

MINUTES OF THE MEETING HELD ON 12 JULY 2019

Present: Lord Keith Bradley (Chair), Evangeline Adams, Temi Adebayo, Professor Dame Sue Bailey, Geoff Bean, Phil Cusack, Ben Gallop, Amina Helal, Professor Helen Marshall, Councillor John Merry, Ian Moston, Sean O'Hara, Professor Sheila Pankhurst, Sam Plant, Professor Susan Price, Professor Margaret Rowe, Helen Taylor.

Apologies: Dr Tony Coombs, Garry Dowdle, Andrea Dunstan, Merlyn Lowther, Dr Priscilla Nkwenti, Tom Russell.

In attendance: Alison Blackburn (University Registrar and Secretary), Julie Charge (Executive Director of Finance), Professor Karl Dayson (Dean of Research), Louise Edwards-Holland (Director of HR and OD), Jackie Njoroge (Director of Strategy), Professor Richard Stephenson (Deputy Vice-Chancellor), Huw Williams (Chief Operating Officer), Elaine Pateman Salt (Secretary).

By Invitation: Craig Best (Head of Student Experience and Engagement) [COU.19.44]
Sue Clark (Inclusion and Diversity Manager) [COU.19.49]
Helen Parker (Student Experience and Engagement Manager) [COU.19.44]

COU.19.34 DECLARATIONS OF INTEREST

Noted: declarations of interest were received for the undernoted:
Ben Gallop and Sam Plant for Item 6(i) Membership [COU.19.38];
Professor Sheila Pankhurst for Item 9 Science Building [COU.19.41].

COU.19.35 MINUTES OF THE PREVIOUS MEETING

Confirmed: the minutes of the previous meeting held on 3 May 2019 (COU/19/24).

COU.19.36 MATTERS ARISING FROM THE MINUTES

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

COU.19.37 CONFIRMATION OF STARRED ITEMS

Confirmed: that agenda item 7- Chair's Action (COU/19/27) and agenda item 25 - Use of the University Seal (COU/19/48) would be noted without discussion.

Confirmed: that agenda item 17 iii) – Proposed Amendments to the University Ordinances (COU/19/39) would be approved without discussion.

COU.19.38 MEMBERSHIP: APPOINTMENT TO COUNCIL

Considered: nominations, on the recommendation of the Governance, Nominations and Ethics Committee, for reappointment or appointment to the Council (COU/19/25).
(*Secretary's note: Sam Plant and Ben Gallop exited the room for the duration of the item.*)

Reported:

- i) that under Statute 4.1 there could be a maximum of 24 members appointed to the Council and that 23 members were currently appointed;
- ii) that the departure of Tom Russell at the end of July 2019 would leave two independent member vacancies if Council wished to appoint the maximum members allowed;
- iii) the unanimous support of the Governance, Nominations and Ethics Committee (GNEC) for the proposed re-appointment of Sam Plant and Ben Gallop;
- iv) that, at GNEC, Lord Keith Bradley had taken the Chair during consideration of Sam Plant's re-appointment;
- v) that Alan Roff had served as a co-opted member on the Finance and Resources

Committee and possessed significant skills and experience in the Higher Education Sector having, prior to his retirement, been in the role of Deputy Vice-Chancellor at another University;

- vi) that Professor Margaret Rowe's term of appointment as the staff member appointee from the Senate was due to expire at the end of July 2019 and the Senate had approved Professor Mike Wood for appointment in her place at its recent meeting.

Noted:

- i) the endorsement of Alan Roff's appointment to the Council by the Chair of Finances and Resources Committee;
- ii) the view that co-option to a standing committee potentially provided a tested development and succession route toward nomination to membership of the Council;
- iii) the use of an external agency and formal search and selection processes for the most recent appointments to Council but that this had been utilized due to the volume of vacancies that had arisen at that time;
- iv) that one objective in fulfilling previous vacancies had been to address diversity across the membership and there had been some success with regard to gender balance;
- v) that increased diversity beyond gender balance and reflective of the demographic of the student body continued to be an objective alongside the sourcing of talented and skilled individuals;
- vi) that composition of committees across the University was monitored but this also relied on individual declaration of protected characteristics.

