

**UNIVERSITY OF SALFORD
COUNCIL
MINUTES OF THE MEETING HELD ON
9 JULY 2009**

Present: Dr A Mawson (Chair)
Mr U Ali
Mr I Austin
Prof M Bull
Mr N Collins
Mr J Corner
Ms L Doyle
Mr J Greenough
Prof M Harloe
Prof R Howard
Mr N Renfrew
Ms C Shaw
Dr C Tyler
Mr J Willis

Apologies: Mr C Wells (Deputy Chair)
Mr T Britten
Dr M Burrows
Ms F Goodey
Mr M Webber

In attendance: Mr P Crompton (Observer)
Prof M Hall (Vice-Chancellor Designate)
Dr A Graves (Registrar and Secretary)
Prof G Aouad (Pro-Vice-Chancellor, Research and Innovation)
Mr S Attwell (Director of Finance)
Mr F Benton (Executive Director of Estates and Property Services)
Prof S Donnelly (Executive Dean of Faculty of Science, Engineering and Environment)
Mr J Holland (Director, Media City)
Prof K Kobbacy (Executive Dean of Faculty of Business, Law and the Built Environment)
Prof B Longhurst (Executive Dean of Faculty of Arts, Media and Social Sciences)
Prof G Nicholls (Pro-Vice-Chancellor, Academic)
Prof C Pine (Executive Dean of Faculty of Health and Social Care)
Prof J Powell (Pro-Vice-Chancellor, Enterprise and Regional Affairs)
Prof L Wood (Executive Director of Enterprise and Development)
Mr M Rollinson (Head of Governance Services and Deputy Secretary)
Mr P Hopwood (Director of Planning and Performance) – from item 09.52
Mr A Meachin (Director, Wellbeing Services) item 09.55 only

COU.09.34 MEMBERSHIP AND OTHER ANNOUNCEMENTS

Council noted that;

- i) Mr P Crompton had been invited to attend the meeting as an observer prior to assuming membership on 1 August 2009;
- ii) Dr C Tyler's membership of Council would end on 31 July 2009, at the end of her current term of office;
- iii) the meeting would be the last attended by Prof M Harloe (Vice-Chancellor) and Prof R Howard (elected member of academic staff) both of whom were retiring shortly;

- iv) for the 2009-10 session, the student representatives nominated by the Students' Union Trustee Board were Mr M Webber (President) and Mr R Chotai (Vice-President, Faculty of Health and Social Care); this would be the last meeting attended by the outgoing President Mr U Ali;
- v) the Pro-Vice-Chancellor for Enterprise and Regional Affairs, Prof J Powell was retiring from this post at the end of the current academic year;
- vi) the Executive Director of Information and Learning Services, Mr A Lewis was taking retirement in order to pursue new opportunities outside the University;

All outgoing and retiring members and senior officers were thanked for their contribution to Council and the work of the University; the Vice-Chancellor would be reflecting on his 12 years in post in his final report to Council (see item 09.38) and members would also have an opportunity to say farewell to the Vice-Chancellor at his retirement dinner on 14 July 2009 at the Lowry.

Council congratulated Dr H Takruri-Rizk from the School of Computing, Science and Engineering on the award of an MBE in the Queen's Birthday Honours list for her work encouraging female and black and minority ethnic students into science and engineering.

COU.09.35 **MINUTES (COU/09/22)**

The minutes of the meeting held on 23 April 2009 were confirmed as a correct record with the following amendment;

delete from the list of apologies for absence from those usually in attendance Prof S Donnelly (Executive Dean Faculty of Science, Engineering and Environment).

COU.09.36 **MATTERS ARISING**

1. University Superannuation Scheme

Further to minute COU 09.24 iv) the Vice-Chancellor reported that the University had responded to the consultative document which had been developed after the meeting of the University and Colleges Employers Association in May. In its response to the document, the University had confirmed its view that the current scheme needed radical revision and that, in principle, proposals should be developed to limit employers' liability and share costs more equitably between the employer and employees.

Council noted that a communication would shortly be issued to University staff who were USS members, advising them of the current situation. Further detailed work on proposals would take place over the summer and Council would be apprised of these developments in due course.

