

COUNCIL

MINUTES OF THE MEETING HELD ON 27 APRIL 2018

Present: Lord Keith Bradley (Chair), Dr Mike Burrows, Dr Anthony Coombs, Phil Cusack, Garry Dowdle, Andrea Dunstan, Ben Gallop, Amina Helal, Zamzam Ibrahim, Professor Helen Marshall, Cllr John Merry, Ian Moston, Dr Priscilla Nkwenti, Sean O'Hara, Professor Sheila Pankhurst, Sam Plant, Professor Susan Price, Margaret Rowe, Tom Russell, Helen Taylor.

Apologies: Geoff Bean, Joyce Redfearn, Emily Voss-Bevan.
For attendance: Jo Purves.

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

Ed Moloney, CEO, University of Salford Students' Union [minute COU.18.32].

Secretary: Elaine Pateman Salt

COU.18.24 MINUTES OF THE PREVIOUS MEETING

Confirmed: the minutes of the previous meeting held on the 23 March 2018 (COU/18/18).

COU.18.25 MATTERS ARISING FROM THE MINUTES

There were no matters arising or actions due that were not already on the current or future agendas.

COU.18.26 MEMBERSHIP

Considered: nominees for membership from the University of Salford Students' Union, recommended by the Governance, Nominations and Ethics Committee (COU/18/19).

RESOLVED:

- i) Emily Voss-Bevan be appointed for a second term;
- ii) Kobby Ofori be appointed for a first term.

Noted: that the Council extended thanks to outgoing member Zamzam Ibrahim and congratulated Emily Voss-Bevan, in her absence, on a second term.

[Secretary's Note: In line with the SU Sabbatical Officer term of office, the term of office of the student members will commence on 1 July 2018]

COU.18.27 CONFIRMATION OF STARRED ITEMS

Confirmed: that agenda item 15 - Use of the University Seal – would be noted without discussion (COU/18/29).

COU.18.28 VICE-CHANCELLOR'S REPORT

Received: a report from the Vice-Chancellor on key strategic issues (COU/18/20).

Reported:

- i) that the consultation on the subject-level pilot methodologies for the Teaching

- ii) Excellence and Student Outcomes Framework had opened; that key findings on research about student perceptions of value for money had been released;
- iii) that the British University of Bahrain launch had taken place and that the partnership had received significant interest, with demand expected to be high;
- iv) that the Complete University Guide had been published and that the University had climbed nineteen places in the ranking;
- v) that the Universities Superannuation Scheme dispute had received a warning from the Pension Regulator as to the potential invocation of Clause 76.4.

Noted: that the capacity to manage demand presented by the British University of Bahrain would be monitored by the Vice-Chancellor, particularly whilst the Chief Operating Officer role remained vacant.

COU.18.29

REPRESENTATIVE OFFICE, BAHRAIN

Considered: a proposal from the Directorate of International and Regional Development to open a Representative Office in Bahrain (COU/18/21).

Reported:

- i) that the Representative Office was a pre-requisite for legal status in Bahrain;
- ii) that University of Salford Enterprises Limited would be responsible for financial administration and reporting.

Noted:

- i) that the demand for continuing professional development modules was expected to be high;
- ii) that the associated risks had been considered and captured as part of the work on the British University of Bahrain, with strategic reports received by the Audit and Risk Committee;
- iii) that terms and conditions for human resources working in Bahrain were due to be examined;
- iv) that the Representative Office and the partnership with the British University of Bahrain would not be an international campus.

RESOLVED: to approve the opening of the Representative Office in Bahrain, specifically:

Resolved, subject to the approval of the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain and pursuant to the provisions of the Bahrain Law of Commercial Companies No.21/2001, the Council of the University of Salford and the board of the Company be and is hereby authorized to promote a branch in the Kingdom of Bahrain, in the name of **UNIVERSITY OF SALFORD ENTERPRISES LIMITED** (subject to approval) for the object of use of branch office for '**Activities of head offices or Management Offices (for marketing & promotion of the parent company) in the Kingdom of Bahrain**'.

