

**UNIVERSITY OF SALFORD  
COUNCIL  
MINUTES OF THE MEETING HELD ON  
22 NOVEMBER 2012**

Present: Dr A Mawson (Chair)

Mr M Amin  
Cllr D Antrobus  
Mr M Appleton  
Mr K Brady  
Prof M Bull  
Mr N Collins  
Mr T Doyle  
Prof M Hall  
Mr E Healey  
Mr M Johnson  
Ms C Kennedy  
Ms J Luca  
Ms C Moreland  
Ms A Mullan  
Prof G Murphy  
Mr S Sorrell  
Mr W Smith

Apologies: Mr T Britten  
Dr M Burrows  
Mr P Crompton  
Ms J Fawcett  
Ms R Turner (maternity leave)

In attendance: Dr A Graves (Registrar and Secretary)  
Ms J Halliwell (Associate Director of Finance)  
Mr I Dempsey (Chief Accountant)  
Mr J Forshaw (Acting Director of Planning and Performance)  
Mr M Rollinson (Head of Governance Services and Deputy Secretary)

COU.12.60 **MEMBERSHIP**

In accordance with the recommendation of Nominations and Governance Committee (see COU.12.72 below) Council **resolved** to confirm the appointment of Mohammed Amin as an independent member of Council. Mr Amin joined the meeting immediately after this resolution was passed.

COU.12.61 **MINUTES (COU/12/50)**

Council confirmed the minutes of the meeting of 22 October 2012.

COU.12.62 **CONFIRMATION OF STARRED ITEMS**

Council confirmed the following items were starred and would therefore be approved or noted without discussion;

- Chair's action: Collections Development Policy (COU.12.51)
- HEFCE Letter – assessment of institutional risk (COU.12.60)
- Report from Council Advisory Group (COU.12.67)
- Report from Senate (COU.12.68)
- Use of University Seal (COV.12.69)

**COU.12.63 CHAIR'S ACTION: COLLECTIONS DEVELOPMENT POLICY (COU/12/51)**

Council noted that the Chair had taken action to approve amendments to the Collections Development Policy (previously known as the Acquisitions and Disposal Policy); the revised policy was also noted.

**COU.12.64 VICE CHANCELLOR'S MANAGEMENT REPORT (COU/12/52)**

Council received a report from the Vice-Chancellor summarising key aspects of the work of the Executive since the previous meeting on 2 October 2012. The Vice Chancellor commented on three further developments since the report was drafted;

- i) It had been confirmed that Professor Maggie Pearson would take up post as Pro-Vice-Chancellor and Dean of Health and Social Care on 1 February 2013; Professor Pearson had extensive experience in senior positions in the NHS and the Department of Health and had previously served as a Pro-Vice-Chancellor at the University of Keele.
- ii) The Vice-Chancellor and Professor Amanda Broderick, Dean of Business and Law, had completed the visit to China referred to in the report. The Vice-Chancellor emphasised the importance of the Chinese market to the University, particularly to Salford Business School – over 900 of the University's current registered students were from China and there was scope to expand this further. The visit included meetings with key partners and well attended alumni events in Beijing and Shanghai.
- iii) The Students' Union had participated in the national NUS demonstration in London on 21 November 2012; two coach loads of students had taken part.

The following matters were raised after the Vice-Chancellor invited questions on the report from members;

- iv) The Registrar and Secretary confirmed that the University's purchasing function was centralised and in conjunction with the Interim Director of Finance, he was examining the potential for further efficiencies and savings;
- v) The consultants' report on the IT outage was nearing completion;
- vi) The Registrar and Secretary confirmed that innovative models for construction and operation of the proposed new sports centre were under consideration; a high quality replacement for the existing facility (which would need to be demolished to make way for the new student residences) was seen as an essential element of the University's future development. The new sports centre would facilitate the University's academic work (including the aspiration to become one of the leading universities for Sports Science) and provide a venue for elite sports development. The University was in discussion with the City Council about the location for the facility which would enable partnership work both with the Council and the local NHS (e.g. support for rehabilitation work);
- vii) The plans for the proposed eco-mosque had been reviewed by the City Council Planning Officers, who had praised the quality of the design; discussion about the proposals, including optimal size, continued;
- viii) The University and the City Council continued to keep under close review the future demand for student residencies; the Registrar and Secretary advised that there was