RESOLVED:

- i) to approve the re-appointment of Sam Plant and Ben Gallop for third term commencing on 1 August 2019;
- ii) to approve the appointment of Alan Roff to the Council for a term of three years commencing on 1 August 2019;
- iii) to note the appointment of Professor Mike Wood for a term of three years commencing on 1 August 2019;
- iv) to request the Governance, Nominations and Ethics Committee to consider Council membership composition with regard to diversity and future objectives for succession planning.

ACTION (IV): CHAIR, GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE

COU.19.39

MEMBERSHIP: APPOINTMENT TO AUDIT AND RISK COMMITTEE

Considered: nominations, on the recommendation of the Governance, Nominations and Ethics Committee, for co-opted appointment to the Audit and Risk Committee (COU/19/26).

Reported:

- i) that the purpose of co-option to the Audit and Risk Committee was to provide specialist skills, particularly in this instance the desirability of at least two members of the committee having qualified accountant status;
- ii) that the Chair of Council was to consider the balance of committee membership during the Summer;
- iii) the endorsement of the Chair of the Audit and Risk Committee, who had spoken with both nominees;
- iv) that David McGovern had observed one meeting of the Committee.

Noted:

- i) that consideration was mindful of the discussion and resolution regarding diversity [COU.19.38 above];
- ii) that John Bland had been identified as a nominee through his lay governance roles and that he had substantial work experience and long-standing professional status (member of the Chartered Institute of Public Finance and Accountancy);
- iii) that David McGovern was a recipient of an honorary degree from the University and had made an approach to offer his services and that his skills had been evidenced by significant technical expertise in governance and risk management;
- iv) the view that the nomination process be as robust and transparent as possible to avoid error;
- v) that the Chair of the Audit and Risk had consulted members of the Committee before endorsing the nominations to the Governance, Nominations and Ethics Committee.

RESOLVED: to approve the appointment of John Bland and David McGovern as co-opted members of the Audit and Risk Committee for a term of three years commencing on 1 August 2019.

COU.19.40

VICE-CHANCELLOR'S REPORT

Received: a report from the Vice-Chancellor on key strategic issues (COU/19/28).

Reported:

- i) that the post-18 funding review report – the Augar Review – had now been published but it was difficult to judge which recommendations would be taken forward given the political climate. The University was modelling a variety of financial scenarios;
- ii) that recommendations from the Review included a reduction in fee-cap, replacement of lost fee income by teaching grant, reintroduction of maintenance grants for students from low-income backgrounds and extension of the loan repayment period to 40 years;
- iii) that the University had received a rating of 'good' from Ofsted for the overall effectiveness of its higher-level apprenticeship provision. This had been the University's first experience of an Ofsted inspection and was a very pleasing outcome;
- iv) that higher apprenticeship programmes were challenging to offer but through careful selection the University was growing its provision and student numbers;
- v) that the University's Teaching Excellence and Student Outcomes Framework (TEF) silver award application had been rejected and the University had been re-awarded a bronze rating. This was predominately due to historic data on graduate employment;
- vi) that Professor Richard Stephenson was stepping down as Deputy Vice-Chancellor at the end of July 2019;
- vii) that Professor Mike Molan had been appointed as Interim Dean of Salford Business School;
- viii) that an additional appendix [Appendix B – NSS Key Points for Council COU/19/28A] had been tabled to address the results of the 2019 National Student Survey (NSS);
- ix) that the University and Executive were extremely disappointed in the NSS results which had been lower than expected and did not represent the strong development in scores over the past few years;
- x) that in-depth analysis had been undertaken and the data would not affect the TEF award. Two programmes had particularly impacted negatively on the overall result due to their significant cohort size, but analysis had shown this was singular impact and not systemic. The impact had masked individual subject gains;
- xi) that the overall results indicated that consistency with University practices had reduced and the recovery plan enacted focused on the section 'Organisation and Management' and particularly communication.

