

MINUTES OF THE MEETING HELD ON 11 APRIL 2025

- Present: Lord Keith Bradley (Chair), Angela Adimora [online until COU.25.39], Professor Dame Susan Bailey, Professor Nic Beech, John Bland, Helen Brown, Dr Tony Coombs, Stephen Gleave [online until COU.25.41], Philip Green [until COU.25.46], Alvina Imran [online from COU.25.26], Merlyn Lowther, Professor Peter McDermott, Micheal Omoniyi [until COU.25.46], Councillor Theresa Pepper, Alan Roff, Adnan Sabir [from COU.25.26 until COU.25.46], Claire Sproston [online], and Helen Taylor.
- Apologies: Phillip Bishop, Sara Das, Suzanne Robinson, Nigel Wilcock, Professor Katherine Yates, and Dr Elsa Zekeng.
- In attendance: Professor Simone Buitendijk (Deputy Vice-Chancellor & Provost), Emma French (Chief Academic Services Officer & University Secretary), Jackie Njoroge (Chief Strategy and Data Officer), and Elaine Pateman Salt (committee secretary).
Susie Hills (Huron Global Consulting) – observing.
- By invitation: Andy Hargreaves (Director of Engagement, Salford Students' Union), Syed Nafees (student), Lydia Odai (student), and Gareth Tattersall (student) [COU.25.26], Ed Moloney (Chief Executive Officer, Salford Students' Union) [COU.25.27; COU.25.28], Dr Pradeep Passi (Pro Vice-Chancellor, Social Justice and Equity) [COU.25.31], Professor Simon Green (Pro Vice-Chancellor, Research and Knowledge Exchange) [COU.25.34], Andrew Crozier (Director of Finance) [COU.25.39 to COU.25.43], and Mark Wantling (Chief Information Officer) [COU.25.41].

COU.25.20 DECLARATIONS OF INTEREST

Reported: that the student members were conflicted for Item 7: SSU Elections 2025, and that they would join the meeting after the item had been received.

COU.25.21 MINUTES OF THE PREVIOUS MEETING

Confirmed: the minutes of the previous meeting held on 17 January 2025 (COU/25/13), subject to minute reference COU.25.13 Reported iv) being amended to read 'that – redacted -

COU.25.22 MATTERS ARISING FROM THE MINUTES

Noted: that there were no matters arising from the minutes not covered elsewhere on the agenda.

COU.25.23 CONFIRMATION OF STARRED ITEMS

Confirmed: that Item 28 (Use of University Seal; COU/25/36) was noted without discussion.

COU.25.24 CHAIR'S ACTION

Received: a report of Chair's Action taken since the previous meeting regarding approval of the University's Equality Report 2024 (COU/25/14).

COU.25.25 **SALFORD STUDENTS' UNION ELECTIONS 2025 CLOSED MINUTE**

Received: a confidential report of the University's review of due process in the Salford Students' Union 2025 election (COU/25/15).

Reported:

- i) that following escalation in the election complaint process, the University had undertaken a review of due process in the Salford Student's Union (SSU) election 2025;
- ii) that this had involved review of the SSU election byelaws and associated candidate rules;
- iii) that the election had been deemed valid (i.e., not requiring to be 're-run') – redacted - ;
- iv) that the review report had been received by University Leadership Team (ULT) and was presented under Council's accountabilities under the Education Act 1994.

Noted:

- i) that – redacted - ;
- ii) that learning would be taken by the University – redacted - ;
- iii) that also, - redacted - ;
- iv) that SSU had confirmed satisfaction in the review process and had announced the results in the election of its next president;
- v) that assurances would be provided to Council ahead of the next election that – redacted - ;
- vi) the view that the next report include assurances regarding wider internal training for conducting the review process.

RESOLVED: that the outcome report of the review of due process in SSU's election 2025 be noted, and that Council confirm its assurance as to due process – including the approach taken to establish due process - ahead of the next election through consideration of a successive report.