COU.09.37 **MEDIA CITY**

1. Report from Director of Media City

Mr J Holland, Director of Media City gave an overview report on developments, six months after taking up post.

Council noted the following;

- i) MediaCityUK was a key element of the Realising our Vision project; it was about developing new ways of delivering learning (both teaching and research) and encouraging cross faculty working. The project would enhance the University's profile ensuring engagement with and relevance to the outside world and facilitate the development of new revenue streams;

- ii) HEFCE had awarded a grant of £8 million to the University from its Strategic Development Fund, to support the cost of fitting out the University's Media City building;
- iii) Three Research Councils have granted £2.72 million to the Framework for Innovation and Research in MediaCityUK (FIRM), a research project involving a consortium led by the University of Salford. Other members of the consortium are the University of Lancaster, the University of Cambridge, Goldsmiths, the Massachusetts Institute of Technology, the BBC and North-West Vision and Media; the University of Salford is also liaising with the North West Development Agency with regard to a further another £3.65 million for the project;
- iv) the School of Media, Music and Performance had received Skillset accreditation (Skillset is the industry body which supports skills and training to ensure that the UK creative media industries maintain their world class position) and the University's involvement in MediaCityUK was of particular interest to the Skillset panel;
- v) the MediaCityUK project consisted of four principal workstreams;
 - curriculum planning;
 - the building and its contents (see 09.37.2, report from Executive Director of Estates and Property Services on this issue)
 - business development
 - ways of working (including cross faculty co-operation, "hot-desking" and enhanced industry engagement);
- vi) timescales for launch, fit out and delivery were challenging; the building would be delivered to the University some time between November 2010 and February 2011 and fit out would take place after that. Programmes would be delivered from September 2011 and marketing of these programmes would need to begin early in 2010;
- vii) the core Media City team was small but some additional resource was being recruited; the Director was working with the Vice-Chancellor and the Registrar to maximise resource available across the University. Champions from academic areas were being identified to ensure "buy-in" from the academic community;
- viii) the economic recession had slowed the development at MediaCityUK but the establishment of two public sector "anchor" tenants (BBC and the University of Salford) was important for Peel Holdings; it was understood that talks were continuing with other companies in media and related industries;
- ix) that the University's involvement as a key partner in MediaCityUK had enabled it to establish contacts and partnerships which would not otherwise have been possible;
- x) the BBC was now a well-developed strategic partner with contacts established at all levels of the Corporation including the highest levels of management. The partnership agreement had recently been renewed which was significant as the number of BBC partnerships had been reduced from 50 to 19. The BBC recognised the University's expertise in acoustics to the extent that the Corporation was not going to install an acoustics research facility in its MediaCityUK building because the University of Salford had such facilities;
- xi) there were also significant partnerships with the independent media production sector and the mobile communications sector;

- xii) a relationship with a major telecommunications organisation was being developed with a view to a strategic partnership;
- xiii) there were links to various health related projects being developed in conjunction with the Dean of Faculty of Health and Social Care;
- xiv) other partnerships in relation to 3D Virtual Reality were also in development;
- xv) other developing partnerships included;
 - Leverhulme Symposium bid (with the BBC and Peel Media) “Global Digital Media and Local Regeneration”;
 - British Film Institute bid (joint bid with Manchester University and Manchester Metropolitan University in response to a call from BFI for proposals related to an archive project);
 - potential partnership with the HEI sector generally. The University aspires to act as a “portal” to the HEI sector. The University has a track record of such co-operation (e.g.: Northern Edge; the FIRM project (see above);
- xvi) support for the project at all levels within the University was evident and much appreciated by the Director.

Council thanked the Director of Media City for the report and noted his offer of individual briefings for members who were interested.

2. Estates Related Issues (COU/09/23)

The Executive Director of Estates and Property Services spoke to a 3D visual presentation of the flagship MediaCityUK building as it would look following construction and fit out; Council noted the innovative and flexible use of space (as referred to in the presentation from the Media City Director and reference to “ways of working”).