Noted:

- i) that the higher apprenticeship team was commended on the outcome of the Ofsted inspection;
- ii) that the next application for a TEF award would open in 2020 and this would include subject-level review. Submission of data for subjects would be significantly different from institutional submission and national consultation on the Framework was still open;
- iii) that members joined the University in thanking Professor Stephenson for his contribution;
- iv) that the student voice was particularly important and the University of Salford Students' Union (USSU) had recorded an increase in dissatisfaction from the course representatives of those two programmes reported above;
- v) that the results underlined the desirability of members' better understanding of the student experience and this was to be addressed by activities held whilst the Student Experience Committee was held in abeyance.

COU.19.41

SCIENCE BUILDING CLOSED

Considered: a detailed business case, on the recommendation of the Finance and Resources Committee, for the proposed science building (COU/19/29).

(Secretary's note: Professor Sheila Pankhurst presented the business case in her capacity as Dean of the School of Science, Engineering and the Environment and did not participate in the making of the resolution).

Reported:

- i) that the proposal related to the engineering and environment strand of the ICZ strategy;
- ii) that the ambitions for the infrastructure had been re-framed since the decision to unify the science schools had been made;
- iii) that the business case was presented as a complete project but that there would be granular decisions to be made to take the funding package forward;
- iv) that the business case meant the University would not proceed to invest £27m in a separate building for the School of the Built Environment which had been an original intention in the Campus Masterplan;
- v) that Newton Building was of poor quality for students, staff and research and was considered unsustainable;
- vi) that the cost to re-furbish Newton Building to a standard that it was a usable space (£46m) was not recommended as an option;
- vii) that evidence had shown the School for Science, Engineering and Environment (SEE) was falling behind in the attraction of student applications due to the higher standard of competitor facilities in the North West region;
- viii) that it was intended there was to be student involvement in the programme board;
- ix) that the optimal solution presented was to approve a new build facility at a cost of £65m;
- x) that the payback for a new build was projected within 11 years which met with HE sector standards of between 10 and 15 years;
- xi) that completion of a new build was projected for October 2022;
- xii) that the site was a brownfield site which reduced decant and decommission risks;
- xiii) that there remained cost and time risk which had been outlined in the risk register.

Noted:

- i) that the Finance and Resources Committee had recommended the option of a new build on the proviso that this was a University building and not solely for the use of one school;
- ii) that, due to the proximity of Salford Crescent train station, there was an opportunity to advance the discussions with Salford City Council on the station entrance which had been a key objective in the Campus Masterplan;
- iii) that the costings presented had been benchmarked with similar builds over the past five years and presented in a mid-range per square metre;
- iv) that an early concept design had been included but a final design would be agreed by the end of October 2019 to enable conclusion of design planning by the end of the calendar year;
- v) the view that the University student body was proud of and strongly supported the University's environmental credentials and there was an opportunity for a new build related to the environment programmes and research to be of the highest environmental and sustainability rating;
- vi) the view that the new build would represent the first practical example of the Campus Framework and was an important part of the story of the University;
- vii) that the build would be phased with capital released from the cash reserves.

RESOLVED: to approve a new build for the School of Science, Engineering and Environment (option two of the business case to address Newton Building).

COU.19.42

TRAVIS PERKINS LTD SITE CLOSED

Received: an oral report on the Travis Perkins Ltd site.

Reported:

- i) that the University had conveyed an interest in the land owned by Travis Perkins Ltd at the north end of the campus as part of the Campus Masterplan;
- ii) that Travis Perkins Ltd had notified the University that it had found an alternative site for its purposes and was therefore willing to negotiate a potential sale of the land under discussion;
- iii) that the site also included access and egress for the innovation campus section of the Campus Masterplan;
- iv) that Cushman and Wakefield were acting as advisors to the University.

Noted: that the University would start negotiations over purchase of the site owned by Travis Perkins Ltd under the Campus Masterplan and would refer to Finance & Resources Committee and to Council for final decision.

