

COUNCIL

MINUTES OF THE MEETING HELD ON 29 MARCH 2019

Present: Lord Keith Bradley (Chair), Professor Dame Sue Bailey, Geoff Bean, Dr Anthony Coombs, Phil Cusack, Garry Dowdle, Andrea Dunstan, Ben Gallop, Amina Helal, Merlyn Lowther, Professor Helen Marshall, Ian Moston, Dr Priscilla Nkwenti, Professor Sheila Pankhurst, Sam Plant, Professor Susan Price, Professor Margaret Rowe, Tom Russell, Helen Taylor, Emily Voss-Bevan.

Apologies: Sean O'Hara, Cllr John Merry, Kobby Ofori.

In attendance: Alison Blackburn (Registrar and Secretary), Julie Charge (Executive Director of Finance), Professor Karl Dayson (Dean of Research), Louise Edwards-Holland (Director of HR and OD), John McCarthy (Executive Director of Marketing, Recruitment and External Relations), Jackie Njoroge (Director of Strategy), Jo Purves (Pro Vice-Chancellor International), Professor Richard Stephenson, Huw Williams (Chief Operating Officer). Elaine Pateman Salt (secretary).

By Invitation: Andrew Snowden (Associate Director, External Relations) [COU.19.13]

COU.19.01 **DECLARATIONS OF INTEREST**

Noted: Garry Dowdle declared an interest in the recommendation for an Non-Executive Director appointment to the board of University of Salford Enterprises Limited [COU.19.09].

COU.19.02 **MINUTES OF THE PREVIOUS MEETING**

Confirmed: the minutes of the previous meeting held on 14 December 2018 (COU/19/01).

COU.19.03 **MATTERS ARISING FROM THE MINUTES**

Noted:

- i) in respect of minute COU.18.106 University of Salford Chancellor that the update report had been included in the schedule of business and would be reported to a future meeting;
- ii) in respect of minute COU.18.108 Contingency Planning that the updated report had been circulated and the action had been completed.

COU.19.04 **CONFIRMATION OF STARRED ITEMS**

Confirmed: that Agenda Item 16 – Use of the University Seal – would be noted without discussion (COU/19/13).

COU.19.05 **CHAIR'S ACTION: CONFERMENT OF TITLE PROFESSOR EMERITUS**

Received: a report on the Chair's Action undertaken since the previous meeting on the proposal to confer the title Professor Emeritus (COU/19/02).

Reported: that the title Professor Emeritus had been approved for conferment to Professor Ralph Darlington upon his retirement from employment at the University.

COU.19.06 **CHAIR'S ACTION: INSTITUTIONAL RESPONSE TO THE INDEPENDENT REVIEW OF THE TEACHING EXCELLENCE FRAMEWORK**

Received: a report on the Chair's Action undertaken since the previous meeting on the proposed institutional response to the independent review of the Teaching Excellence Framework (TEF) (COU/19/03).

Reported: that the institutional response had been prepared by the Executive and had been endorsed by the Chair on behalf of the Council.

COU.19.07 **ACADEMIC GOVERNANCE AND QUALITY ASSURANCE**

Received: a presentation on academic governance and quality assurance in the Higher Education sector.

Reported:

- i) that the Senate was the delegated academic governance body under the remit of the University's governing instruments (Charter, Statutes and Ordinances) and it had constituted several standing committees to provide assurances;
- ii) that the Quality Assurance Agency (QAA) was the designated academic quality body of the Office for Students (OfS);
- iii) that the QAA maintained the Framework for Higher Education Qualifications (FHEQ) and produced The Quality Code, against which institutions aligned their quality assurance processes;
- iv) that the Office of the Independent Adjudicator (OIA) was the sector ombudsman in cases where student complaint could not be resolved at institutional level and that there was regular learning shared across institutions;
- v) that externality in academic governance for the University was present in the form of co-opted members on committees of Senate, external examiners appointed to approved programmes and external advisors consulted during new programme proposals;
- vi) that industry was represented by employer consultation and, where applicable, professional, statutory and regulatory bodies (PSRBs), for example for accredited programmes;
- vii) that the student voice was prevalent throughout through student representation on standing committees of Senate and wider academic governance activities.

COU.19.08 **VICE-CHANCELLOR'S REPORT**

Received: a report from the Vice-Chancellor on key strategic issues (COU/19/04).