ACTION: CHIEF ACADEMIC SERVICES OFFICER & UNIVERSITY SECRETARY

COU.25.26 **STUDENT EXPERIENCE**

Received: a video presentation (in advance) regarding Salford Students' Union sports clubs and societies, followed by a discussion with club representatives of their experiences.

Reported:

- i) that the activities represented were football, roller skating, and fencing;
- ii) that the undernoted views were expressed:
 - a) that sports activities were vital to ensuring good mental and physical health;
 - b) that sport provided an 'international language' accessible to all;
 - c) that sport helped individuals de-stress from their studies;
 - d) that sport helped individuals to develop confidence in themselves;

- e) that sport helped reduce social isolation;
- f) that personal security was an area of concern in hosting sports and other society events;
- g) that there was an ongoing challenge to secure funding and appropriate facilities to facilitate clubs and societies;
- h) that partaking in clubs and societies might be promoted more highly as part of the university experience or possibly included on timetables as a 'time to participate'.

Noted:

- i) that facilities to support clubs and societies were located across both campuses;
- ii) that the Campus Connectivity Plan (CCP) included a brief to consider student sports facilities, as well as more general estate improvements such as lighting and walkways;
- iii) that the University recognised there was greater demand for student sport facilities than could be currently accommodated;
- iv) the view that there were opportunities to share space at different times could be explored;
- v) the view that an integrated timetable could curate a distinctive experience for students incorporating curricula and extra curricula events;
- vi) that also, cost-of-living was foremost in students minds when committing to extra curricula participation;
- vii) that there was no participation or membership data to suggest gender disparity in sports participation, but that disability was disproportionate;
- viii) that the costs to support a stand-alone para-sports programme was currently prohibitive;
- ix) that regarding gender, the clubs were driven by student demand, for example the women's rugby league team;
- x) that SSU worked with regional universities and national governing sports and health bodies to take advice and develop its clubs and sports offer, including understanding neuroinclusive sport;
- xi) that regarding security for events, a review was to be undertaken to establish improvement actions;
- xii) that the Chair thanked the guests for their time and valuable contribution to the discussion.

COU.25.27 **UNIVERSITY OF SALFORD STUDENTS' UNION REPORT CLOSED MINUTE**

Received: on the recommendation of University Leadership Team, the biannual report of Salford Students' Union (COU/25/16).

Reported:

- i) that the report ensured compliance with the governing body's oversight requirements of the Education Act 1994;
- ii) that SSU had been kept up to date on the work being undertaken to – redacted -, and that it was satisfied as to progress;
- iii) that SSU was discussing with – redacted - ;
- iv) that – redacted - ;
- v) that there had been significant progress in the development and delivery of the strategy for student jobs across all professional services but particularly in the

University's marketing and external relations department who already have a 10% student headcount through employment of students as content creators.

COU.25.28 UNIVERSITY OF SALFORD STUDENTS' UNION STRATEGY

Considered: on the recommendation of University Leadership Team, Salford Students' Union Tackling Loneliness Strategy (COU/25/17).

Reported:

- i) the view that loneliness was a significant social issue;
- ii) that SSU intended to approach the issue as a matter of social justice for students and as its core concern, particularly as loneliness impacted on experience and outcomes;
- iii) that loneliness had become a key predictor of depression and anxiety in students;
- iv) that SSU had concluded through its research that 42% of students at the University experienced loneliness, that loneliness intersected with multiple factors affecting the experience of its members, and that 32% of students had considered 'dropping out';
- v) that also, loneliness had been proven to impact on long term socioeconomic status;
- vi) that overall, SSU considered loneliness a significant risk to its students;
- vii) that the Tackling Loneliness Strategy had been developed in alignment with the University's strategy and values – to ensure all students matter;
- viii) that also, there were clear links to the University's strategic delivery plan for education, the Campus Connectivity Plan (CCP), and the EDI Statement of Ambition;
- ix) that SSU retained accountability for the Tackling Loneliness Strategy but sought endorsement from Council.

