

**UNIVERSITY OF SALFORD
COUNCIL
MINUTES OF THE MEETING HELD ON
3 JULY 2014**

Present: Alan Mawson (Chair)
Baroness Beverley Hughes (Chair Designate)
Mohammed Amin
Martin Bull
Mike Burrows
Nick Collins
Julia Fawcett
Alun Francis
Martin Hall
Eric Healey
Amina Helal
Todd Hewitt
Mark Johnson
Jane Luca
Claire Moreland (items COU.14.37 – 40)
Gai Murphy
Joyce Redfearn
Tom Russell
Mishal Saeed
Warren Smith
Stephen Sorrell
Ruth Turner

Apologies: Derek Antrobus
Tony Britten

In attendance: Vikki Goddard (Registrar)
Helen Marshall (Deputy Vice-Chancellor)
Amanda Broderick (Pro-Vice-Chancellor, International Priorities and Dean of Salford Business School) (items COU.14.37 – 40)
Nigel Mellors (Pro-Vice-Chancellor, Research and Enterprise) (items COU.14.36 – 40)
Maggie Pearson (Pro-Vice-Chancellor and Dean of College of Health and Social Care) (items COU.14.36 – 40)
Julie Charge (Associate Director of Finance)
David Reeve (Interim Executive Director of Finance)
John Forshaw (Director of Planning)
Andrew Snowden (Chief of Staff)
Stephen Talboys (Executive Director of Estates and Property Services) (items COU.14.37 – 40)
Keith Watkinson (Executive Director of Human Resources) (items COU.14.36 – 40 and 14.47 – 48)
Mark Rollinson (University Secretary)
Gregory Clark (Associate Secretary, Governance Services Unit)

Observers: Garry Dowdle
Fiza Ikram
Jasmine Pokuaa
Sean O'Hara

COU.14.36 COUNCIL EFFECTIVENESS REVIEW (COU/14/20)

The Chair invited the Chair Designate to chair for a presentation by Allan Schofield, Consultant, on the recently concluded Council Effectiveness Review. The Chair emphasised that the Review and other confidential items before Council members were not for discussion or circulation outside the meeting.

The Chair Designate thanked Mr Schofield for the Review and recognised, as a newcomer to Council, that there was appetite for change, perhaps especially in relation to clarification of the Council's strategic and/or oversight remit. The Chair Designate advised that the Review and its implementation would be considered by the Council Effectiveness Review Task Group which would meet over the next few months to bring recommendations to the September Council Conference. In addition to the Chair, the Group would comprise Mike Burrows, Joyce Redfearn, Stephen Sorrell and the Vice-Chancellor (or nominee). However, she invited all members to contact her or other Review Group members to offer comment on the Review as soon as they wished before September.

With regard to clarification of the relationship between Council and Executive and Council's role in overseeing Executive's performance, Council members believed Remuneration Committee had made recent improvements in that regard: identifying which Executive posts were covered and determining what evidence should be cited in assessing overall performance and reward. Mr Schofield advised that his Review on this and other points was written in the context of a mapping of University practice against the new draft HE Code of Governance.

With regard to the attendance of senior managers at Council, Council members preferred that those managers should assume collective responsibility for Executive recommendations to Council. Council members could then ask probing questions on details requiring clarification. Mr Schofield advised that there was no correct answer to the questions posed in the report about the need for and the role of Executive members attending Council. If Executive's officers shared a collective view on a proposal, it could be argued that their attendance at Council was redundant. Council must determine whether their attendance was for the purpose of participation or observation.

The Vice-Chancellor confirmed that, in order to discharge his accountability to Council, HEFCE and the Privy Council, he sought support from his Executive team to provide expert input and to be available to explain Executive decisions. He would therefore expect members of the Executive to speak frankly and openly to Council.

Other Council members were concerned that Council meetings would be impoverished without the active participation of, for example, the Director of Finance and the Director of Human Resources. It was suggested, in accord with Charity Commission guidelines, that meetings might be enhanced by a clear physical separation of members and officers at meetings. On Council members' engagement with the University, the view was offered that induction visits to Schools, enabling interaction with staff and students had been the most beneficial engagement activity so far for members who had participated. The Council Effectiveness Review Task Group should look at 'out of meeting' opportunities for Council members to engage directly with students and staff. The Chair Designate endorsed that view but queried if members would have the time and appetite to take advantage of such opportunities. Other Council members commented that the time invested might be more productive than that required to pre-read the substantial documentation circulated with the current agenda.