- confidence that demand for accommodation comprising 2,300 beds on campus would be strong, although no guarantee of demand could be offered to private providers;
- ix) Proposals for library consolidation had been revised and were still in development. Whilst consolidation was inevitable, revised proposals involved retention of facilities at Allerton (College of Health and Social Care) and a phasing of the move away from Adelphi. The intention was to complete consolidation before construction of the Gateway Building. The Lead Member Estates advised that a fuller update of the current status of the Estates Master Plan would be brought to the next meeting in February 2013.
  - x) The Chief Constable of Greater Manchester Police had met with senior officers from Salford Division earlier in the week and the day had included an hour long question and answer session. Whilst the most recent crime statistics were encouraging, the University was not complacent and continued to focus on ensuring safe routes for students and staff and preventative measures in known “hotspots” (e.g. Wallness Lane). Whilst there was always the risk of unreported crime, the University’s intelligence through, for example, Student Life offices, was that this was not a significant problem.
  - xi) The University had been the only HEI with a presence at the autumn party political conferences and to support its ambitions to develop capacity in relation to public policy, the University was about to launch a new Institute for Public Policy. Given the diminishing capacity for such work in local government, there was confidence that there would be significant scope for development in this area. The University enjoyed a good working relationship with Salford City Council (including quarterly meetings with the Mayor and the Chief Executive).
  - xii) The Vice-Chancellor confirmed that the Framework for Innovation and Research in Media City UK (FIRM) was a research partnership led by the University and involving the BBC, the Universities of Cambridge and Lancaster, Goldsmith’s College London and the Massachusetts Institute of Technology;
  - xiii) Council noted the opportunity to take part in the current consultation on the City of Salford Mayor’s plan;
  - xiv) The Vice-Chancellor confirmed that the approach to the Research Excellence Framework was different to previous exercises; the University would be submitting fewer researchers this time which was consistent with the approach across the sector and reflected the increasing selectivity in research funding. The size of the University’s submission compared favourably with other Alliance institutions but there was no doubt that the REF would reinforce the trend whereby a small, elite group of institutions received the bulk of research funding. The Vice-Chancellor confirmed that the University’s developing Research Strategy focussed particularly on collaboration with industry and government; Council emphasised the importance of ensuring that research and innovation targets were realistic;
  - xv) other issues raised, including investment in marketing and reflecting on the quality of academic provision, were dealt with in more detail in the report from the Task Group (COU.12.65.3 below).

## COU.12.65 **FINANCE REPORTS**

1. Financial Statements (COU/12/56); Letter of Representation to the External Auditors (COU/12/57); HEFCE Financial Results and Forecasts to 2012-13 (COU/12/54-55) and Report from Budget Review Group (COU/12/53)

Council considered the above documents, noting that both the Statements and Forecasts had received a significant degree of scrutiny from Budget Review Group, Audit Committee and the external auditors, Grant Thornton. Scrutiny since the Audit Committee on 5 November 2012 had focused particularly on establishing satisfaction with

going concern requirements; Budget Review Group (at its meeting on 15 November 2012), Audit Committee (at its meeting on 19 November 2012) and Grant Thornton through their work in verifying the Financial Statements had satisfied themselves on this basis, having considered forecasts and assumptions underpinning the 2012-13 budget. The Registrar and Secretary confirmed that the University was faced with a significant shortfall in income (approximately £11.5 million) and the Financial Forecasts and the report from the Budget Review Group set out how the University intended to achieve the £6.5 million surplus that Council had previously committed to.

Council noted the comment from one member that the Operating and Financial Review element of the Financial Statements was too long and not sufficiently engaging if the document was to be effective as a wider communication tool.

Focusing particularly on the report of the Budget Review Group and attached spreadsheets, the Group noted that the actions to achieve surplus in 2012/13 were largely one-off actions including:

- i) budget provisions no longer required – the result of earlier than anticipated Transformation Programme savings (achieved in 2011/12);
- ii) release of budget fees contingency provision;
- iii) release of budget bad debt provision (on the basis that the previous forecast had been over prudent).