Council received a brief report from the Executive Director of Estates and Property Services and noted that;

- i) alterations to the original design proposal for Media City were estimated to have increased construction costs by £300,000, this had resulted from concerns relating to the original ground floor design and general overall weaknesses in the creation of a “future-proofed” multi-disciplinary media related environment. Peel Holdings had also altered the footplate for the building;
- ii) a Project Executive Group would oversee the project and provide the appropriate format for the requested engagement by HEFCE (this was a condition of the HEFCE SDF award); Mr J Corner had agreed to Chair the Project Executive Group which would report as appropriate to future meetings of Council.

COU.09.38 MANAGEMENT REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor reported the following matters to Council;

- i) as had been widely reported in the press, the former Department of Innovation, Universities and Skills had been disestablished and replaced by the new Department for Business, Innovation and Skills in the recent government reshuffle. The removal of the word 'Universities' from the title of the Department had caused some alarm in the sector; it would be necessary to reiterate the wider benefits of higher education in order to emphasise that Universities had more than just a narrow instrumental role in serving the needs of the economy. The Vice-Chancellor had urged UUK to revise and update their publication issued in the early part of decade which set out the case for the wider benefits of higher education for both society and individuals participating. The recent changes were likely to increase the pressure to focus research funding on a narrow 'elite' of Universities with other Universities being designated as teaching institutions;
- ii) the University had joined the Alliance Group of Universities which was of growing importance within the HE sector; the Alliance was now organised on a more professional basis and had recently appointed a new Executive Director;
- iii) there would be a detailed budget report later on the agenda (see item COU 09.41) but the general outlook for public finances was poor with a 1.4% cut in Teaching grant already signalled and further reductions in Teaching and Research grant anticipated (it was noted that there was likely to be pressure to maintain research funding levels for Russell Group Universities, possibly via protection for Science, Technology, Engineering and Mathematics (STEM) subjects);
- iv) it was now clear that the next public expenditure review would not occur until after the next General Election (likely to be Spring 2011) and a reduction in the budget for higher education appeared likely; the case for increased investment in higher education at a time of recession as a pathway to economic recovery would need to be made (as it had been by the Obama administration in the United States);
- v) there was little prospect of additional funded student numbers with overall reductions in numbers or reduction in the Unit of resource now likely (the former was most likely and this would slow or possibly reverse the number of students from widening participation backgrounds); the trend towards greater contestability for core funds (eg less funding available through block grant with more available through competition) was noted;
- vi) notwithstanding v) above, it had recently emerged that in the short term, Universities might be asked to take in an additional 10-20,000 (approx) students to meet increased demand which was evident from applications via UCAS; it was unlikely that, if agreed, this short-term proposal (which would be a reversal of previously announced government policy, whereby Universities had been advised that they faced financial penalties for over recruitment) would be supported by additional core funding, with the only additional increases likely to be from fees;
- vii) the Denham review (the review of higher education led by the former Universities Secretary) was now unlikely to be published this month; publication was likely to be delayed until the autumn to allow the First Secretary, Lord Mandelson to shape the report;
- viii) as would be evident from the budget report, the University was in a healthy financial situation; the first phase of Project Headroom had now been concluded successfully and efforts now needed to focus on achieving the agreed non-pay savings;
- ix) thanks were passed to all those involved in the successful FIRM bid (see above), particularly Prof P Barrett who had led the bid;

- x) the importance to the University of Media City and the developments outlined by Mr Holland above were reiterated;
- xi) staff had benefited considerably from the major improvements in salaries and wages at Salford and across the sector over the last few years; between 2006-07 and 2009-10 salaries will have increased by 16.2% (this figure would be higher for lower paid workers). The average HE teaching salary was now £46,000 and generally pay and working conditions now compared favourably with other parts of the public sector;
- xii) the Vice-Chancellor contrasted the situation on his departure from the University from that which had greeted him on his arrival in October 1997; the tri-partite merger had only been concluded a year earlier and the resulting structure was sub-optimal (38 Departments and 8 Faculties). In 1997, the University had a budget deficit and minimal funds for new investments; its IT system was in serious difficulties and there had been no major investment on campus for many years. Whilst there were still matters to be addressed, the University had largely risen to the challenge and was well placed in the difficult times that lay ahead, to continue to build a strong, successful and highly valued and respected University;
- xiii) the Vice-Chancellor offered thanks to all Chairs of Council and Council Committees past and present who he had worked with over the past twelve years and informed Council that it had been a privilege to serve as Vice-Chancellor.