Noted:

- i) that the members collectively supported the Strategy;
- ii) the view that the action plan was comprehensive;
- iii) that implementation was at an early stage and that an oversight group would be established to operationalise the Strategy;
- iv) that updates on the implementation of the Strategy would be reported as part of the biannual report of SSU;
- v) that SSU was to review its resource structures to ensure focussed support for the Strategy, and that project resource had been agreed with the University (equivalent to one day per week);
- vi) that a student hub was planned as part of the CCP but within the next five years, and that virtual cultural space was to be curated;
- vii) the view that a physical space created a 'social heart' on a campus and that this was currently missing at the University;
- viii) the view that the student hub should be re-prioritised in the CCP;
- ix) that existing spaces could be re-purposed but that not all SSU activities were adherent to the Strategy and that it was intended to build a coherent student community on campus in the lifetime of the Strategy;
- x) the view that the Strategy was analogous to the NHS 'Live Well' agenda and that there could be efficiencies in co-location of services;
- xi) that the Chair sincerely thanked SSU for the formation of the Strategy and the future benefit to students;

- xii) that also, the Chair thanked the student members – Alvina Imran and Adnan Sabir – for their contribution in leading development of the Strategy, and for their contributions to Council as their tenure would expire in June 2025 rendering this their final meeting.

RESOLVED: that the SSU Tackling Loneliness Strategy be noted and endorsed by Council.

COU.25.29 VICE-CHANCELLOR'S REPORT

Received: a report from the Vice-Chancellor on key strategic activities of the University (COU/25/18).

Reported:

- i) that undergraduate student recruitment was lower than had been forecast in the recruitment cycle;
- ii) that however, improvements in undergraduate student retention had held;
- iii) that ULT were taking a structured approach to review cost versus student activity and, where applicable, considering options;
- iv) that the Office for Students (OfS) had fined the University of Sussex for failing to uphold freedom of speech and governance of academic freedom;
- v) that there had been considerable 'noise' in the sector regarding the decision and that the University was reviewing its policies to ensure there was no undue local risk, and was engaged with sector discussions;
- vi) that the profile of the breach had provided an opportunity to hold thoughtful conversations with students and colleagues on the matter;
- vii) that the University's membership of the Knowledge Equity Network (KEN) had been formally launched at a recent event, and was anticipated to play an important role in the University's research relationships;
- viii) that relationship development with Further Education (FE) colleges continued and the University was scheduled to host a 'round table' on tertiary education in England including discussion of learning from devolved nation models;
- ix) that Professor Carol Evans had been appointed Pro Vice-Chancellor Education and Student Experience from June 2025;
- x) that the University had been included in the selection process for the next Chief Executive of Salford City Council (SCC), who had been confirmed as Stephen Young.

Noted:

- i) the thanks of the members to those involved in early achievement of the University's goals in energy reduction (six years ahead of deadline);
- ii) the view that this achievement demonstrated the University's commitment to environmental sustainability;
- iii) that additionally, the Vice-Chancellor had visited the team to personally thank them and had included thanks in his colleague bulletin.

COU.25.30 INSTITUTE AND SCHOOLS

Considered: on the recommendation of University Leadership Team, the establishment of a new institute of the University, and the formation of three Schools (COU/25/19).

Reported:

- i) that the proposal had been debated by Senate and updated to make clear that it was proposed to reform three Schools;
- ii) that the proposal was part of a drive to deliver on the education goals in the University Strategy;
- iii) that establishment of an institute of the University would bring together social science and STEM colleagues to focus on multidisciplinary innovative research, and that formation of the Schools would also create and support a refocusing of purpose;
- iv) that the education would continue to be through a four-school structure;
- v) that it was anticipated operational implementation could be effected in one year;
- vi) that the new School names indicated the expected disciplinary clusters, including recognising business as a social science;
- vii) that early discussions had commenced with the academic community, and that the Pro Vice-Chancellor and Deans for each School were participants in the recommendation put before Council;
- viii) that the proposal also sought to create sufficient clarity that recruitment for the two substantive appointments to School leadership could be successfully progressed;
- ix) that regarding the proposed Institute of Social Innovation (ISI), it was intended to phase future research investment in a coherent manner and a single focus.