On the suggestion that the role of a Lead Member for Academic Risk be created, it was commented that such a role might require a level of engagement beyond that possible for an individual member and a Council committee might be more appropriate, perhaps linking to Senate's Academic Audit and Governance Committee. Mr Schofield endorsed the merit of linkage to Academic Audit and Governance Committee but suggested a hybrid system of some committees and some Lead Members might not be optimal. He reported that the balance of engagement of Council in academic matters within the remit of Senate was an issue the whole sector was attempting to address. Indeed, it had elicited a volume of differing responses in the consultation upon the draft HE Code of Governance. It was, at this stage, too early to commend particular good practice in this area. He offered to make available on request a related paper on Academic Risk which he had just drafted for the Committee of University Chairs.

The Vice-Chancellor confirmed that the issue was indeed common in the sector and it had been debated at the last UUK quarterly meeting. The Council was under an obligation to understand Teaching and Research but this could be challenging for independent members. He suggested the Council Effectiveness Review Task Group should focus on the issue of how Council might best achieve assurance in relation to Academic Risk.

In response to Council members' queries, Mr Schofield advised that the University was one of only a small number of institutions which had adopted the Lead Member approach to corporate governance (the University of Exeter was cited as another example and had a larger number of Lead Members). Most HEIs preferred to retain a traditional committee structure. It was a matter for the Council but, in his view, the volume and portfolios covered by Lead Members at the University of Salford was broadly appropriate.

The Chair Designate advised that Council's discussion would inform the further considerations of the Council Effectiveness Review Task Group.

COU.14.37 **MEMBERSHIP**

Council **confirmed** the appointment of three new members, on the recommendation of Nominations and Governance Committee, for three year terms of office from 1 August 2014:

- Garry Dowdle
- Jill Evans
- Sean O'Hara

The Chair welcomed the three members and advised that Mr Dowdle and Mr O'Hara were in attendance at the meeting as observers.

COU.14.38 **MINUTES (COU/14/37)**

Council **confirmed** the minutes of the meeting held on 1 May 2014 as a correct record (subject to the accurate spelling of Mr Mohammed Amin's name) and with no matters arising.

COU.14.39 **CONFIRMATION OF STARRED ITEMS**

Council **confirmed** that the following items would be approved or noted without further discussion:

- Subsidiary Companies
- Report from Remuneration Committee
- Report from Council Advisory Group
- Use of University Seal

COU.14.40 **PLAN AND BUDGET 2014-15 AND BEYOND (COU/14/38)**

The Chair Designate chaired the meeting for the consideration of recommendations within the University's top level Operational Plan for the 2014-15 financial year. The Vice-Chancellor made a presentation to assist Council's consideration explaining the Plan and Budget in relation to the University's Strategic Plan and the five principles which had informed the work of the Planning Steering Group, chaired by the Deputy Vice-Chancellor;

- the requirement to deliver an overall historic cost surplus of £8.3m for 2014/15 (as agreed with the Council Budget Review Group);
- the need to accommodate significant risks around pay and pensions for 2014/15 and beyond;
- addressing disparities across staff-student ratios (SSRs) at School level;
- the realignment of Professional Services with the imperatives of learning and teaching, research and enterprise;

- providing funding for major projects that address the key priorities for implementing the Strategic Plan.

The Chair Designate invited the Vice-Chancellor and Executive team to speak to the narrative within the accompanying report underpinning the eight key recommendations within the Plan so that Council members might consider and raise questions on each recommendation in turn:

Recommendation 1: that the University prioritises growth back to 20,000 undergraduate and postgraduate taught students by 2017/18.

Council members were assured that the increase in student numbers was targeted and built up by programme level planning. The increase comprised both an increase in existing demand and the development of a number of new initiatives. Growth would be organic from the existing base but might also include new subject disciplines.

The reduction in student numbers in 2014/15 was mainly caused by the completion of the larger, current Year 3 cohort. There had been a spike in enrolments as students sought to avoid the 2011/12 increase in undergraduate tuition fees to £9,000. The decline in student numbers in 2014/15 was not a matter of insufficiently challenging targets but a reflection of the reality of the impact of past student funding changes. The University was working hard to maximise applications to conversions with, for example, unconditional offers to predicted AAB (or equivalent) students which had doubled the conversion rate for such students. The reduction in PGT student numbers in 2014/15 resulted from the fallout from previous Central Government decisions on student funding. However it was anticipated the next Autumn Statement would improve PGT student funding.

Dependence on Clearing was variable across the University and Executive was therefore making targeted interventions at programme level. Council **resolved** that a KPI in relation to dependence on Clearing should be added to those monitoring the Plan.