COU.19.43 CASTLE IRWELL DISPOSAL CLOSED

Considered: a proposal, on the recommendation of the Finance and Resources Committee, for the disposal of the Castle Irwell site (COU/19/30).

Reported:

- i) that the unconditional offer was in excess of expectation;
- ii) that there had been value in obtaining planning permission for the site before issuing it for sale.

Noted:

- i) that the student facilities previously available from the Castle Irwell site had been largely superseded by a replacement or enhanced offer or were subject to planned replacement;
- ii) the view from the student members that USSU, on behalf of the student body, did not consider that there had been sufficient replacement of facilities.

RESOLVED: to approve Salboy Ltd as the preferred bidder in the disposal of the Castle Irwell site, subject to contract.

COU.19.44 ACCESS AND PARTICIPATION PLAN 2020/21 – 2024/25

Considered: a proposal, on the recommendation of the Vice-Chancellor's Executive Team, for the Access and Participation Plan 2020/21 to 2024/25 (COU/19/31)

Reported:

- i) that the governing body now had responsibility for the approval of access and participation plans for submission to the Office for Students (OfS);
- ii) that new national measures had been introduced;
- iii) that the data had been presented in accordance with the OfS template, but data and narrative had been included as context in the report;
- iv) that the Plan outlined the proposed access and outreach activities, financial support and progression and success targets for the next five years;
- v) that, where possible, objectives had been aligned, for example with TEF metric objectives;
- vi) that historically the University had been successful in widening participation of applicants and students;
- vii) that the University would continue to monitor beyond that which was required for statutory reporting purposes;
- viii) that an evaluation framework was being developed for implementation from September 2020 when the Plan was enacted.

Noted: that members commended Craig Best and Helen Parker on development of the Plan.

RESOLVED: to approve the Access and Participation Plan 2020/21 to 2024/25

COU.19.45 TOTAL REWARD FRAMEWORK

Received: a report, on the recommendation of the Remuneration Committee and the Finance and Resources Committee, on the proposed Total Reward Framework (COU/19/32).

Reported:

- i) that the report was presented to evidence endorsement from the Remuneration Committee and the Finance and Resources Committee on the proposed direction of travel for the Total Reward Framework and to enable consideration of the Financial Plan;

- ii) that the detailed proposal and implementation plan would be considered by the Committees at their next meetings, in accordance with each committee's terms of reference.

COU.19.46 FINANCIAL PLAN 2019/20 TO 2023/24 CLOSED

Considered: a proposal, on the recommendation of the Finance and Resources Committee, for the Financial Plan 2019/20 to 2023/24 (COU/19/33).

Reported:

- i) that the Plan maintained a surplus, but this had been challenging;
- ii) that income was projected to continue to rise and this was largely driven from the Foundation Year;
- iii) that early indications were that the University would meet or be close to 2019/20 recruitment targets;
- iv) that the pay-to-income ratio for 2019/20 was forecast to grow to 58.5% due to assumptions made from the outcome of the 2017 valuation of the Universities Superannuation Scheme (USS);
- v) that Finance and Resources Committee had noted that a pay to income ratio at this level represented a financial risk if sustained;
- vi) that a second mutual agreement to leave (MAL) scheme had concluded but not in time to include in the report;
- vii) that recommendations made from the Augar Review had not been included but an estimating scenario was available;
- viii) that capital expenditure for phase one of the Campus Masterplan was reported as gross and did not include third party funding and that spend phasing remained an estimate until realised;
- ix) that the cash position remained strong;
- x) that the balance sheet had been re-organised to recognise the deficit arising from pension liabilities;
- xi) that, despite the potential challenges faced, the University was forecast to be compliant with its banking covenants over the period.

Noted:

- i) that the sale of Castle Irwell site had been included as three equal instalments but that the approval for disposal to Salboy Ltd [COU.19.43 above] would mean a single lump sum would be received;
- ii) that the Finance and Resources Committee had urged the Executive to consider all possible actions, over and above the proposed Total Reward Framework, to address the pay-to-income ratio;
- iii) that the University had not previously accessed capital grants available but required significant investment to maintain and develop its facilities;
- iv) that there had been over £4m costs removed to achieve the surplus target.