Council offered its sincere thanks to the Vice-Chancellor for his contribution to the work of the University, noting again that there would be an opportunity for more a formal farewell at the retirement dinner on 14 July.

In response to questions from members, the importance of realising the potential of the Media City investment was emphasised. Marketing the first raft of courses to be offered at Media City would need to begin relatively soon and this exciting portfolio would enable the University to become the leading UK University for media programmes. The Media City development was an integral part of both the regeneration of the local economy and the rebranding and reshaping of the University. Links were being developed with other international Universities and Colleges with a similar profile in media development (eg Hunter College, New York, Royal Melbourne Institute of Technology, Hong Kong University) and this would support the University's internationalisation agenda. The Vice-Chancellor (Designate) reported that the Media City development would impact on almost every aspect of the University's activities and since his arrival he had been encouraged and gratified by the positive response to the development throughout the University.

COU.09.39 **PROJECT HEADROOM (COU/09/24)**

The Registrar and Secretary reported that on 15 June 2009, the Redundancy Committee had met and approved criteria for selection of candidates for redundancy (a brief report of the meeting had been distributed to members). At the time of the meeting 3.5 FTE staff had been under consideration for redundancy, however, the Registrar and Secretary was now pleased to report that no academic or academic related staff were at risk of redundancy arising from Project Headroom. Consequently, Council **resolved** to stand down the Redundancy Committee, thanking members who had served upon it. Thanks were also offered to those members of the Strategic Leadership Team and key members of Finance and Human Resources Division who had managed Project Headroom to a successful conclusion; the Project had resulted in 150 staff leaving the University by the end of the current academic year and provided scope for significant reinvestment in the University.

COU.09.40 **FINANCE REPORT (COU/09/25)**

Council received a report from the Executive Director of Finance covering the following matters;

1. Q3 Accounts and Full year Forecast

The accounts and commentary demonstrated a continuing improvement in the financial position with an increase in expected trading surplus for the year to £3.5

million and an historic cost surplus (the measure used by HEFCE to determine financial stability and sustainability) of £6.3 million. Funds relating to old ERDF projects (£923,000) had been released to the accounts following negotiations with Manchester Metropolitan University. University cash balances stood at £45.9 million

2. Crescent Purchasing Limited

It was anticipated that the sale of Crescent Purchasing would be complete by the end of the financial year, although there had been some delays relating to the establishment of the acquisition vehicle and clarification of pension provision for staff transferring. If the sale was delayed until the next financial year; profit on disposal would not be recognised until 2009-10; initial indications from the external auditors were that this would be acceptable and the matter would be discussed further with the Chair of Audit Committee.

3. Banking Facilities

Council noted that although it had previously approved the £20 million loan facility from Barclays Bank, the bank's solicitors required Council to approve the Conditions Precedent presented to it before the University could draw funds against the facility. Council **resolved** to approve the Conditions Precedent and that the wording of the text be approved.

Barclays Bank had also required changes to other covenants on leases outstanding to be amended to ensure that they were consistent with the terms of the latest loan (for the Law School) which was the same as for the institutional facility described above. Council **resolved** to accept the amended terms and condition as set out in the letters placed before it and to authorise the Registrar and Secretary, Dr A Graves and the Executive Director of Finance, Mr S Attwell to endorse and return to Barclays Bank duplicates of the relevant letters.

4. Financial Regulations

Council noted that the Financial Regulations required amendment to reflect the new governance arrangements; it was anticipated that a revised draft would be available for consideration by Council at the first meeting of 2009-10 academic year.

COU.09.41 **BUDGET (COU/09/26)**

Council received the budget report for the three year period 2009-10 to 2011-12. The Vice-Chancellor (Designate) made a brief introduction to the budget where he outlined the three principles which underpinned the budget;

- increased efficiency and realising the benefits of organisational restructuring;
- financial probity in a time of marked and growing uncertainty, taking into account anticipated risks;
- continued investment in learning, teaching and engagement and physical and IT infrastructure.