Budget Review Group and Audit Committee had focused particularly on two elements of the 2012/13 revised forecast movements where further work was required to achieve required savings, i.e.:

- i) potential actions           £2.587 million
- ii) vacancies                   £3 million

Noting that the potential actions (detailed in Appendix B2 of the Budget Review Group report) related to areas of discretionary spend proposed to Executive but not yet implemented, Council was content that this figure was robust and achievable. In relation to vacancies, the Registrar and Secretary advised that the overall level of vacancies equated to approximately £7.8 million, so £3 million was felt to be a realistic target (and there was scope for it to be exceeded). Council concurred with this opinion, noting the views of the Chair of Audit Committee and the members of the Budget Review Group present that the Financial Statements and Forecasts had been subject to rigorous analysis and scrutiny. Council was also reassured that the 2012/13 position would be reviewed formally by Executive on a monthly basis and agreed that Budget Review Group should be regularly apprised of progress.

In response to questions, Council noted that it remained unclear whether the reduction in student numbers would be consolidated by HEFCE. The Vice-Chancellor advised that current indications were that reductions would not be consolidated but this was dependent upon the Department of Business, Innovation and Skills funding letter and, as such, in part dependent on the line taken by the Treasury

Noting that the presentation from the Vice-Chancellor and Registrar and Secretary (COU.12.65.3 below) would cover the position in 2013/14 and beyond (as well as reiterating the 2012/13 position), Council **resolved** to approve:

- i) the Financial Statements for the year ending 31 July 2012 for submission to HEFCE;
- ii) the Letter of Representation to the External Auditors, Grant Thornton;
- iii) the Financial Report and Forecasts for submission to HEFCE.

## 2. Lloyds TSB Bank Loan Facility (COU/12/57A)

Council **resolved**:

- i) that Mr S Avery be removed from the list of authorised signatories for the Lloyds Bank loan facilities and be replaced by Mr D Reeve so that Mr D Reeve, along with Prof M Hall and Dr A Graves, is authorised on behalf of the University to give telephone instructions to Lloyds Bank for the purposes of:
  - a) selecting interest rates; or,
  - b) selecting certain interest periods that are to apply from time to time on an amount outstanding under the loan facilities;
- ii) that any one of Prof M Hall, Dr A Graves and Mr D Reeve be hereby authorised on behalf of the University:
  - a) to give all written instructions to the Bank in respect of the drawdown and continuance of the loan facilities;
  - b) to give written confirmation of all instructions that are not given to Lloyds Bank in writing;
- iii) to approve an amendment to the terms of the Loan Facility as set out in a letter from Lloyds TSB Bank dated 19 November 2012 and placed before the Council as follows:
  - a) Council confirms that, provided the Effective Date (the date the Bank receives approval and notice of the resolution) occurs before 19 December 2012, the reference to “30 days” in Clause 3.2 of the Facility Letter shall be amended to read “60 days” with effect from the Effective Date

## 3. Report from Task Group: Securing Salford's Future

The Vice-Chancellor and Registrar and Secretary presented the outcomes from the work of the Task Group, including recommendations for addressing the current situation and proposed method of implementation.

The Vice-Chancellor presaged the presentation by paying tribute to the intensive work of the Task Group under the leadership of the Registrar and Secretary and supported particularly by the Interim Director of Finance and the Acting Director of Planning and Performance. The scale of the challenge facing the sector was underlined by information recently shared by the Chief Executive of UCAS; the three year impact of the shortfall in student numbers across the Sector was £1 billion in lost income. Acceptances across the sector were down by 13% and 30,000 fewer students had entered the sector compared to 2010. Acceptances had reduced across all categories of University (except Oxford and Cambridge) and indeed Russell Group institutions, as a group, had fared worse than other categories of institutions.

Council was advised that the University's home undergraduate recruitment had reduced by 21%, higher than the sector average and the Task Group had begun to analyse the reasons for this; the situation was at least partly attributable to a decline in 18-21 year olds in the North West region (the University attracted 80% of its students from this region). Similarly, Salford recruited strongly amongst mature (over 21) students (tenth highest recruiter of such students in the sector) and downturn in entry by such students had been particularly marked. Nevertheless, the need to review curriculum and portfolio

and ensure optimal quality and retrenchment from areas of poorer quality and poorer demand was unquestionable and was covered in the presentation.