Recommendation 2: that all Schools focus on progression, satisfaction and employability as key aspects of the overall “student journey”.

Council members identified familiar challenges arising from this and with the previous recommendation. Growth in demand in a context of reduced resource, for example because of pay and pension costs, and the temptation to lower admission tariffs to attract applicants might impact adversely on student satisfaction and further worsen the University’s position in the league tables.

Council members sought clarification on what action was currently being taken to address underperforming Schools, for example, in relation to Employability. There was recognition that there was scope for improvement in the University’s current processes for the collection of recent graduates’ contact details. In addition the University was disadvantaged in that graduate, full-time employment 6 months after graduation was not as common in some of its employment areas (e.g. Creative Industries) as it was in more areas with established employment routes such as Medicine or Teaching. Indeed in some of the University’s disciplines the graduating student population did not necessarily expect or want to pursue an immediate, graduate-level career. The University would be addressing the Salford Advantage and Careers and Guidance Service in the next academic session to embed Employability further in the curriculum rather than the co-curriculum.

The Chair Designate identified the level of challenge upon senior managers and action to ensure targets were met as issues for all recommendations in the Plan (and especially those prioritised as outlined below). The Dean of Salford Business School exemplified how best practice in her School in relation to securing Employability via internships, paid placements and live projects, such as those in Business Innovation, were being promoted for roll out across the University.

Council members sought reassurance that confidence could be placed in the trajectory proposed in the Plan. The Vice-Chancellor elaborated how improved management information

down to programme detail would be available to senior managers to monitor KPIs in relation to such aspects as admission tariffs, progression, student satisfaction and employability. This information could be placed, to the level of detail required, with Council either comprehensively or by exception or to illustrate best practice. The recommendations within the Plan had been built up from programme level factoring in both staff capacity and existing available resources. They also took account of the removal of Student Number Controls in 2015/16, although it was possible that the central government position might change after the 2015 General Election. The University did not propose uncontrolled growth but aimed to maintain quality and size. It was unclear how competitor institutions might react.

Recommendation 3: that the University focus on improvement in the next Research Excellence Framework (or its equivalent) through postgraduate student recruitment and completion, targeted increases in research and enterprise income, and through the recruitment and development of research active staff eligible for submission.

Council members asked whether earlier action might be taken to accelerate the University's progress towards meeting an ambitious future research income trajectory for example, by recruitment of new research active staff. Council was advised that research income was derived from three main sources: QR grant informed by REF ranking, income from PGR student recruitment (noting that current PGR applications were increasing) and research contracts. The University's approach was to look to recruit promising, research-active new staff who would not only be returnable to REF2020 but would also, as early career researchers, enjoy more favourable bidding opportunities for research contracts. The University was looking to develop internal critical mass in research by concentrating in Research Centres and by underpinning the recommendation by a detailed delivery plan in such aspects as mentoring of new staff by established researchers. Nevertheless the University operated in a difficult national research environment where 20% of HEIs enjoyed 80% of national research income.

Recommendation 4: the University's existing recruitment of international students, and generation of income from international activities, will be focussed and improved through establishing a network of International Hubs, focussing on providing blended learning opportunities, continuing professional development and enterprise activities.

The Chair Designate reminded Council that the Budget Review Group had already considered the International Hubs initiative. Council **resolved** that, via Budget Review Group, Council should receive at its next meeting a progress report on the implementation of Phase I and a feasibility study on Phase II of the International Hubs initiative.

Recommendation 5: the renewal of the Student Information System should be prioritised through to completion in 2016, enabling key improvements in management information, timetabling and space utilisation and the introduction of new models for delivering local, blended and transitional academic programmes. This should be complemented by a review of Information Technology Services, to ensure that provision is both fit for present purposes and appropriately responsive to changing student needs and new forms of curriculum delivery.

The Vice-Chancellor outlined the need for continued investment in the University's IT provision despite significant recent upgrading, especially in 2009. The Vice-Chancellor noted that the rapidity of technological change, the increased use of wi-fi and different modes of student use of IT meant that further significant enhancement was required. Additionally the student management information system required a fundamental revision and improvement as the complexity of student modes of attendance and interaction with the University had changed. When first acquired the University operated two points of entry for taught programmes but now operated six points of entry in the academic session. Essentially the University proposed a re-implementation of the existing student management information system to make it fit for purpose once again.

In response to Council members, the Vice-Chancellor advised that the renewal of the University's IT provision had still to be considered in detail would be reappraised in the wake of revisions to the University's IT Strategy. Provision was to be set aside and might well include

individual capital proposals but it was premature to cite individual specific elements of the renewal.