The Executive Director of Finance brought the following matters to the attention of Council;

- i) the budget assumptions used to account for reduction in HEFCE funding, general inflation and salary inflation;
- ii) that the growth in income was predicated on a significant increase in tuition fee and research income with a proportionate decrease in HEFCE grant funding; the rise in home and EU undergraduate numbers in the budget was based on the large increase in numbers that had occurred in 2008-09 (ie the rise was driven by the variation in cohort size in relation to previous years). With the exception of one School, there had been no assumed increase in retention and progression rates. The predicted increase in home/EU numbers would bring the University back towards the centre of

- iii) SLT had agreed to the implementation of strategic initiatives with the ultimate aim of saving an additional £20 million to be released for strategic investment. These plans included realising the non-pay costs of Project Headroom (Phase II), improving student completion growing enterprise and general income contributions, exploiting Media City (although no additional income was assumed until 2011/12) and increasing fund raising. Budgeting for these savings had been prudent. Other initiatives (including the outcome of the Lauwerys review) were likely to increase the level of potential savings for reinvestment;
- iv) The draft Capital Budget was presented for outline approval; fully costed proposals would be brought to Council for all projects in excess of £1 million. The proposal for the £6.6 million bid in ICT infrastructure was the subject of a separate report;
- v) that 2011/12 represented the “pinch year” in the budget with the impact of budget cuts having worked through the system and the impact of the demographic downturn beginning to be felt. Nevertheless income and other budgetary assumptions had been drawn up on a conservative, prudent basis;
- vi) the University had produced a balanced budget which allowed for investment but still secured a surplus, well above the rate expected by HEFCE.

In response to questions, the Vice-Chancellor (Designate) advised that he was confident that the budgetary assumptions were reasonable and not over-ambitious for the reasons outlined in the report, although it was accepted that there were some variables not within the University's control (eg in relation to international students exchange rates, the impact of the new UK Borders Agency and the international political situation). The review of the academic plan that would begin in September 2009 was likely to result in a shift in the academic offer and potential changes to planned numbers. The need to ensure that all international students accepted had the language and academic competencies to succeed was noted in light of the experience of a recent cohort of students recruited from the Indian Sub-Continent. English Language requirements on entry had been revised during the recent review of Admissions Policy and additional support for students after entry was being made available through the Student Life Directorate.

Council noted that over the lifetime of the budget, the Faculty of Arts, Media and Social Sciences remained in deficit and noted planned measures to improve this situation as outlined by the Dean of Faculty including plans to improve retention and completion, investment in staffing (through the Strategic Investment Fund) and plans to grow and diversify income streams.

Council **resolved** that the budget as presented be approved, noting that this would form the basis for the 2009 Financial Forecast to be submitted to the Funding Council in November 2009.

COU.09.42 **IT INVESTMENT PROPOSAL (COU/09/27)**

Council received a brief report and noted that at its meeting on 23 April 2009 it had approved the allocation of £300,000 for the discovery stage of the project to stabilise the IT infrastructure as identified in the KPMG report which had been circulated to all members.

Council noted further that the University had included the full financial cost of recommendation 1 of the report (stabilising the infrastructure) which amounted to £6.6 million in the budget for 2009/10 and 2010/11 and planned to use part of the HEFCE funds allocated for Learning and Teaching Capital investment for this purpose. The project would be managed by a Steering Group chaired by the Registrar and Secretary including membership from Council (Mr T Britten whose appointment as Lead Member for IT was confirmed at minute 09.46.2ii).

The lack of detailed, specific proposals for the expenditure was commented upon; it was noted that it was important that the governance structure supported Council and its responsibilities for oversight of the project whilst allowing the Steering Group sufficient flexibility to manage the project effectively. It was noted further that members had received the full KPMG report which indicated the broad priorities for expenditure. Council was advised that the £6.6 million budget allocation would be tightly controlled with robust tendering processes in place for any individual contracts over £50,000 and in accordance with the University's Financial Regulations. Any recommendation to spend more than the £6.6 million allocation would be brought back to Council for approval. Council therefore **resolved** to approve the allocation of £6.6 million to the project, noting that it would receive regular updates and progress reports from the Steering Group.