The presentation focused on:

- i) methodology adopted by the Task Group including; the focus on key metrics for programme performance in the areas of student demand, academic quality, student experience and financial performance; the consultation which had taken place in Colleges and the challenge and review of College data by the Task Group; the focus on the shape and size of Professional Services;
- ii) recognised sector measures of financial performance;
- iii) University performance against these measures, e.g.:
  - a) net surplus as percentage of income; the University had not achieved the recommended 3-6% surplus in the previous five years;
  - b) total revenue reserves; currently £41.7 million against a recommended sustainability measure of £60 million;
  - c) wage costs as a percentage of income; currently 57.9% against sector average of 53%.
- iv) HEFCE's assessment that, based on 2010/11 results, the University was "not at higher risk" (see item COU.12.68 below); however, the 2011/12 position showed a substantial deficit and income had fallen over the past three years in the context of a situation where significant estate refurbishment was required;
- v) relative performance against a range of comparable institutions indicating:
  - a) higher than average staff costs as a percentage of income (including higher than average salaries);
  - b) higher than average other costs;
  - c) significantly poorer outturn performance (pre-exceptional items);
  - d) slightly higher than average number of academic staff;
  - e) proportion of academic staff against overall staff profile in line with average figure.

In this context, Council's attention was drawn to the strong financial performance of the University of Bath, a university which consistently achieved top quartile status;
- vi) income/expenditure options, indicating the extent of pay and other savings required if no remedial action were taken to recover lost student numbers and fee income in future years (noting that the gap would remain if remedial action was ineffective);
- vii) reiteration of the situation in the current financial year, with significant under-recruitment across all modes and levels of study (home and overseas) resulting in a substantial income shortfall;
- viii) impact of remedial actions/amendments to address the current position and achieve recommended 5% surplus by 2016/17;
- ix) reiteration of actions to address the 2012/13 situation and achieve the previously agreed level of surplus (noting that these were primarily one-off actions);
- x) planned actions for 2013/14 onwards, e.g.:
  - additional contributions to come from extra income or reduced cost (with emphasis on increasing income);
  - cost reduction in support areas to align with University size and shape;
  - further academic portfolio review to ensure focus on areas of strength and move away from underperforming areas;
- xi) proposed School/Professional Service contributions from 2013-14 to 2016-17 (£11 million in 2013-14 and £17 million in subsequent years);

- xii) impact on income and expenditure if contributions and necessary adjustments were delivered; this included the University recovering 1,000 of the 2012-13 student shortfall (income rising to £205.86 million in 2016/17 and surplus of 5%);
- xiii) a summary of covenant performance; current projections (based on the above) indicated that, for one loan (Barclays), there would be a technical breach of covenant in 2015-16 and 2016-17. The Registrar advised that the University was confident that, provided targets were achieved (including delivery of surplus), this would not be a major issue and there would be scope to renegotiate (the potential for higher interest charges was noted);
- xiv) a summary of projected financial key performance indicators, based on delivery of improvements as set out above.

Summarising the situation, the Vice-Chancellor advised that the core recommendations of the Task Group were as follows:

- xv) driving up the quality of and demand for the University's academic programmes; this would include a focus on the University's strengths, reviewing curriculum and portfolio with a view to "contracting to quality", and delivery of a contemporary, market informed, industry relevant curriculum aligned to the emerging economies, health, business and law, science and technology and social services. It would also require active improvements to teaching by tracking quality measures such as student retention and progression and NSS indicators;
- xvi) driving and diversifying revenue; this would include optimising the University's marketing strategy, continuing to build relationships with the FE Sector, driving research income through robust implementation of the Research Strategy, driving enterprise income through building new businesses (and robustly addressing poorly performing existing businesses) and an increased focus on fund raising;
- xvii) reducing pay and non pay costs to address the disparity with the sector in staff numbers and pay structures. This would require; realignment of professional services pay costs to align with the sector with a programme of restructuring to commence in Spring 2013; reducing non-pay costs through additional budget challenge and prioritisation; and ensuring the financial viability of Schools (both academic programmes and contribution from research and enterprise activities). The Vice-Chancellor emphasised that there was no possible solution to the University's current situation at the current levels of academic and professional services staffing;
- xviii) implementation through the adoption of rigorous programme management disciplines, including a Programme Board (Executive Planning Group) reporting through Executive to the Vice-Chancellor and meeting on at least a monthly basis until August 2013 when progress will be reviewed. Implementation would be monitored through adoption of clear objectives, key performance indicators and management of risk;
- xix) implementation would be facilitated through a Senior Leadership Conference in early December to share key messages and plan for action; a communications strategy and action plan would be implemented by mid-January (an initial communication would be issued shortly after the Council meeting) and each Council meeting would receive reports from the Vice-Chancellor augmented by scrutiny from the Budget Review Group and Audit Committee.