Reported:

- i) that the external environment remained challenging, particularly during the UK's negotiations to leave the European Union;
- ii) that the Report of the Augar Review had been deferred for publication to late April/early May 2019 but was potentially subject to further deferment. The University continued to prepare for an expected impact on student fees;
- iii) that the announcement that the University had been successful in securing funding for the Centre for Doctoral Training in Prosthetics and Orthotics was a significant success and the Centre will be the first of its kind in the UK;
- iv) that the first cohort of nursing associate graduates had secured jobs in the NHS (51 roles). This cohort had taken a higher apprenticeship through the foundation degree;
- v) that higher apprenticeships were to be subject to quality assurance review via Ofsted and the University expected to receive notification of an Ofsted inspection imminently. The University had not been inspected by Ofsted previously;
- vi) that the Chief Operating Officer, Huw Williams, had been welcomed in to post in February 2019;
- vii) the appointments made to the senior roles (Associate Deans) in the School of Health and Society and the unified science schools (school name pending).

Noted:

- i) that the potential financial impact from the expected lowering of student fees would be from September 2021 at the earliest and this was due to the incapability of the Student Loans Company to incorporate changes to loan values in time for the new fees to be introduced earlier;
- ii) that the University's tactical operational people plan to be 'fit for the future' was to be proposed at the next meeting of the Remuneration Committee and Finance and Resources Committee respectively;
- iii) that only two of the senior role appointments that had been made in the unified

- schools had been fulfilled by external candidates, where there had been no suitable internal candidate;
- iv) that the Council commended both the University and those staff involved in bringing the Centre for Doctoral Training in Prosthetics and Orthotics to the University of Salford;
 - v) that the Chief Operating Officer had focused on understanding and reviewing the timing of key strategic projects, the capability of the University to deliver robust project management and the writing of developed business cases since his arrival.

COU.19.09 UNIVERSITY OF SALFORD ENTERPRISES LIMITED: NON-EXECUTIVE DIRECTOR

(Secretary's note: Garry Dowdle exited the Chamber during consideration of the nomination).

Received: a proposal, on the recommendation of the Governance, Nominations and Ethics Committee, to recommend Garry Dowdle to the Board of University of Salford Enterprises Ltd (USE) (COU/19/05).

Reported:

- i) that the appointment of a non-executive director had been recommended by the Council previously [COU.18.73] to provide a direct link with the work of USE Ltd and the subsidiary companies of the University;
- ii) that Garry Dowdle had responded to a call for expressions of interest and had been interviewed by the Chair of Council;
- iii) that Garry Dowdle was the Lead Member for IT;
- iv) that the Governance, Nominations and Ethics Committee had resolved unanimously to recommend Garry Dowdle to the appointment and was to receive information on management of any conflict of interest arising from such at its next meeting.

RESOLVED: to recommend to the Board of Directors, USE Ltd that Garry Dowdle be appointed to the role of Non-Executive Director.

ACTION: REGISTRAR AND SECRETARY

COU.19.10 STANDING COMMITTEES OF COUNCIL: STUDENT EXPERIENCE COMMITTEE

Received: a proposal, on the recommendation of the Governance, Nominations and Ethics Committee, to pilot during 2019/20 an extended schedule of activities to engage with the student experience for all members of Council in place of meetings of the Student Experience Committee for that period (COU/19/06).

Reported:

- i) that the proposal had been considered also by the members of the Student Experience Committee (SEC) at its meeting prior to consideration by the Governance, Nominations and Ethics Committee (GNEC);
- ii) that SEC's delegated role in approving the Annual Inclusivity and Diversity Report had also been carefully reviewed;
- iii) that SEC was not a common standing committee of Councils in the sector, as the student experience was more commonly covered through academic governance channels. The Senate did have a standing committee in this area - Student Experience, Learning, Teaching and Enhancement Committee (SELTEC);
- iv) that both SEC and GNEC had expressed concern over the negative connotations disestablishment of the Committee might result in and GNEC had consequently proposed piloting abeyance for one-year subject to review;
- v) that the proposal included an indicative schedule of activities, based on members' suggestions, to widen the opportunity for all members to be exposed to the student experience at the University.