RESOLVED: to approve the Financial Plan 2019/20 to 2023/24.

COU.19.47 ANNUAL STRATEGY REPORT

Considered: a report, on the recommendation of the Vice-Chancellor's Executive Team, on the proposed annual strategy (COU/19/34)

Reported:

- i) that preparing an annual plan remained challenging in the current external environment;
- ii) that the key performance indicators had been trajectory tested against the outlined priorities.

RESOLVED: to approve the Annual Strategy Report.

COU.19.48 INTERNAL AUDIT SERVICES 2019/20 TO 2021/22

Considered: confirmation of the appointment, on the recommendation of Audit and Risk Committee, of the proposed internal audit service providers for the period 2019/20 to

2021/22 (COU/19/35).

Reported: that PricewaterhouseCoopers (PwC) PLC had formally accepted the appointment since the previous update had been considered [COU.19.30] and had issued a letter of engagement and terms of business to the University.

RESOLVED: to confirm the appointment of PwC PLC as the internal audit service providers for the period 1 August 2019 to 31 July 2022.

COU.19.49 **INCLUSION AND DIVERSITY ANNUAL REPORT 2019 CLOSED**

Considered: the Inclusion and Diversity Annual Report 2019, on the recommendation of the Student Experience Committee (COU/19/36).

Reported:

- i) that the detailed data contained in the appendix would not form part of the published Report;
- ii) that the Report had continued to utilise an 'at a glance' presentation style;
- iii) that there had been only minor changes since the 2018 Report and the key challenge remained in the declaration and collection of data;
- iv) that there had been positive increases in black and minority ethnic (BAME) representation in the professoriate (+3%) and the lecturer body (+2%) but that there had been a decline in representation at senior lecturer level (-8%);
- v) that overall the colleague body was still not reflective of the diversity of the student body;
- vi) that there had been a focus on the BAME attainment gap and this would continue during 2019/20 academic year;
- vii) that equality impact assessments were critical to decision-making and Council and its standing committees were strongly encouraged to lead by example;
- viii) that the University would be seeking improved ratings or awards for the Athena SWAN Charter (gender equality), Race Equality Awards, the Stonewall Index (UK workplace equality index) and the Disability Confident Scheme.

Noted:

- i) that data cohorts of fewer than 20 persons were considered 'identifiable by individual' and could not be presented;
- ii) that there had been a positive reaction and support when challenging the University and its component bodies and committees about inclusivity and diversity but that more action was required for real impact;
- iii) that the Student Experience Committee had raised the issue of gender equality at professoriate-level in 2018/19 and it was commended there had been a small increase in female professorships, but this was tempered by the senior lecturer data;
- iv) that members supported promotion of the University's Inclusion and Diversity Strategy.

RESOLVED: to approve the Inclusion and Diversity Annual Report 2019.

COU.19.50 **CORPORATE GOVERNANCE: TERMS OF REFERENCE**

Considered: a proposal, on the recommendation of the Governance, Nominations and Ethics Committee, for revised terms of reference for standing committees of Council (COU/19/37).

Reported:

- i) that the majority of the proposed revisions to the terms of reference related to consistency in nomenclature and editing;
- ii) that the material changes proposed for Audit and Risk Committee and Student Experience Committee were presented as a result of approved requests from each Committee.

RESOLVED: to approve the revised terms of reference for standing committees of Council with immediate effect.

COU.19.51 **CORPORATE GOVERNANCE: SCHEME OF DELEGATION**

Considered: a proposal, on the recommendation of the Governance, Nominations and Ethics Committee, for a revised Scheme of Delegation (COU/19/38).

Reported:

- i) that the proposed revised Scheme of Delegation was an initial revision and the document included amendments requested by the Governance, Nominations and Ethics Committee;
- ii) that the Scheme drew together reference points from a range of source documents;
- iii) that the Financial Regulations were due to undergo substantive review and consequently the Scheme would be presented again for consideration of further revisions in conjunction with this in Autumn 2019.