COU.09.43 ESTATES MASTER PLAN (COU/09/28)

Council received a brief report from the Executive Director of Estates and Property Services informing them of the procurement process for the Project/Programme Management Company to assist with progression of the first phase of the Master Plan. The selection panel had recommended the appointment of Davis Langdon with the possibility of further additional work related to associated decant work and the first phase of student accommodation.

Council **resolved** to approve the appointment of Davis Langdon as Project Manager for Phase 1 of the Estates Master Plan and asked the Executive Director of Estates and Property Services to ensure that the agreement with Davis Langdon contained causes for both regular performance review and termination in the event that performance was less than satisfactory. Council noted that a Steering Group would be established to oversee the Project and the Lead Member for Estates would be a member of this.

COU.09.44 AVOIDANCE OF REDUNDANCY / REDUNDANCY POLICY (COU/09/29)

Council received a report from the Executive Director of Human Resources and the draft Avoidance of Redundancy/Redundancy Policy and Procedure. Council noted that the Policy once adopted, would enable the University to move to a situation whereby governance of its Human Resources matters was entirely through agreed policies and procedures rather than through its constitution and that this represented the final step in the modernisation of its constitutional arrangements. Council noted further that the Policy had been approved by Strategic Leadership Team and had been the subject of extensive consultation with the Trades Unions. Although the Campus Trades Unions had not formally agreed the Policy, the University was satisfied that it had carried out active, comprehensive and meaningful consultation with them. Indeed Council were assured that one of the Campus Trades Unions had advised that it had no major concerns about or issues with the Policy. Section 6 of the Policy emphasised the measures that that University would take in order to avoid redundancy and the University had demonstrated through its approach to Project Headroom that it would do everything possible to avoid compulsory redundancy.

Council **resolved** that the Avoidance of Redundancy/Redundancy Policy and Procedure be approved..

COU.09.45 REPORT FROM SPECIAL JOINT COMMITTEE OF COUNCIL AND SENATE FOR THE APPOINTMENT OF THE CHANCELLOR (COU/09/30)

Council received the report from the Special Committee of Council and Senate for the Appointment of the Chancellor. Council received brief biographical details about Ms Khan who had been the Secretary General of Amnesty International since August 2001. Ms Khan had connections with the region as a graduate of the University of Manchester. Council agreed that the appointment of Ms Khan was a clear indication of the University's commitment to equality and diversity and human rights and that Ms Khan would be a worthy successor to the distinguished Chancellorship of Prof Martin Harris, who would shortly step down from the role at the end of his current five year term of office.

COU.09.46 **NOMINATIONS AND GOVERNANCE COMMITTEE (COU/09/31)**

Council received a report from the Nominations and Governance Committee meeting held on 2 June 2009 and **resolved** that;

1. Council Membership

- i) Mr N Collins be reappointed for a further three year period commencing 1 August 2009, (Mr Collins withdrew during consideration of this item);
- ii) Mr P Crompton's appointment to Council will be for an initial two year period commencing on 1 August 2009; (Mr Crompton withdrew during consideration of this item);
- iii) for the time being, no further appointments of internal members should take place (Statutes provided for a maximum of nine internal members, six of which were designated) and that the situation be kept under review.

2. Appointment of Lead Members

- i) the Lead Member concept be extended to ICT and Equality and Diversity;
- ii) Mr T Britten be appointed to the position as ICT Lead Member, having confirmed that he was willing to serve;
- iii) further consideration be given to the appointment of the Lead Member for Equality and Diversity in due course.

