCIL

MINUTES OF THE MEETING HELD ON 23 MARCH 2018

Present: Lord Keith Bradley (Chair), Geoff Bean, Dr Mike Burrows, Dr Anthony Coombs, Phil Cusack, Garry Dowdle, Andrea Dunstan, Ben Gallop, Amina Helal, Professor Helen Marshall, Ian Moston, Sean O'Hara, Professor Sheila Pankhurst, Joyce Redfearn, Margaret Rowe, Helen Taylor and Emily Voss-Bevan.

Apologies: Zamzam Ibrahim, Dr Priscilla Nkwenti, Cllr John Merry, Sam Plant, Professor Susan Price and Tom Russell.

In attendance: Alison Blackburn (Registrar and Secretary), Julie Charge (Executive Director of Finance), Louise Edwards-Holland (Director of Human Resources and Organisational Development), Dr Sam Grogan (PVC Student Experience), John McCarthy (Executive Director of Marketing and External Relations), Jackie Njoroje (Director of Strategy), Professor Richard Stephenson (Deputy Vice-Chancellor) and Jo Makin (Secretary).

COU.18.010 MINUTES OF THE PREVIOUS MEETING

Confirmed the minutes of the extraordinary meeting of Council held on the 23 February 2018 **[COU/18/07]**

COU.18.011 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.18.012 STARRED ITEMS

Confirmed: that agenda item 15 (Use of the University Seal) would be noted without discussion.

COU 18.013 VICE-CHANCELLOR'S REPORT

Considered: a report from the Vice-Chancellor on key issues affecting the University. **[COU/18/08]**

Reported:

- i) that the Office for Students officially comes into force on the 1 April 2018 and, whilst the intention of the Office is clear, the operationalisation requires further detail;
- ii) that the allocation of the Medical School numbers has been announced and that the University has not been successful;
- iii) that the post 18 Education Funding Review led by Philip Augar has clear terms of reference;
- iv) that HEFCE were fully satisfied by the University's Annual Provider Review submission;
- v) that the University and College Union remains in dispute regarding the proposed changes to the USS pension scheme and that the legislative framework requires resolution by the 30 June 2018.

Noted: that the Council Pay and Pensions sub group is still in operation.

RESOLVED: that an independent member of Council with a Human Resources background join the sub group.

ACTION 1: UNIVERSITY REGISTRAR AND SECRETARY

COU 18.014 **INCLUSION & DIVERSITY**

Considered: a six monthly progress report on Inclusion and Diversity. **[COU/18/09]**

Reported: that significant progress had been made across a number of Inclusion and Diversity areas and that the structures, engagement and awareness were now in place to allow Inclusion and Diversity to flourish. Specific improvements have been made in relation to:

- i) A refreshed Inclusion and Diversity governance structure;
- ii) Inclusion and Diversity communications campaign;
- iii) Training and awareness raising;
- iv) Widening Participation;
- v) Staff networks;
- vi) Salford Proud;
- vii) Stonewall;
- viii) Professorial promotions;
- ix) Data analysis;
- x) Equality Impact Assessments.

Noted: that in the last six months, revision of the current systems and processes had occurred. This has enabled a reinvigorated approach to Inclusion and Diversity that is being embedded throughout the institution.

RESOLVED: that the full report, which will be brought to Council before the end of the academic year, will include not only statistics regarding the staff training offered but also how many staff members had taken up those training opportunities.

ACTION 2: DIRECTOR OF HUMAN RESOURCES

COU 18.015 **COUNCIL EFFECTIVENESS**

Considered: a report on the progress made against the Council Effectiveness Review (Good Governance Institute) recommendations. **[COU/18/10]**

Reported:

- i) that the report recommendations were reflective of a time and a place;
- ii) that the need to enhance Council members' understanding of the Higher Education context, including the interrelationship between Council, Senate and the Executive, was a priority for the coming year;
- iii) that progress had been made across a number of the recommendations.

Noted: that whilst the Office for Students Regulatory Framework may change Council Effectiveness requirements, the current baseline recommendations were a useful foundation on which to further enhance governance arrangements.

RESOLVED:

1. that a paper outlining the Office for Students and the roles and responsibilities of Council members under the new Regulatory Framework be presented to Council at its 27 April 2018 meeting

ACTION 3: UNIVERSITY REGISTRAR & SECRETARY

2. that consideration be given to extend the risk appetite statement presented in the Financial Integrated Report to include a wider scope.

ACTION 4: EXECUTIVE DIRECTOR OF FINANCE

COU 18.016 **STATUTES AND STANDING ORDERS**

Received: recommendations from the Governance, Nominations and Ethics Committee proposing amendments to the Standing Orders regarding quoracy rules. **[COU/18/11]**

Reported:

- i) that currently the Finance and Resources Committee has both the Chair of Council and the Deputy Chair of Council as Ex officio members and that

- ii) this precluded these members joining other committees.
that Dr Priscilla Nkwenti has requested to be a member of the Student Experience Committee in line with her skills and interests.

Noted: that Keith Bradley declared an interest in this item given that he is a member of the Privy Council.

RESOLVED:

1. that the recommendations set out in document COU/18/11 be approved;
2. that further examination of Committee membership be considered to ensure that independent members are in the majority at Committee meetings.

ACTION 5: UNIVERSITY REGISTRAR & SECRETARY

COU 18.017 **FREEDOM OF SPEECH POLICY**

Received: the revised Freedom of Speech policy, incorporating amendments requested at the 15 December 2017 Council Meeting. **[COU/18/12]**

Reported: that the minor amendments included:

- i) reflection of department structure and role changes;
- ii) updates to align with the University Inclusion & Diversity Strategy;
- iii) amendment to the Freedom of Speech application form to make it easier to complete for each speaker, requesting additional information about the content of the speaker's session.