Recommendation 6: priority should be given to the continuing development of Human Resources, introducing appropriate automated services to enable the transition from transactional provisions to a staff support and development service.

The Vice-Chancellor advised that the HR function would in future become more 'people-focussed' concentrating less on process and more on developing value. The Director of Human Resources confirmed that this approach would better align the function with the University's Strategic Plan. He also confirmed to Council members that an electronic Performance Development and Review System would be rolled out in the coming academic session. Council **resolved** that a fuller and further report on the development of Human Resources should be made to a future meeting.

Recommendation 7: while recognising that there will be urgent priorities for capital investment, capital investment for 2014/15 to 2016/17 should be prioritised for teaching and research facilities in Science, Engineering and Technology and for Information Technology.

The Vice-Chancellor advised Council that, in the continuing absence of central government grant to support capital projects and in view of recent significant capital investment in the University Estate, it was not proposed to borrow to fund further major capital investment. Executive had developed a capital project prioritisation tool (INVESTOR) and had prioritised certain £1million to £2million capital projects to enhance the delivery of Science, Engineering and Technology.

Recommendation 8: in order to ensure financial sustainability, budgets for 2014/15, 2015/16 and 2016/17 should be set to achieve overall targets in student grant and fee income, the ratio between pay and non-pay costs and overall annual historic cost surpluses. There should be an overall focus on improvement in teaching space utilisation in order to achieve an overall space utilisation rate of 27% to bring utilisation in line with HEFCE acceptable standards.

Council members were advised that, as for all other recommendations, specific KPIs had been set out, such as space utilisation, in support of the Plan to allow its implementation to be monitored.

Council members queried the indicative pay to income ratio in the 2014/15 budget and whether action could be taken to lower the ratio. The Director of Finance confirmed that the figure was consistent with the financial forecasts prepared for return to HEFCE and reflected rises in pay and National Insurance contributions in 2014/15. He also flagged up the forthcoming challenges in 2015/16 when the impact of National Insurance and increased employer pension contributions would be felt fully. Council members, nevertheless, expressed concern that the pay to income ratio was still rising and that pay for senior managers remained slightly above the market median and queried whether the 51 vacant academic posts would deliver value in that context.

The Vice-Chancellor confirmed that Council members' concerns would be noted and emphasised that the 51 vacant academic posts would be filled by staff who would contribute to undergraduate and postgraduate teaching as well as to research. The Interim Executive Director of Finance confirmed that the posts were an investment to improve the staff: student ratio in particular areas which was likely to assist in improving student satisfaction. He also reported measures actively operating already to minimise the pay to income ratio including a freeze on Professional Services recruitment and a default position that any member of academic staff to be replaced would be replaced at lecturer not senior level.

Council **resolved** to approve the Plan and Budget and associated KPIs (subject to amendment and prioritisation as determined by Council and recorded above and below). At the suggestion of the Chair Designate, Council **resolved** that the five priorities for report to and oversight by Council were:

- student numbers and income
- retention
- NSS and league table position
- Research income and output including PGR student numbers
- University payroll including pay to income ratio

Council further **resolved** that for each of these five priority areas, a detailed business plan be developed setting out how relevant targets would be achieved, enabling Council to assess progress on a regular basis; each business plan should include information on process, accountabilities and responsibilities and an exposition of key data.

The Chair Designate requested that Council's resolutions on the Plan and Budget be framed in an action log.

COU.14.41 **BUDGET/FINANCIAL PLAN (INCLUDING HEFCE FINANCIAL FORECASTS (COU/14/39 AND COU/14/40))**

The Interim Executive Director of Finance (IEDF) spoke to a report on the Budget/Financial Plan including the Financial Forecasts to be submitted by HEFCE and minutes of the Budget Review Group meeting held on 5 June 2014. A corrected page 39 and a sheet of additional KPIs to support the report were tabled. The IEDF highlighted the main areas of the report and advised Council on how the cited KPIs would enable the monitoring of the Plan and Forecasts. The IEDF confirmed that the University was within the limits of indebtedness set within the new HEFCE financial memorandum (to be called the Memorandum of Assurance and Accountability) and that the University's cash flow was healthy.

[REDACTED]

The above paragraph from this minute has been redacted as it is exempt from publication under Section 43 of the Freedom of Information Act.