COU.18.30

OFFICE FOR STUDENTS

Received: a presentation outlining the substantive roles and responsibilities which would impact on the Higher Education sector following the establishment of the Office for Students (COU/18/22).

Reported:

- i) that this would be a regulatory environment working on behalf of the student;
- ii) that unregistered providers would continue to make-up an unregulated portion of the sector and that this was likely to be circa six hundred providers;
- iii) that the primary objectives responded to a wide range of provider types;
- iv) that the approach to regulation would be risk-based and data-driven;
- v) that Higher Education Review was replaced by risk-based intervention and/or ad hoc review exercise;
- vi) that ongoing registration would incur an annual fee;
- vii) that registration would be the only route to access public grant funding,

- viii) student support funding and to hold or maintain a Tier 4 licence; that conditions of registration included specific responsibilities for the governing body of an institution;
- ix) that registration would be assessed at initial application followed by ongoing registration conditions;
- x) that the Quality Assurance Agency had been appointed as the Designated Quality Body;
- xi) that the Higher Education Statistics Agency had been appointed as the Designated Data Body.

Noted:

- i) that the University was monitoring the known lead indicators;
- ii) that further reflection was required at the Council development session on 27 September 2018.

ACTION 1: REGISTRAR AND SECRETARY

COU.18.31

**INITIAL REGISTRATION WITH THE OFFICE FOR STUDENTS
2019/20 ACCESS AND PARTICIPATION PLAN**

Considered: the proposed 2019/20 Access and Participation Plan to be submitted as part of the initial registration with the Office for Students (COU/18/23).

Noted:

- i) that acronyms be removed and replaced with full terms or phrases, and that pagination be determined;
- ii) that, for completeness, the statement from the University of Salford Students' Union would be circulated when received.

ACTION 2: COMMITTEE SECRETARY

RESOLVED: to approve the 2019/20 Access and Participation Plan.

2019/20 STUDENT PROTECTION PLAN

Considered: the proposed 2019/20 Student Protection Plan to be submitted as part of the initial registration with the Office for Students (COU/18/23).

Reported:

- i) that this was a new condition of registration and the first time the University had prepared such a plan;
- ii) that the Student Protection Plan would be reviewed on an annual basis by the Audit and Risk Committee.

Noted:

- i) that the Plan would be published and available in the public domain;
- ii) that forecast monetary values were not definitive for the duration of the Plan;
- iii) that the template used was provided by the Office for Students and did not include consideration of, for example, the Prevent Duty.

RESOLVED: to approve the 2019/20 Student Protection Plan subject to the removal of forecast monetary values and inclusion of an appropriate statement on financial reserves.

ACTION 3: EXECUTIVE DIRECTOR OF FINANCE

COU.18.32

UNIVERSITY OF SALFORD STUDENTS' UNION

Received: a presentation outlining the University of Salford Students' Union strategic planning process (COU/18/24).

Reported:

- i) that the National Union of Students had undertaken a diagnostic review with the Union in July 2017 and all recommendations of that review had been accepted;
- ii) that an operational plan was in place for the period January to September 2018;

- iii) that there was a pension liability risk;
- iv) that the Union was membership-led and that a student referendum on the development of the strategic plan was proposed;
- v) that the strategic plan would be launched on 1 April 2019.

Noted:

- i) that there was opportunity for added-value joint strategic aims, for example a coherent sport strategy aligned to Industry Collaboration Zones;
- ii) that the report was welcomed as part of an open dialogue between the Union and the Council;
- iii) that it was suggested professional external advice be sought regarding the pension deficit;
- iv) that the Council would continue to value the student satisfaction data brought forward by the Union and that this was recognised as broader in scope than the National Student Survey;
- v) that commuter students would not be overlooked as part of the strategic planning exercise;
- vi) that the timeline for development of the strategic plan would be monitored to maintain energy and motivation;
- vii) that the presentation and discussion was commended with particular recognition of the high impact the activities of the Students' Union had on student life.