Noted:

- i) that inclusion of virtual meetings and events was covered by the policy and that the definition had been amended to this effect;
- ii) that Salford Professional Development activity was included in the scope of the policy through reference to "University of Salford subsidiary companies' events" under 2.2.3.5;
- iii) that clarity had been provided on the background of section 3.1.2 relating to University approach to harassment;
- iv) that clarity had been provided as to how the policy supported the principle of law and order in section 3.2.7

RESOLVED: that the revised policy as set out in document COU/18/12 be approved.

COU 18.018 **QUARTERLY FINANCE REPORT**

Received: the Quarterly Financial report for Quarter 2 – 2017/18. **[COU/18/13]**

Reported:

- i) that there had been a slight movement of the University's financial performance between Quarter 1 and Quarter 2;
- ii) that cash flow from operating activities remained strong and had increased across the Quarter despite significant turbulence within the sector;
- iii) that the University would receive confirmation in late July or early August concerning the Local Government Pension Scheme and that this is likely to require a balance sheet realignment;
- iv) that the banking covenants were covered;
- v) that the USS pensions issue is a matter of concern to the University and the sector. At this stage there are two possible outcomes: the first would result in a one-off cost to the University of approximately £15 - £18 million; the second would see an ongoing financial impact resulting in a further increase to the pay to income ratio.

Noted: that the BAM dispute was resolved to the benefit of the institution by £250,000.

COU 18.019 LEAD INDICATOR REPORT

Received: the Quarterly Performance report for Quarter 2 – 2017/18 with a specific focus on sustainability. [COU/18/14]

Reported: that the ICZ strategic priority is key to driving the University's sustainability.

Noted:

- i) that there is a recognition that Clearing is changing and because of this fluidity, the Diversification leading indicator (% Recruitment required through Clearing) will need monitoring;
- ii) that increasing the number of students who have the University as their first choice is an important measure;
- iii) that the TNE applications and recruitment cycle continues throughout the year.

RESOLVED:

- 1. that an indicator be included that outlines the likely conversion of first choice students;
- 2. that the "Infrastructure Leading Indicator Gross Internal Area in meters squared per student and staff FTE" be revisited to take account of the collaborative learning spaces that the University is introducing.

ACTION 6: DIRECTOR OF STRATEGY

COU 18.020 TEACHING EXCELLENCE AND STUDENT OUTCOMES FRAMEWORK

Received: an oral update regarding the Teaching Excellence and Student Outcomes Framework.

Reported:

- i) that the new title of TEF was the Teaching Excellence and Student Outcomes Framework;
- ii) that, in the light of the improving institutional TEF dataset, the University made a submission to TEF in January 2018 which was one year earlier than originally envisaged;
- iii) that the submission consisted of the TEF dataset and a written provider statement;
- iv) that, whilst the data had improved, the likely outcome was a Bronze award as data reflected historical performance rather than the lived experience of current students;
- v) that, if required, the next submission would be January 2019;
- vi) that the next phase of the Teaching Excellence and Student Outcomes Framework would include subject-level assessment.

Noted: that whilst the impact of TEF has been minimal on home/EU recruitment, its influence on international recruitment is relatively more significant.

COU 18.021 COMMITTEE CHAIRS' REPORT

Received: the Committee Chairs' Reports for the Council Committees held on 27 February 2018 and 8 March 2018 [COU/18/15]

RESOLVED: that the interim Remuneration Committee Report would be circulated to all Council members.

ACTION 7: COMMITTEE SECRETARY

COU 18.022 ANY OTHER BUSINESS

Noted: the Chair of Council advised members that it was the current Committee Secretary's last meeting and thanked her for her contribution.

COU 18.023 The next Council Meeting will be held on the 27 April 2018.

Reference	Meeting Date	Topic	Decision/Action to be taken	Owner	Support Owner	Committee Date	Report back to Secretary	Comments
Action 1	23-Mar-18	Council Pay and Pensions Sub-group membership	That an independent member of council with HR background join the group	University Registrar and Secretary				
Action 2	23-Mar-18	Inclusion and diversity	That the full report, which will be brought before Council before the end of the academic year, will include not only statistics regarding staff training offered but also how many staff members had taken up those training opportunities	Director of Human Resources				Item due on the agenda for 6 July 2018
Action 3	23-Mar-18	Council Effectiveness Review	That a paper outlining the Office for Students (OfS) and the roles and responsibilities of Council members under the new regulatory framework be presented Council at its 27 April 2018 meeting	University Registrar and Secretary				Item 7 on the agenda for 27 April 2018
Action 4	23-Mar-18	Council Effectiveness Review	That consideration be given to extend the risk appetite statement presented in the Financial Integrated Report to include a wider scope	Executive Director of Finance				

Action 5	23-Mar-18	Statutes and Standing Orders	That further examination of committee membership be considered to ensure that independent members are in the majority at committee meetings	University Registrar and Secretary				
Action 6	23-Mar-18	Lead Indicator Report	That an indicator be included that outlines the likely conversion of first choice students;	Director of Strategy				Item due on the agenda for 6 July 2018
			that the "Infrastructure Leading Indicator Gross Internal Area in meters squared per student and staff FTE" be revisited to take account of the collaborative learning spaces that the University is introducing					
Action 7	23-Mar-18	Committee Chairs' Report	that the Interim Remuneration Committee would be circulated to all Council members	Committee Secretary				report circulated on 17 April 2018