The IEDF confirmed that the HEFCE Forecasts now required commentary on provision for pension liabilities which might well be a major national industrial relations issue if further increased employee contributions or reduced benefits were mooted. The Vice-Chancellor advised that the position was exacerbated in the USS Scheme which, for historic reasons, was the main provider for University of Salford academic staff unlike, for example, the University of Huddersfield (and other post-1992 universities), where it was reported that only 1 in 7 academic staff was a member. Unlike the Local Government Pension Scheme, USS was not well funded and had a very high pension deficit. The University of Salford's position was further worsened by the age profile of its academic staff.

Council noted the minutes of Budget Review Group and **approved** the Budget/Financial Plan and the Financial Forecasts to be submitted to HEFCE.

COU.14.42 **ESTATES PLAN (COU/14/41)**

The Executive Director of Estates and Property Services (EDEPS) spoke to a report on the draft Estates Plan which, informed by Council members' comments, would be brought in final version for approval to the October meeting of Council.

In response to Council members, the EDEPS confirmed that the projected £5 million saving from improvements in space utilisation would be recurrent. Currently, there was no projected capital gain from any potential disposal of buildings.

The EDEPS advised that Council was being requested to give approval at strategic level of the direction of travel as the University sought to make savings, to consolidate, to modernise, to improve utilisation and to work with partners on the wider regeneration of the City of Salford.

Council members queried, especially in view of the University's low utilisation rate, whether savings might be achieved more quickly than proposed. Council members accepted that, to some extent, property was inelastic but believed that every effort should be made to drive down Estates costs. The EDEPS emphasised that some of the savings were dependent upon the finalisation of current capital projects and could not be accelerated and also were constrained by depreciation costs which prevented early building closures. The other fundamental factor was the work currently in train across the University's professional services to improve the student management information system to allow more efficient timetabling.

Council members advised that the Estates Plan should factor in the increasing use of virtual rather than on campus space for learning. The Registrar concurred and drew attention to the Vice-Chancellor's comments on the review of the University's IT Strategy, which needed to align with the Estates Strategy. Council members also felt that it would aid understanding of the issue of utilisation if there were clear identification within the Estates Plan of the type of use of each building.

Council members sought assurance that capital expenditure was being used optimally. The Chair Designate advised that this was one of the matters, drawing on points raised by Council members, which she would explore further with the Executive before finalisation of the Estates Plan. On that particular matter, the IEDF highlighted the use by Executive of an agreed process for the prioritisation of capital bids. Council **resolved** that the process for the prioritisation of capital bids should be placed before Council. The Chair Designate advised that she would also wish to explore how much of the more detailed cost benefit analysis of individual elements of the Estates Plan should be made available to Council and she would revisit the reported constraint arising from depreciation costs.

Council supported the draft Estates Plan and its general direction of travel, noting that a final version of the Plan would be brought to the October meeting for approval.

COU.14.43 **REPORT FROM SENATE (COU/14/42)**

Council received the report from the Senate meeting held on 21 May 2014. The Vice-Chancellor noted that the Council Effectiveness Review Task Group would be considering the matter of Council's engagement with Senate. At the Vice-Chancellor's request, the Registrar updated the Report from Senate on two matters to advise that in 2014/15 a Salford Languages Unit would deliver the teach-out of Modern Foreign Language programmes and Foreign and English Language support. Foreign and English Language support would then, from 2015/16 onwards, be located in the World Languages Centre. Secondly, a Directorate of Student and Academic Support would be established for 2014/15.

Council **confirmed** the disestablishment from 2014/15 of the School of Humanities, Languages and Social Sciences and the transitional and longer term arrangements for Languages.

The Registrar advised that, under the leadership of Professor Paul Rowlett, Modern Foreign Languages staff would be retained as required for the short-term teach-out and the longer term Foreign and English Language provision. The Vice-Chancellor confirmed that, within the context of its Global Citizenship approach, the University student community had been widely consulted on the University's approach to ceasing Honours Language programmes but offering Modern Foreign Language modules as options within programmes in other disciplines.

Council noted Senate's consideration of the academic merits of the disestablishment of Colleges and was advised that proposals would be brought forward for consideration by Council in due course. Council **resolved** that this should be accompanied by an organogram setting out the details of the University's structure.

COU.14.44 **QUARTER 3 MANAGEMENT REPORT (COU/14/43)**

Council noted the revised format for the Vice-Chancellor's quarterly management report with a narrative embedding KPIs allowing progress to be monitored. At the Chair Designate's suggestion, Council **resolved** that the five KPIs prioritised by Council (as set out in COU.14.40 above) should be separately highlighted in future reports and that there should also be a separation of KPIs capable of being monitored annually only. Additionally, Council **resolved** that drawing on the KPIs, Council should receive an annual programme of key milestones.