Noted:

- i) the – redacted - would be repurposed to the ISI from the forecast budget and that this would be explicit in the presentation of the next finance reports subject to the decision made on the proposal;
- ii) the collective view that a correct pace was critical to success, effecting appropriate delivery against minimal operational risk;
- iii) that the proposal was not being made to achieve cost savings but to deliver on the University's planning for education;
- iv) the view that the inclusion of life sciences alongside health in a single school would create a large remit for the School and require clear explanation to future students;
- v) that the final alignment of disciplines would be part of implementation of the proposal;
- vi) the view that clarity was critical in providing certainty for the implementation plan, including analysis of differences between disciplines to ensure minimal disruption and accurate realignment;
- vii) the view that the Pro Vice-Chancellor and Deans should collectively manage the implementation plan on behalf of the University, including those incoming about to be appointed;
- viii) that implementation would impact on existing students, for example graduating from a different School to their entry point;
- ix) the view that students should be brought into the journey to create academic synergy;
- x) the view that the proposal aligned to the University's vision and was a required fundamental shift to achieve its strategy;
- xi) the view that the proposal included clear connectivity between disciplines and reflected the needs of future graduates;

- xii) that Senate had been assured in ULT's sensitivities regarding the proposal being more than renaming the Schools, and the view of the Senate member that the body was confident in colleague delivery of the plan;
- xiii) that the Chair thanked Senate for its deliberations;
- xiv) that the Chair directed the resolution to include an effective deadline for each part, noting that this was a 'go live' date and that preparatory actions would be undertaken from now to achieve the deadline.

RESOLVED:

- i) that the establishment of the Institute for Social Innovation be approved with immediate effect;
- ii) that the formation of a School of Health, Community and Life Sciences be approved, effective from September 2026;
- iii) that the formation of a School of Social Science, Business and Law be approved, effective from September 2026;
- iv) that the streamlining of the School of Science, Engineering and Environment be approved, effective from September 2026;
- v) that the approach to alignment of discipline areas to Schools be noted.

COU.25.31 **SOCIAL JUSTICE**

Received: a report on the University's positioning of social justice as a foundational principle for research, enterprise, education, and people (COU/25/20).

Reported:

- i) that the University had a strong history of participating in social justice and was now seeking to create a foundational principle for delivery of the University Strategy;
- ii) that an internal steering group had been established and that an external partner community event had also been held.

Noted:

- i) that it was intended to reach a clear, shared articulation of social justice at the University, but that it was recognised there was complexity in achieving this goal;
- ii) that there was a lot of activity that could be classified as socially just that required connection to create a powerful narrative and distinctiveness to the University;
- iii) that whilst EDI could be considered at an individual-level, social justice was at a system-level and should be the guiding principle to structure of the University's systems;
- iv) the collective view that a definition or articulation of social justice should be meaningful and clear to students;
- v) that there was opportunity to align the principle to the four themes of the University Strategy;
- vi) that it was the intention to achieve a set of clear measures to demonstrate delivery of social justice, for example through the social mobility index, or high-quality research impact case studies;
- vii) that the University viewed the term 'social justice' as a practice and not discursive term;
- viii) the view that the definition should be shaped by the communities the University served.

RESOLVED: that the report be noted and a successive update entered on the schedule of business.

ACTION: COMMITTEE SECRETARY

COU.25.32 QUARTERLY PERFORMANCE REPORT

Received: on the recommendation of the University Leadership Team, a detailed report on income diversification. Also included was the University's performance against lead indicators during Quarter 2 2023/24, with the Top 10 Risk Profile appended on the recommendation of the Audit and Risk Committee (COU/25/21).

Reported:

- i) that graph five [pg. 9] presented the OfS' financial forecasts for three-year deficit split by sector type;
- ii) that in general it could be concluded that the larger an institution the greater its financial resilience, and that smaller or specialist institutions were at higher risk of unsustainability;
- iii) that this was leading to some sector discussion around a 'minimum size' to be sustainable.

Noted: that the University's core business continued to be the recruitment and retention of undergraduate students.