Noted:

- i) the views of members expressed to the Chair of Council that there was a gap in exposure to the student experience for independent members not sitting on SEC;
- ii) the statutory requirement to reflect the student experience expressed in the formation of the Office for Students;
- iii) the assurances from the Executive received by the Chair of Council that the schedule

- of activities was sustainable;
- iv) the view that the members of SEC had developed good knowledge of the student experience that had not been replicable for all members of the Council;
- v) that there was a further opportunity for members to serve on different standing committees;
- vi) that the Chair of SEC had agreed to be proposed as a Lead Member for Student Experience to ensure continuity and to act as the conduit for review;
- vii) the view that the SEC indicative business schedule described more informal activities than formal business;
- viii) the view that it was not clear what the definition of student experience or purpose of the schedule was, what was different to that already described in existing governance structures and consequently how success would be measured and on what timescale;
- ix) that view that it was important for individual members who participated in informal activities to impart this exposure to the collective members and the challenges faced by this;
- x) the view that the members would require training to undertake some activities, none of which should be tokenistic and all of which should provide real value;
- xi) the view from the University of Salford Students' Union (USSU) that the further exposure of members to the student experience was welcomed as supporting closer synergy with the needs of students;
- xii) the view of the Chair of SEC, supported by members of SEC, that being closer to the student experience had been a privilege and needed to be made more widely available;
- xiii) that there was reputational risk in a poor pilot;
- xiv) that the Senate minutes would continue to be received by the Council

RESOLVED: to receive a further iteration of the proposal, in light of the discussions and views expressed, at the next meeting.

ACTION: REGISTRAR AND SECRETARY

COU.19.11

STANDING COMMITTEES OF COUNCIL: HONORARY DEGREES COMMITTEE

Received: a proposal, on the recommendation of the Governance, Nominations and Ethics Committee, to make an amendment to the constitution of the Honorary Degrees Committee (COU/19/07).

Reported:

- i) that the constitution requiring the three independent members of Honorary Degrees Committee (HDC) to be the independent members of Governance, Nominations and Ethics Committee (GNEC) was a legacy requirement from when HDC had been a sub-committee of GNEC;
- ii) that this constitutional make-up was no longer required and due to the current membership could not currently be fulfilled.

RESOLVED: To approve the amendment to the constitution of Honorary Degrees Committee, removing the stipulation for all appointed independent Council members on the Committee to also be members of the Governance, Nominations and Ethics Committee, with immediate effect.

COU.19.12

SCHOOL UNIFICATION

Received: an update report on the schools' unification project (COU/19/08).

Reported:

- i) that the Project Management Office had ensured oversight of co-dependent programmes and had addressed issues;
- ii) that the staff, trade union and student engagement had been successful and anecdotal feedback was positive;
- iii) that the engagement model was to be adopted as a best practice tool;
- iv) that the identified risk of negative impact on core metrics had not been realised so far and data on recruitment impact was not yet available;
- v) that there appeared to be no deterioration of the brand from a recruitment perspective

- or from industry sectors;
- vi) that potential loss of identities of individual academic disciplines had continued to be carefully monitored; for example the PSRB Task and Finish Group had checked with accrediting bodies;
- vii) that the appointed Deans had taken ownership of the unified schools and the Executive had noted its thanks to Professor Elkadi and Professor Vadera for their valued contribution during their tenure as Deans and for their support during the handover.

Noted:

- i) the view from USSU that the unification had been positively received and alignment in communication cascade had been achieved;
- ii) that interdisciplinary working was expected to be a less complex interface with research and the Industry Collaboration Zones; and provide greater synergy;
- iii) that the financial impact would be evidenced in-year at Finance and Resources Committee.

COU.19.13

QUARTERLY PERFORMANCE REPORT

Received: a report, on the recommendation of the Vice-Chancellor's Executive Team, on the University's performance against lead indicators during Quarter 2 2018/19 and a presentation on the Social and Economic Impact Report '*Salford Untold: Our City, Our Region, Your University*' (COU/19/09).

Reported:

- i) that the Social and Economic Impact Report had been produced under the Public Affairs Strategy which had an overall goal to increase the University's influence by engagement with key stakeholders;
- ii) that the Report was an intended step-change in presentation and was designed to create an authentic voice and instil institutional pride;
- iii) that the 'Salford Untold' theme aligned with the 'Become Unstoppable' student recruitment marketing theme;
- iv) that there had been a strategic launch and University-based launch, along with tailored presentation by constituency area for the stakeholder cohort;
- v) that it was too early to assess evidence the impact of the Report, however anecdotal evidence had been extremely positive so far.