COU.14.45 **QUARTER 3 ACCOUNTS (COU/14/44)**

Council noted that the quarterly report on the University's Accounts covered much of the ground already considered by Council in earlier items at the meeting.

The Associate Director of Finance confirmed that the University was on target for a £7.4 million outturn figure and that all steps were being taken to ensure the disposal of Salford Software Limited before the end of the 2013/14 financial year.

In response to queries from Council members, the Director of Finance clarified the purpose of specific costs highlighted in the report

COU.14.46 **CORPORATE RISK: HEFCE ANNUAL ASSESSMENT OF INSTITUTIONAL RISK (COU/14/45)**

Council noted that the University had been assessed as 'not at risk' and no recommendations had been made in association of that assessment. This constituted the optimum outcome available. Council also noted receipt of the still draft report on the HEFCE Quinquennial Assurance Review.

COU.14.47 **CORPORATE RISK: CORPORATE RISK UPDATE (COU/14/46)**

The Director of Planning spoke to a report updating Council on the top ten University level risks and mitigating actions.

Council members, in the light of a report in The Economist, queried whether the potential threat from Massive Open Online Courses (MOOCs) was factored into the University's Risk Register. The Deputy Vice-Chancellor advised that the University's approach was to offer more block and blended learning and to develop different forms of online provision and programmes at PGT level. The Vice-Chancellor suggested that the implication of MOOCs for the University could form part of the agenda of the September Strategic Conference.

The Chair Designate drew attention to a bill before the House of Lords proposing to extend consumer rights in the private sector into the public sector, including potentially to undergraduate students paying £9,000 annual tuition fees. Council **resolved** that the proposed legislation should be analysed to determine if there should be an associated addition to the University Risk Register.

Council members drew attention to changes in flexible working legislation. The Director of Human Resources advised that the University was already open to requests for flexible working, subject to the requirements of service delivery. The changes in legislation were national and did not impact particularly on the sector or the University. However, he would duly brief managers on the University's approach to flexible working.

COU.14.48 **HEALTH, SAFETY AND WELLBEING ANNUAL REPORT TO COUNCIL (COU/14/47)**

The Director of Human Resources spoke to the University's annual report on its Health and Safety performance as required by the Health and Safety Executive.

Council members sought assurance that this constituted full assurance sufficient to discharge their Health and Safety responsibilities. For example, they suggested that more detail might be required around reportable accidents and on the remedial action plan for the particular Health and Safety audit which had resulted in an 'unsatisfactory' rating. Council **resolved** that the

report should be referred for further consideration of whether it constituted the required full assurance.

Council members were advised that oversight of the report was now via Audit Committee rather than a Lead Member. However, it was Council which bore the ultimate responsibility for health and safety compliance. The former Chair of Audit Committee described the thorough process by which the compilation of the report had been overseen and its full consideration at Audit Committee. He welcomed Council's resolution to clarify the scope and depth of information which might need to inform Audit Committee's consideration of the report.

Council also **resolved** that the timeliness of Council's receipt of the report should be considered as the 2013 calendar year report formed an agenda item in July 2014. However, Council members also noted that Health and Safety was continually monitored by the Health and Safety Committee and that Executive received a report on Health and Safety matters every six months. The Director of Human Resources confirmed that the University was duly compliant with its statutory Health and Safety requirements.

COU.14.49 **SUBSIDIARY COMPANIES (COU/14/48)**

Council noted a quarterly report on progress and activities of University of Salford Enterprises and subsidiary companies.

COU.14.50 **ORAL REPORT FROM JOINT MEETING OF COUNCIL AND SENATE**

The Vice-Chancellor emphasised the highly confidential nature of the matter of the appointment of a new Chancellor.

The University Secretary outlined the detailed process (Search Committee, moderation by a reference group of staff and students, shortlisting by a Joint Committee of Council and Senate) by which four possible candidates had been selected and ranked in preferred order. However, he emphasised that no candidate had been approached and there was no knowledge of the candidates' preparedness to serve and to meet the level of commitment and availability specified by the Joint Committee.

Council **approved** the ranked shortlist, although one Council member regretted that, in her view, the shortlist did not sufficiently reflect the University's disciplinary strengths.

COU.14.51 **REPORT FROM AUDIT COMMITTEE (COU/14/49)**

Council received the report from the meeting of Audit Committee on 18 June 2014. Council noted the appointment of KPMG as external auditors for the review year ending 31 July 2014 and the draft external audit plan.