3. Establishment and Disestablishment of Organisational Structures and Entities both academic and non-academic

- i) Strategic Leadership Team's (SLT) Terms of Reference be amended so that SLT's authority in relation to the establishment and disestablishment of organisational structures was expressed as "to establish and disestablish organisational structures and entities both academic (after consultation with Senate on the academic merits of such establishment or disestablishment) and non-academic";
- ii) an additional Term be added to Senate's Terms of Reference, "to advise the Strategic Leadership Team on the academic merits of the establishment or disestablishment of academic units of organisation";
- iii) the following Term be deleted from the Research Committee's Terms of Reference; "to recommend to Senate the establishment and disestablishment of Research Institutes and to approve on behalf of Senate, the creation, modification and withdrawal of Research Centres;"

4. Standing Orders and Ordinances

- i) to adopt the draft Standing Orders which included amendments since the previous version had been considered by Nominations and Governance Committee in January 2009; the Standing Orders had been approved by Academic Audit and Governance Committee and Senate;
- ii) to adopt the draft Ordinance for the Title of Pro-Chancellor; a full set of Ordinances would be considered at the next meeting of the Committee in September 2009;

5. Pro-Chancellorship

Council **resolved** that the Deputy Chair of Council, Mr C Wells be appointed to the position of Pro-Chancellor.

6. Nominations for Honorary Degrees

- i) in recognition of his outstanding academic and management achievements and his exemplary and long-standing service to the University, Council **resolved** to award a Doctor of Letters honoris causa to Prof Michael Harloe, outgoing Vice-Chancellor;

- ii) In accordance with past practice and on her assuming the post of Chancellor, Ms Irene Khan be awarded an appropriate honorary degree of the University. The Nominations and Governance Committee commended the award of Doctor of Laws honoris causa, but this would require an extension of the current range of honorary awards. Recommendations regarding the extension of honorary awards were in development and would be brought forward shortly for the approval of the Senate.

COU.09.47 **AUDIT COMMITTEE (COU/09/32)**

Council received a report from the Audit Committee meeting held on 16 June 2009 covering the following items;

- external audit approach
- internal audit final reports
- draft internal audit plan
- study to review and revise ICT Strategy
- HEFCE Compliance Audit

Council was also advised that before the meeting, members of the Committee had met privately with the internal auditors; there were no items to report back to Council from that meeting.

Council noted that the Quality of Teaching report had been considered at the meeting of SLT on 22 June 2009 and SLT had agreed that a management response to the report be coordinated and presented both to the meeting of the Committee in September 2009 and the meeting of Council in October 2009. The full internal audit report would therefore be considered alongside the SLT report at the October Council meeting.

COU.09.48 **REMUNERATION COMMITTEE (COU/09/33)**

Council received the report of the meeting of Remuneration Committee held on 26 June 2009. Council noted that the categories of staff remuneration which the Committee was required to determine included;

- i) senior staff pay, this category of staff included all members of Strategic Leadership Team, Directors and Associate Directors and Heads of School who were all now covered by the new Performance and Development Review (PDR) process; Council noted further that the PDR scheme had been introduced to this category of staff from September 2008 and staff were therefore currently at the mid year review stage. The Committee had agreed that given this recommendations for staff in this category be made following the final PDR review and backdated to 1 April 2009; in subsequent years, the salary uplift date for these staff would be 1 August;
- ii) Professorial salaries; Professors were currently outside the PDR scheme, although they would be included within it once it was rolled out to the rest of the University. The Vice-Chancellor made recommendations in relation to these staff based on individual submissions for salary increase. Council noted further that the Committee had approved relatively modest increases in the current salary round (24 merit awards to 15 professors with six professors receiving one merit award consolidated into salary); the recommendations resulted in additional payment of £34,159 or approximately 0.4% of the professorial pay bill. The Vice-Chancellor's deliberations had been informed by the work of an ad-hoc group chaired by Prof S Donnelly, Dean of Faculty of Science, Engineering and Environment, which had considered qualitative measures of performance; he had also considered quantitative indicators including income generation and grant income achieved.

Council noted that the PDR process was a key element in ensuring that performance of senior staff was aligned to overall strategy and budget and would enable open and transparent measurement of performance for such staff.

COU.09.49 COUNCIL ADVISORY GROUP (COU/09/34)

Council noted the report of the Council Advisory Group held on 2 June 2009 and the notes of Lead Member meetings attached to the report.

COU.09.50 SENATE (COU/09/35)

Council received the report from the meeting of Senate held on 10 June 2009 and noted that it had already approved the changes relating to establishment and disestablishment of organisational structures and entities both academic and non-academic (see minute COU.09.46.3 above). Council also noted the change of names to Schools within the Faculty of Health and Social Care and the approval of new policies on Admissions and Retention and Progression together with the Widening Participation Strategy (these items were included with the Widening Participation Strategic Assessment document – see item COU.09.51).