COU.18.33 SCENARIO PLANNING: CLOSED ITEM

Received: a report from the Executive Director of Finance as to the monitoring of the external environment (COU/18/25).

Noted: that the report provided useful summary and reflection to enable members to effectively discharge their duties.

COU.18.34 FINANCIAL PLAN

Considered: the proposed Financial Plan 2018/19 to 2020/21 (COU/18/26).

Reported:

- i) that income growth had increased between 2017/18 and 2018/19;
- ii) that the Fit for the Future Strategy had not been taken into account with regards the pay to income ratio;
- iii) that the operating cash position was very strong and that this would be monitored carefully for appropriate use;
- iv) that the detail of the Campus Investment Plan was to be included in the work on the Campus Masterplan Framework and that this would be reported to the Finance and Resources Committee.

Noted:

- i) that the potential failure of a provider registered with the Office for Students would likely have an impact on the risk position taken by banking institutions;
- ii) that this was not evident in current conditions;
- iii) that the level of financial gearing remained an outlier and that no future accumulation of debt was proposed.

RESOLVED: to approve the Financial Plan 2018/19 to 2020/21.

COU.18.35 ANNUAL OPERATING PLAN

Considered: the proposed Annual Operating Plan (COU/18/27).

Received: a presentation on the Annual Operating Plan.

Reported:

- i) that recruitment trend analysis was broadly positive;
- ii) that projects and initiatives were underway to progress the ICZ Strategy;
- iii) that projects and initiatives were underway to progress the Campus

Masterplan Framework.

Noted:

- i) that increasing inflection points in future projections were to be protected from optimism bias;
- ii) that the indicators were subject to change;
- iii) that a physical presence for the Industry Collaboration Zones on campus was not evident;
- iv) that future reporting quantify the impact the Industry Collaboration Zones had on the corporate key performance indicators.

ACTION 4: DIRECTOR OF STRATEGY

RESOLVED: to approve the Annual Operating Plan.

COU.18.36

COMMITTEE CHAIRS' REPORT

Noted: that the Report of the Finance and Resources Committee (COU/18/28) did not require further discussion.

COU.18.37

ANY OTHER BUSINESS

Noted: that the Chair introduced informal consultation on the 2019 to 2021 schedule of meetings.

ACTION 5: CHAIR OF COUNCIL

Noted: that Zamzam Ibrahim thanked members for their support during her tenure.

COU.18.38

The next Council meeting would be held on Friday 6 July 2018.

Reference	Meeting Date	Item	Decision/Action to be taken	Owner	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	Registrar and Secretary	Nominees have been submitted – action in progress.
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 on the agenda for 6 July 2018 – action completed.
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	Item due on the agenda for 23 Nov 2018 – action in progress.
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	Registrar and Secretary	This will have an impact on the constitution of the committees and remains under consideration – action in progress.
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	Future reporting will include the requests – action completed.
			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 1	27-Apr-18	Lead Indicator Report	That further reflection was required at the Council development session on 27 September 2018	Registrar and Secretary	Planning for the session is underway – action in progress.
Action 2	27-Apr-18	Initial Registration with the OfS: 2019/20 Access and Participation Plan	that, for completeness, the statement from the University of Salford Students' Union would be circulated when received.	Committee Secretary	Circulated on 26 June 2018 – action completed.
Action 3	27-Apr-18	Initial Registration with the OfS: 2019/20 Student Protection Plan	Approved, subject to the removal of forecast monetary values and inclusion of an appropriate statement on financial reserves.	Executive Director of Finance	Removed and included prior to submission on 21 May 2018 – action completed.
Action 4	27-Apr-18	Annual Operating Plan	That future reporting quantify the impact the Industry Collaboration Zones had on the corporate key performance indicators.	Director of Strategy	Future reporting will include the request – action completed.
Action 5	27-Apr-18	Any other business	Informal consultation on the 2019 to 2021 schedule of meetings.	Chair	Consultation has been concluded – action completed.