Council noted the reappointment of PwC as internal auditors for the review year 2014/15. A full market testing exercise would take place before an appointment of internal auditors for the review year 2016/17. Council members noted the draft internal audit plan and that certain topics in the draft internal audit plan were in areas overseen by Academic Audit and Governance Committee's academic audit process; for example, Boards of Examiners, the Student Journey and Learning and Teaching Strategy. This did not necessarily cause a problem of overlap and the Chair of Academic Audit and Governance Committee met Internal Audit annually to discuss the respective audit plans. However, the matter touched upon Council's consideration via Council Effectiveness Review Task Group of the relationship between Council and Senate. The Chair of Audit Committee advised that she would take up the matter outside the meeting with the Chair of Academic Audit and Governance Committee. The Vice-Chancellor advised that it was helpful to have time to reflect further on the implications of this matter.

Council **confirmed** the Risk Management Policy and noted the approach adopted to FRS102 and a new SORP.

COU.11.52 REPORT FROM NOMINATIONS AND GOVERNANCE COMMITTEE (COU/14/50)

Council received the report from the meeting of Nominations and Governance Committee on 10 June 2014.

Council **confirmed** the appointment of Eric Healey as an independent member for a further three year term with effect from 1 August 2014.

Council **confirmed** the following member appointments:

Audit Committee

- a) Joyce Redfearn to replace Eric Healey as Chair (appointment to be reviewed at the end of 2014-15);
- b) Sean O'Hara to be appointed to the Committee (noting that Mohammed Amin and Tony Britten were retiring as independent members);
- c) Remaining two vacancies for independent members to be considered further.

Nominations and Governance Committee

- a) Jill Evans to fill one of the two vacancies for independent members arising from the retirement of Nick Collins and Mohammed Amin from Council, with consideration of the other vacancy to take place at the next meeting;
- b) Mike Burrows to replace Warren Smith as an ex officio member.

Remuneration Committee

Eric Healey to replace Mark Johnson as Chair of the Committee.

Lead Members

- a) Jill Evans to replace Nick Collins as Lead Member for Human Resources;
- b) Gary Dowdle to replace Tony Britten as Lead Member for Information Technology.

Budget Review Group

Baroness Beverley Hughes and Eric Healey to replace Nick Collins and Mark Johnson as independent members of the Group.

In relation to Nominations and Governance Committee, Council noted that Senate had appointed Prof Nigel Mellors in place of Prof Brian Longhurst as a member when the Committee met to consider honorary degree candidates.

Council confirmed the following matters from the report:

- the establishment of the Council Effectiveness Review Task Group;
- the approach identified in relation to the review of Ordinances;
- the approach to the establishment of a document repository/Council portal;
- the revised 2014-15 Council/Committee date schedule, subject to a change to the date of the November 2014 meeting of Audit Committee to allow for the new Committee Chair's availability.

COU.11.53 REPORT FROM REMUNERATION COMMITTEE (COU/14/51)

Council received the report from the meeting of Remuneration Committee held on 20 June 2014.

COU.11.54 REPORT FROM COUNCIL ADVISORY GROUP (COU/14/52)

Council received the report from the meeting of Council Advisory Group held on 10 June 2014.

COU.11.55 USE OF UNIVERSITY SEAL

Council noted that the University Seal had not been used since the previous meeting.

COU.11.56 ANY OTHER BUSINESS

The Chair welcomed the new student members who would take up their term of office for 2014-15 and who had been in attendance as observers. He thanked the retiring student members for their service to Council.

The Chair thanked all Council members who were standing down from Council at the end of 2013-14 for all their past service to Council.

The Chair advised that he had completed his second three year term of office and was standing down from Council at the end of 2013-14. He thanked all members and officers who had assisted him during his service as Chair and he wished the Chair Designate and the Council every success in the future.

The Vice-Chancellor thanked the Chair and recorded the University community's appreciation for his contribution and service.

COU.14.57 DATES OF MEETINGS IN 2014-15

- Thursday 18 September 2014 full day conference
- Thursday 9 October 2014 at 2:00pm
- Thursday 27 November 2014 at 2:00pm
- Thursday 5 February 2015 at 2:00pm
- Thursday 23 April 2015 at 2:00pm
- Thursday 2 July 2015 at 2:00pm

All meetings preceded by lunch at 12:30pm.