COU.25.33 SENATE REPORT

Received: a report of the meeting of Senate held on 11 March 2025.

Reported:

- i) that there had been a further special meeting of Senate held to discuss the forming of the ISI and Schools as reported earlier;
- ii) that the scheduled meeting had considered the strategic delivery plans for education and research and knowledge exchange.

COU.25.34 UNIVERSITY STRATEGY: RESEARCH AND KNOWLEDGE EXCHANGE

(Secretary's note: Professor Green joined the meeting from Reported, iii)

Received: on the recommendation of Senate, the strategic delivery plan for research and knowledge exchange and report of preparations for the next Research Excellence Framework exercises (COU/25/23).

Reported:

- i) that the Vice-Chancellor reflected on the research and knowledge exchange (RKE) development session held earlier, including that there was a good understanding of the challenges faced ahead of the next two Research Excellence Framework (REF) exercises in 2029 and 2036 respectively, and a clear route to address the challenges;
- ii) that also, the newly approved ISI would be a key driver towards success;
- iii) that the delivery plan could be – redacted - ;

- iv) that it was the intention to re-build and to fulfil the University's mission as a triple intensive institution.

Noted:

- i) that research activity was complex and would require time to address;
- ii) that – redacted - ;
- iii) that it was important financially that the majority of workload was allocated to teaching but without loss of critical mass in research;
- iv) that research was often subsidised by teaching income, and particularly where higher fees could be achieved such as through postgraduate programmes and international rates;
- v) that the University needed to effect a greater balance between teaching and research for the benefit of all, for example students being taught by active researchers in their discipline;
- vi) that – redacted - ;
- vii) the view that the University was able to successfully achieve status as a triple intensive institution;
- viii) that costs to achieve the delivery plan would be presented in the University's financial forecast shortly, and be defined in the general workforce planning presented by HR to Finance and Resources Committee;
- ix) the view that an eight-year research assessment cycle created challenges for institutions, and the strategic approach to the 2036 REF submission was welcomed;
- x) that for the – redacted - ;
- xi) that financial investment impacted long-term on RKE;
- xii) that most research impact cases being prepared related to research undertaken prior to the Covid-19 pandemic, and that PhD projects from September 2025 would inform cases for submission in 2036;
- xiii) the view that it would be important to be clear in communicating with academic colleagues about research activity and the value created to the University by teaching and learning practitioners;
- xiv) the view that Council's engagement in direction of funds for the strategic delivery plan would be critical to success for the lifetime of the piece.

COU.25.35 **AUDIT AND RISK COMMITTEE REPORT**

Received: a report regarding the recent Committee meetings from the Chair of the Audit and Risk Committee (COU/25/24).

Reported:

- i) that statutory responsibilities for companies failing to prevent fraud were highlighted;
- ii) that three internal medium risk audit reports had been received at the meeting: Competition and Markets Authority (CMA); UK Visas and Immigration (UKVI); and cybersecurity;
- iii) that the Committee considered robust plans had been developed to address recommendations from each audit;
- iv) that reports of whistleblowing, safeguarding and the Prevent duty had been received;
- v) that there had been a 'deep dive' into preparation for the enforcement of the Terrorism (Protection of Premises) Act 2025, or Martyn's Law;

- vi) that the Committee had been apprised of the significant work undertaken in holding graduation ceremonies and had been assured of the standard of care taken;
- vii) that there had been report of a University data breach and the Committee had been assured the response was being managed effectively;
- viii) that the next meeting was a thematic session on artificial intelligence (AI) and a general invitation was extended to members.

Noted: that – redacted -

COU.25.36 **ANNUAL ACADEMIC QUALITY ASSURANCE REPORT**

Considered: on the recommendation of Audit and Risk Committee, the Academic Quality Assurance Report for 2023/24 (COU/25/25).

Reported: that as previously requested the report had been developed to include risk assessment and action plan.

Noted: that there was an appointment and review process in place for external examiner roles, including due diligence checks (i.e., no close working relationships) and defined terms for the role.