Noted:

- i) the view that the Report clearly and honestly confirmed the University's social footprint and that it was a valuable document, particularly during implementation of the Campus Masterplan and the important role played by the University in the community;
- ii) that the Public Affairs Team had arranged to meet with local councillors, by ward, on a quarterly basis;
- iii) that the University had committed to producing a Civic University Agreement in partnership with local government;
- iv) the view that there should be regular engagement with local residents to advocate for citizens;
- v) the view that the social impact could be framed to directly answer the question 'what has the University of Salford achieved to improve the quality of your life?';
- vi) that there would be a further part of the campaign to understand when the story had been told, evidenced by positive measurement on the stakeholder matrix, and further to ensure that an authentic relationship was maintained;
- vii) the view that the Report had successfully engaged a broad audience with the University brand but had personalised this engagement;
- viii) the view that the Report had instilled pride in members and the role they played in the Institution;
- ix) the view that there was scope for further connectivity with the voluntary and social enterprise sector;
- x) that Andrew Snowden, Associate Director External Relations, and Charlotte Morris, Public Affairs Manager, were commended by members for the Report.

RESOLVED: To include a social value indicator in performance reports.

ACTION: DIRECTOR OF STRATEGY**COU.19.14 COUNCIL EVALUATION 2017/18 CLOSED**

Received: a report, on the recommendation of the Governance, Nominations and Ethics Committee, on the Council members' evaluation questionnaire for 2017/18 (COU/19/10).

Reported: that the results overall had been positive, and the report included management responses against key themes that had been highlighted: communication, engagement with student experience, length of papers and meeting time.

Noted: the view that it was encouraging that engagement with student experience was a priority.

COU.19.15 COMMITTEE CHAIRS' REPORTS

Received: the Committee Chairs' reports (COU/19/11).

Reported:

- i) that the Audit and Risk Committee reviewed the Corporate Risk Register at each of its meetings and had received the first iteration of the Business Assurance Framework at its recent meeting;
- ii) that the Finance and Resources Committee (FRC) had received additional assurance regarding the THINKLab spin out company: 4D Simulation;
- iii) that the FRC had noted the correlation between attendance at open days and successful application conversion in student recruitment activities;
- iv) that the FRC had further requested data on the execution of projects and value realisation;
- v) that the Governance, Nominations and Ethics Committee (GNEC) had received a 'deep dive' presentation on Environmental Impact;
- vi) that GNEC had received the results of independent members' skills and experience self-evaluation exercise. The results had been presented as a single Council profile and standing committee profiles. The Committee noted there were no serious concerns raised; however there was evidence of a gap in social media skills and/or experience;
- vii) that the Student Experience Committee had received an update on Salford Curriculum+;
- viii) that the Remuneration Committee had held three extraordinary meetings to consider the reward and remuneration framework and the Chair noted thanks to the Executive and Officers involved;
- ix) that the Remuneration Committee had referred the Total Reward Framework (whole staff population) proposal to FRC at its next meeting and the Chair confirmed that it was the intention to bring the proposal forward to a future meeting of the Council.

COU.19.16 SENATE

Received: the minutes (unconfirmed) from the meeting of the Senate held on 12 December 2019 (COU/19/12) and an oral update on the meeting of Senate held on 27 March 2019.

Reported:

- i) that the December meeting had considered the University's use of unconditional offers and was assured it was adhering to best practice and there had been no reduction in student performance;
- ii) that the March meeting had considered preparations for the Research Excellence Framework assessment;
- iii) that the March meeting had discussed the impact of engagement with the Teaching Excellence Framework, Research Excellence Framework and Knowledge Exchange Framework.

COU.19.17 ANY OTHER BUSINESS

It was noted that the University had leased rooms to the Royal Institution of Chartered Surveyors (RICS) and was commended in successfully bringing about RICS presence on campus.

It was noted that the University had been shortlisted for Energy Efficiency, under the Business Collaboration category, in the 2019 Guardian University Awards. Winners would be announced on 10 April 2019.

COU.19.18

NEXT MEETING

The next meeting would be held on Friday 3 May 2019.