**UNIVERSITY OF SALFORD
COUNCIL
3 JULY 2014
ACTION LOG**

Minute No	Agenda Item	Action	Responsibility	Date
COU 14.36	Council Effectiveness Review Report	Establishment of Task Group to take forward recommendations in Council Effectiveness Review report	University Secretary	Completed
COU 14.37	Membership	Approve appointment of three new members for three year term from 1 August 2014; Garry Dowdle Jill Evans Sean O'Hara	University Secretary	Completed
COU 14.40	Plan and Budget 2014-15 and beyond	Approval of the Plan and Budget and associated KPIs (subject to amendment and prioritisation determined by Council as set out below).	Implementation led through Vice-Chancellor and Executive Board	Implementation ongoing
COU 14.40	Plan and Budget 2014-15 and beyond	Through Budget Review Group and at its next meeting, Council to receive a progress report on the implementation of Phase I and a feasibility study on Phase II of the International Hubs initiative.	International Hubs Project Board to report to Executive Board and then Council (NB Next scheduled BRG meeting(3 November) is after next Council meeting (9 October)	SLG – 14 Oct BRG – 3 Nov Council – 27 Nov
COU 14.40	Plan and Budget 2014-15 and beyond	A fuller and further report on the development of Human Resources to be made to a future meeting	Executive Director of Human Resources	Presentation by Director of Human Resources to October Management Retreat; presentation to Council at 27 November Council

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COU 14.40	Plan and Budget 2014-15 and beyond	Addition of a KPI relating to dependence on Clearing	Director of Planning and Performance	Completed-KPI now added to the master set (target is a drop from 25% in 2014-15 to 10% in 2017-18, in 5% annual increments. This will be included in the 2014-15 data set.
COU 14.40	Plan and Budget 2014-15 and beyond	For each of the five priority areas, a detailed business plan be developed setting out how relevant targets would be achieved, enabling Council to assess progress on a regular basis; each business plan should include information on process, accountabilities and responsibilities and an exposition of key data.	Implementation (including cognisance of priorities) led through Vice-Chancellor and Executive Board	For initial discussion with Chair of Council, VC and Registrar
COU 14.41	Budget/Financial Plan (including HEFCE Financial Forecasts)	Approved Budget and Financial Plan and Financial Forecasts for submission to HEFCE	Interim Executive Director of Finance	Completed
COU 14.42	Estates Plan	The process for the prioritisation of capital bids should be placed before Council (support for draft Estates Plan and general direction of travel, noting that a final version of the Plan be brought to the October meeting for approval)	Executive Director of Estates and Property Services	SLG – 16 Sept Council – 9 Oct
COU 14.43	Report from Senate	Confirmed the disestablishment from 2014/15 of the School of Humanities, Languages and Social Sciences and the transitional and longer term arrangements for Languages	Registrar and University Secretary	Completed

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COU 14.43	Report from Senate	Proposals for the disestablishment of the Colleges be brought forward for consideration by Council in due course. Council resolved that this should be accompanied by an organogram setting out the details of the University's structure.	Vice-Chancellor	SLG – 16 Sept Council – 9 Oct
COU 14.44	Quarter 3 Management Report	The five KPIs prioritised by Council (as set out in COU.14.40) should be separately highlighted in future reports and that there should also be a separation of KPIs capable of being monitored annually only. Additionally, Council resolved that drawing on the KPIs, Council should receive an annual programme of key milestones.	Director of Planning and Performance	To be provided in Q4 report at October 2014 Council
COU 14.47	Corporate Risk Update	The proposed legislation in relation to a bill before the House of Lords proposing to extend consumer rights in the private sector into the public sector, including potentially to undergraduate students paying £9,000 annual tuition fees, should be analysed to determine if there should be an associated addition to the University Risk Register.	Director of Planning and Performance	To be considered as part of next scheduled risk review (initial consideration at 10 September 2014 Operations Board)
COU 14.48	Health Safety and Wellbeing annual report to Council	That the Health, Safety and Wellbeing report should be referred for further consideration of whether it constituted the required full assurance.	Executive Director of Human Resources	Audit Committee – 16 Sept
COU 14.48	Health Safety and Wellbeing annual report to Council	Timeliness of Council's receipt of the Health, Safety and Wellbeing report should be considered as the 2013 calendar year report formed an agenda item in July 2014.	Executive Director of Human Resources	Initial discussion with Director of HR

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COU 14.50	Oral report from Joint Committee of Council and Senate; appointment of Chancellor	Approval of ranked shortlist	University Secretary	Completed – further report on progress to N&GC on 12 Sept and Council on 9 Oct
COU 14.51	Report from Audit Committee	Confirmed the Risk Management Policy	Director of Planning and Performance	Completed
COU 14.52	Report from Nominations and Governance Committee	Confirmation of appointments as set out in the report	University Secretary	Completed