RESOLVED: that the academic quality assurance report for 2023/24 be noted and accepted.

COU.25.37 **WHISTLEBLOWING POLICY**

Considered: on the recommendation of Audit and Risk Committee, revision to the University's Whistleblowing Policy (COU/25/26).

Reported: that the proposal was to note the change in governance arrangements in the policy statements and procedures, but that Committee had requested further review of policy effectiveness and how this might be ascertained.

Noted: that the scoping statements of the Safeguarding Policy and Whistleblowing Policy included the same subjects but were defined differently.

RESOLVED:

- i) that the Whistleblowing Policy (V4.3) be approved and re-adopted for a further period of two years;
- ii) that policy nomenclature and consistency be effected.

ACTION ii): CHIEF ACADEMIC SERVICES OFFICER & UNIVERSITY SECRETARY

COU.25.38 **SAFEGUARDING POLICY CLOSED MINUTE**

Considered: on the recommendation of Audit and Risk Committee, revision to the University's Safeguarding Policy (COU/25/27).

Reported:

- i) that responsibility for safeguarding duties had been moved from Legal Services to the Student Support Directorate to better align to the activities undertaken;
- ii) that the proposal was to adopt the Policy for one year in order that further detailed review be undertaken against compliance and the underlying processes, but that the proposed version was statutorily compliant.

Noted:

- i) that the final definition of abuse (pg.12) was in fact an indicator of abuse and should be moved to the list of possible signs of abuse (pg. 14);
- ii) that the Chair re-iterated the importance of the effective implementation of the Policy.

RESOLVED: that the Safeguarding Policy (V6.1) be approved and re-adopted for a further period of one year, subject to a correction being made between the definitions and signs of abuse lists.

ACTION: CHIEF ACADEMIC SERVICES OFFICER & UNIVERSITY SECRETARY

COU.25.39 **FINANCE AND RESOURCES COMMITTEE REPORT**

Received: a report regarding the recent Committee meeting from the Chair of the Finance and Resources Committee (COU/25/28).

Reported: that the Committee had received high-level 'deep dives' into EDI, HR and Digital strategic delivery, alongside its normal update on the Campus Connectivity Plan.

COU.25.40 **QUARTERLY FINANCE REPORT CLOSED MINUTE**

Received: on the recommendation of the Finance and Resources Committee, the Quarter 2 2024/25 Quarterly Finance Report (COU/25/29).

Reported:

- i) that the – redacted - ;
- ii) that – redacted -;
- iii) that – redacted- ;
- iv) that – redacted - ;
- v) that the University was compliant with its financial covenants;
- vi) that the next budget process was due to complete and report to the next meeting, and – redacted -.

Noted:

- i) that – redacted -;
- ii) the view that separation of investment income in the Report would be beneficial to aid insight into data on operating surplus;
- iii) that projected – redacted -;
- iv) that there were plans to develop greater expertise in applying for grant funding;
- v) the view that – redacted -;
- vi) that members were reminded that whilst the University's financial position was currently stable, the standing committees and Council should not be complacent in discharging their duties for safeguarding financial sustainability.

RESOLVED: that the Report be noted and present investment income data individually in future iterations.

ACTION: DEPUTY CHIEF EXECUTIVE AND CHIEF FINANCE OFFICER

COU.25.41 NETWORK AND CONNECTIVITY REFRESH CLOSED MINUTE

Considered: on the recommendation of Finance and Resources Committee, the business case to refresh the University's IT network (COU/25/30).

Reported:

- i) that the – redacted - ;
- ii) that – redacted - ;
- iii) that the expectations of students and staff had changed considerably over the past few years regarding connectivity;
- iv) that in considering options to address these issues it was proposed that a 24hour/ 365 days network operations service be procured to co-service aligned to the similar security operation service.

Noted:

- i) that the University's ability to manage a supplier was discussed at Finance and Resources Committee, with lessons learnt from maturity in other contracted partner scenarios;
- ii) that management of key performance indicators had been strengthened;
- iii) that added value would be included in the procurement of the service partner, for example student placement opportunities and guest lectures.