RESOLVED: to approve the revised Scheme of Delegation with immediate effect.

COU.19.52 **QUARTERLY FINANCE REPORT**

Received: the 2018/19 Q3 Finance Report, on the recommendation of the Finance and Resources Committee (COU/19/40).

Noted:

- i) that Salford Professional Development (SPD) Ltd had amended its forecast to a net loss and the Executive had commenced enhanced performance monitoring;
- ii) that the Local Government Pension Scheme (LGPS) had forecast a deficit liability of £41.7m which was due to the discount rate change and costs associated with equalization and contracting out from the Scheme.

COU.19.53 **UNIVERSITY PENSION SCHEMES**

Received: an update, on the recommendation of the Remuneration Committee, on pension provision at the University (COU/19/41).

Reported:

- i) that Universities UK (UUK) had approached the Trustee Board of the Universities Superannuation Scheme (USS) to accept the option of a lower bookend of 30.7% contribution and commitment to the valuation in March 2020 (with an increase to 34.7% contribution if no agreement from the 2020 valuation was forthcoming);
- ii) that USS had responded with additional conditions to the option, namely to put in place a moratorium for any University leaving the Scheme, to monitor member institution debt positions and to hold security over said debt that was equal to the banks;
- iii) that the moratorium was a result of Trinity College, University of Cambridge, leaving the Scheme;
- iv) that the University had prepared a robust response and, similar to other HE institutions, did not accept the conditions which it felt were the responsibility of a statutory regulator and not of a pension scheme provider;
- v) that the ongoing negotiation had increased the risk of a realised contribution rise in October 2019 and the University awaited a response.

Noted:

- i) that Trinity College, Cambridge had 20 staff enrolled in USS and had voted to exit the Scheme at a cost of £30m;
- ii) that the University had significantly more staff enrolled in the Scheme (1,333) and was not, even should it wish to, in a position to afford to leave.

COU.19.54 **QUARTERLY PERFORMANCE REPORT**

Received: a report, on the recommendation of the Vice-Chancellor's Executive Team, on research, including the University's performance against lead indicators during 2018/19 Q3 (COU/19/42).

Reported:

- i) that research intensity and performance was on target or, in some instances, had exceeded target;

- ii) that three-year academic plans had been introduced.

COU.19.55 SENATE

Received: the minutes (unconfirmed) from the meeting of the Senate held on 12 June 2019 (COU/19/34).

Reported:

- i) that there had been extensive consideration given to the framework of academic governance for next academic year and this included the Research Excellence Framework (REF) Code of Practice;
- ii) that Council members had a standing invitation to observe a future meeting of Senate.

COU.19.56 RESEARCH EXCELLENCE FRAMEWORK 2021

Received: the Research Excellence Framework (REF) 2021 Code of Practice (COU/19/44).

Reported:

- i) that the University was required to produce and submit a Code of Practice for REF 2021;
- ii) that the Senate had ratified approval for the Code of Practice at its last meeting on 12 June 2019;
- iii) that the Code identified the selection of staff and research output that would be submitted and had a strong emphasis on inclusion, equality and diversity;
- iv) that one innovation had been the introduction of three-year academic plans;
- v) that there had been a productive relationship with the Unions throughout the drafting process for the Code;
- vi) that the University would be notified by Research England in Autumn 2019 if it had accepted the Code or required amendments.

Noted:

- i) that the research focus aligned to the Industry Collaboration Zones (ICZ) with the exception of sport but that there was little research intensity in sport, and this was common for the sector;
- ii) that some elements of sport research were reflected in health and wellbeing research.

COU.19.57 SCHOOL UNIFICATION PROJECT

Received: reports, on the recommendation of the Vice-Chancellor's Executive Team, on the school unification project (COU/19/45 and COU/19/46).