COU.09.51 WIDENING PARTICIPATION STRATEGIC ASSESSMENT (COU/09/36)

Council received the Widening Participation Strategic Assessment (WPSA) which had been requested by HEFCE and OFFA. The draft submission had been required by 30 June 2009 and had been submitted to HEFCE following approval by SLT. HEFCE had been advised that any change requested by Council would be submitted after the meeting.

Council **resolved** to approve the WPSA and appendices as submitted to HEFCE.

COU.09.52 REVISED POLICY FOR RISK AND RISK MANAGEMENT (COU/09/37)

Council received the revised Policy for Risk and Risk Management as approved by Strategic Leadership Team on 6 July 2009. Council **resolved** that:

- i) the University's internal auditors, KPMG, be asked to comment on the policy;
- ii) the policy be considered by the September meeting of Audit Committee and submitted to Council for final approval at the October meeting.

COU.09.53 RISK REGISTER – QUARTERLY REPORTS (COU/09/38)

Council received a report on the Risk Register. The top ten risks from the full Register (which contained 27 risks) were attached to the report and these were ranked by risk exposure. The report highlighted the main changes since the previous version of the Register, seen by Council at its meeting on 23 April 2009.

Council noted that business continuity planning and related work in relation to the swine flu pandemic was ongoing with the Executive Director of Estates and Property Services taking the lead on this matter.

COU.09.54 STAFF EXPERIENCE SURVEY – BRIEFING (COU/09/39)

Council received a brief report from the Executive Director of Human Resources setting out the outcomes of the Staff Experience Survey undertaken by Harris Interactive in November 2008. The survey had identified three broad areas for improvement:

- leadership at all levels of the organisation
- management of change at Faculty/School/Support Division level
- non pay related recognition

A series of both University-wide and more detailed local briefings had been held to disseminate the results of the survey and an Action Group chaired by the Executive Director of Human Resources was developing an action plan to address the three strategic priority areas at University and local level.

COU.09.55 HEALTH AND SAFETY ANNUAL STATEMENT (COU/09/40)

Council received a report providing information on the main activities carried out by the Wellbeing Unit (formerly Occupational Health and Safety Services). The primary focus of the Unit and the report was the wellbeing of staff and Council noted that the accident and ill-health statistics in the report reflected this. Council noted further that a recent UMAL study of health and safety indicated compliance or better with 31 of 32 indicators (there were outstanding issues to be addressed in relation to business continuity and emergency planning).

COU.09.56 PROGRESS REPORT ON EQUALITY AND DIVERSITY (COU/09/41)

Council noted a brief progress report on equality and diversity matters and that a fuller report would be presented to the November meeting of Council. The need to address the delay in the equality impact assessment programme was noted; it was important that the University ensured compliance with legislative requirements but moved beyond compliance to ensure that equality and diversity was effectively embedded in all the University's activities.

COU.09.57 OPERATING PERFORMANCE INDICATORS (COU/09/42)

Council received the latest Operating Performance Indicators (for the quarter ending April 30 2009). Council noted that the increase in home application (4%) was less than the national increase (9%); Council was advised that this was a matter of concern to the Strategic Leadership Team, although the University was on target to achieve the student numbers as outlined in the budget. It was noted that the conversion of applications into admissions might be a useful metric than the overall level of applications.

It was noted that the metrics relating to research grants and contracts returned were affected by the time lag between applications and awards, the awards relating to the FIRM project and Media City had not yet been recorded and would impact on the value of awards received. It was noted further that disaggregation of research income by Faculty would be useful.

Council asked that future presentations indicate any areas where there had been movement in the measurement of performance (eg from amber to red or vice-versa).

COU.09.58 DATES OF COUNCIL MEETINGS (COU/09/43)

Council noted the date of Council meetings as previously agreed and **resolved** to move the date of the March 2010 meeting to Wednesday 3 March from Thursday 4 March.

Date of next meeting Thursday 1 October 2009 at 2pm.

Minutes released for publication on University website by Chair of Council.