RESOLVED: that option four in the network and connectivity business case, at a cost of – redacted - over four years, be approved.

COU.25.42 TREASURY INVESTMENT CLOSED MINUTE

Considered: on the recommendation of Finance and Resources Committee, a proposal regarding the University's treasury investments (COU/25/31).

Reported:

- i) that the proposal included options to – redacted - ;
- ii) that there were no banking covenants in place preventing the proposed options.

Noted: that – redacted -

RESOLVED:

- i) that the University's Finance Team (role as delegated in the Policy and Financial Regulations) be authorised to – redacted -;
- ii) that the University's appointed treasury investment service provider (- redacted -) be authorised to – redacted -.

RESOLVED: that the mechanisms for decision-making and delegated authority regarding – redacted - be made explicit in the Treasury Management Policy.

ACTION: HEAD OF FINANCIAL ACCOUNTING

(Secretary's note: that the resolutions, where applicable, will be incorporated into the Treasury Management Policy and the policy re-adopted *de facto*).

COU.25.43 UNIVERSITY OF SALFORD ENTERPRISES LTD CLOSED MINUTE

Considered: on the joint recommendation of Audit and Risk Committee and Finance and Resources Committee, a proposal that the University of Salford Enterprises (USE) Ltd accounts exemption from external audit be supported through provision of a parent guarantee for a further year (financial year-ending 31 July 2025) (COU/25/32).

Reported:

- i) that permission for the exemption was sought under a clause of the Companies Act 2006 and represented a saving of approximately – redacted - to USE;
- ii) that USE's liabilities had been reviewed and – redacted - .

Noted: that Audit and Risk Committee intended to consider additional assurance of USE's business and internal controls at a future meeting.

RESOLVED: that the provision of a parent company guarantee for USE liabilities for financial year-ending 31 July 2025 be approved.

COU.25.44 REMUNERATION COMMITTEE REPORT

Received: a report regarding the recent Committee meeting from the Chair of the Remuneration Committee (COU/25/33).

Reported:

- i) that the Committee had received an update on national pay and the University's pension schemes, noting the final part of the 2023/24 national pay award was applied to eligible salaries in March's pay;
- ii) that the Equity Pay Gap Report had been reviewed in detail and had included for the first time data on ethnicity and disability, and that the Committee had noted a reduction in the gender pay gap.

COU.25.45 EQUITY PAY GAP REPORT

Received: on the recommendation of Remuneration Committee, the Equity Pay Gap Report 2023/24 (COU/25/34).

COU.25.46 GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE REPORT

Received: a report regarding the recent Committee meeting from the Chair of the Governance, Nominations and Ethics Committee; and considered: a proposal to establish a Council Engagement Group to support implementation of the University's strategic delivery plan for education (COU/25/35).

Reported:

- i) that the Committee had supported the intention to propose moving authority and oversight of the title Professor Emeritus to Honorary Awards Committee;

- ii) that the Committee had supported the proposal to create a third Council Engagement Group (CEG) in the implementation of the education strategic delivery plan;
- iii) that the review of Council's effectiveness had commenced with the appointed partner – Huron Consulting Group (formerly Halpin Partnership Limited);
- iv) that review was undertaken every three years under adoption of the Committee of University Chairs (CUC) HE Code of Governance related to the OfS ongoing conditions of registration E1: Public Interest Governance and E2: Governance and Management;
- v) that following an initial Steering Group meeting to agree the scope, fieldwork activities were now underway to report by the end of the academic year if possible.

Noted:

- i) that members were reminded to complete the effectiveness review survey issued by Huron;
- ii) that the Chair of Council extended an invitation to Mr. Alan Roff to lead the education delivery CEG.

RESOLVED: that the establishment of a Council Engagement Group for the strategic delivery of the University's education plan be approved.

COU.25.47 ANY OTHER BUSINESS

Reported: that no other items of business had been notified to the Chair.

COU.25.48 DATE OF NEXT MEETING

Noted: that the next meeting was scheduled on Friday 04 July 2025.