Reported:

- i) that the school unification project was to be closed as a project, with operation becoming 'business as usual' from September 2019 but that the Vice-Chancellor's Executive Team would continue to monitor this transition;
- ii) that the School of Science, Engineering and the Environment (SEE) had some outstanding posts in the School management structure to fill but recruitment had nearly concluded;
- iii) that updates had been received by the Senate to assure academic governance had not been affected.

Noted:

- i) that a post-implementation review would be conducted as a matter of course and reported to the Project Board through to the Vice-Chancellor's Executive Team;
- ii) the view that a dedicated project manager had been invaluable;
- iii) that the Deputy Vice-Chancellor, the project team and all colleagues involved were commended on the outcome;
- iv) the view that the project outcome had evidenced a growing resilience and organisation of projects by the University;
- v) that there had been wide consultation with staff, unions and students so that the projects had been endorsed by those most affected.

COU.19.58 **COMMITTEE CHAIRS' REPORTS**

Received: the Committee Chairs' Reports (COU/19/47).

Noted:

- i) that the Governance, Nominations and Ethics Committee had received a 'deep dive' into the ethics of 'freedom of speech' which had been extremely interesting. The Committee had been reassured by the processes and consideration that was involved;
- ii) that confirming committee membership and development of the programme of student experience activities were both tasks that remained active over the Summer;
- iii) that Audit and Risk Committee had considered the internal audit report on Cybersecurity and had commissioned a follow-up which would take place before the end of July 2019;
- iv) that the Remuneration Committee thanked the Director of Human Resources and Organisational Development and Human Resources colleagues involved in the production of the proposal for the Total Reward Framework as this had required significant effort over the past year.

COU.19.59 **ANY OTHER BUSINESS**

Noted: Members thanks to the undernoted:

- i) Tom Russell *in absentia* for his contribution and support as an independent member of Council, member of Finance and Resources Committee and Lead Member for Estates;
- ii) Professor Margaret Rowe for her contribution as an appointed member of Council;
- iii) Professor Richard Stephenson for his contribution to the University and best wishes for the future.

COU.19.60 **DATE OF NEXT MEETING**

The next meeting was to be held on Friday 11 October 2019.

Minute Reference	Meeting Date	Item	Action to be taken	Owner	Comments
COU.18.78	12-Oct-18	Quarterly Performance Report (NSS and DLHE)	To receive subject-level data at an appropriate future meeting.	Pro V-C Student Experience	To be included in the next iteration (due October 2019). Item 13 on the agenda
COU.18.106	14-Dec-18	University of Salford Chancellor	To receive an interim update, on the recommendation of the Governance, Nominations and Ethics Committee, on the implementation of the succession plan.	Registrar and Secretary	An interim update report has been included in the GNEC schedule of business for 2019/20. It is anticipated that an interim update to Council will be received in winter 2020. Action in progress
COU.19.13	29-Mar-19	Quarterly Performance Report	To include a social value indicator in performance reports.	Director of Strategy	Previously reported to be included in the next iteration (due 12 July 2019) however this is should have read in the next annual iteration due (2019/20 quarterly reports). Item 13 on the agenda
COU.19.26	3-May-19	Engagement with the Student Experience	i) To approve holding the Student Experience Committee in abeyance during 2019/20 and piloting, in its place, a programme of activities to increase the exposure of members to the student experience. This pilot to be evaluated against a set of pre-agreed objectives;	Registrar and Secretary	A review outcome report has been scheduled as an item of business for the meeting of Council to be held on 10 July 2020. Action in progress
			ii) to approve during the pilot year the Senate's Annual Quality Assurance Report to be submitted directly to the Council.	Registrar and Secretary	The Annual Quality Assurance Report has been scheduled as an item of business for the meeting of Council to be held on 22 November 2019. Action in progress

COU.19.38	12 July 2019	Membership: Appointment to Council	to request the Governance, Nominations and Ethics Committee to consider Council membership composition with regard to diversity and future objectives for succession planning.	Chair, Governance, Nominations and Ethics Committee	Consideration scheduled to be at the meeting of GNEC on November 2019, with a subsequent Chair's Report to Council in the same month. Action in progress
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