The Vice-Chancellor emphasised that the University's reforms to management and governance meant that it was well placed to respond in an agile and flexible way and that, without these reforms, the University would be faced with a more difficult situation.

The Vice-Chancellor and Registrar and Secretary invited questions from members on the presentation and the following issues were raised:

- xx) the importance of ensuring that the University protected and grew existing market share. Council was advised of the increased focus on partnerships with local and regional Schools (e.g. recruitment targets for top 20 feeder Schools) and establishing good working relationships with key teaching staff. The scope for growth in the market for mature students was also noted and the University had recently developed an innovative entry scheme which would assist in facilitating such growth. Council agreed on the importance of a nuanced, segmented approach to marketing to ensure optimisation of student numbers at home and internationally;
- xxi) it was essential that Budget Review Group subjected recruitment targets and assumptions to careful and rigorous scrutiny, ensuring timely action. Council noted that the Task Group would be keeping these matters under close review, utilising real time data and intelligence (for example, in relation to conversion of enquiries to acceptances and acceptances to registration). The Vice-Chancellor and Registrar and Secretary agreed on the importance of closely managing student recruitment and retention risks, noting that competitors would also be doing all in their power to optimise these measures; Council was reminded that the plan was for recovery of lost numbers rather than growth as such and that key areas of the University (e.g. Salford Business School) had considerable scope for improvement. The Vice-Chancellor advised that School plans for recovery of lost numbers would be subject to robust questioning by the Task Group which would require a clear rationale for planned recovery;
- xxii) in relation to the University's pay budget, there would be a focus on current grading structure, to ensure parity with the sector; action would be taken to ensure that professional services staffing levels appropriately reflected the post-Transformation position, including removal of the temporary increase in staffing levels to deliver the Transformation Programme;
- xxiii) non-pay levels shown in the presentation reflected the impact of planned capital investment over the next few years, which was essential to improve the quality of the student experience and ensure attractiveness in the marketplace; £5 million worth of pay savings had been achieved since the inception of the Transformation Programme and the scope for further savings would be explored rigorously;
- xxiv) the drive to improve quality and ensure programmes had healthy demand was compatible with the University's reputation for and focus on widening participation as the success of and healthy demand for programmes in the College of Health and Social Care verified (the College had significant numbers of mature learners and first in family to experience higher education);
- xxv) driving improved research performance was essential from a reputational perspective and to ensure that, at least, the University maintained its relative position. The need to maintain research performance was, for example, being factored into future capital investment plans;
- xxvi) the need to ensure that assumptions about the University's ability to regain student numbers were cognisant of the economic position in the Greater Manchester and broader north-west region;
- xxvii) whilst there was a need to be aware of the potential impact of the 2013 Comprehensive Spending Review, the significant reductions already made to block grant funding for higher education meant that the impact was likely to be higher in other parts of the public sector;
- xxviii) the need to ensure clarity of roles and lack of duplication between the role of Budget Review Group and Audit Committee in ongoing financial scrutiny and governance;

- xxix) whilst the Students' Union representatives recognised the need to ensure the University had a long term academically and financially sustainable future, they were concerned to minimise the impact of any required adjustments on current students. The Vice-Chancellor confirmed that, notwithstanding the constraints of employment law, the University would ensure that the Students' Union was apprised of developments, confirming that the partnership with the Students' Union was an important element in the creation of a sustainable future;
- xxx) the investment in MediaCityUK had resulted in significant increases in enquiries and demand for programmes delivered at that venue, as well as providing significant reputational benefits; the University was focused on ensuring maximum return on the investment made;
- xxxi) the University's plans for campus development were essential in order to enhance the student experience and ensure movement away from older, inefficient buildings close to or at the end of their natural life; compared to many of its peers in the sector, Salford's plans were relatively modest.

Having reflected on the presentation, other papers submitted and discussion as outlined above, Council **resolved** to approve the recommendations of the Task Group as outlined in the presentation, subject to regular reports (to Budget Review Group and thence to Council) on progress.

#### COU.12.66 **HEFCE ANNUAL MONITORING STATEMENT (COU/12/58)**

Council **resolved** to approve the Annual Monitoring Statement 2012 as part of the Annual Accountability Return for onward submission to HEFCE.

#### COU.12.67 **CORPORATE RISK UPDATE REPORT (COU/12/59)**

Council received the latest version of the report from the Acting Director of Planning and Performance which highlighted the top level University risks and associated mitigating actions and summarised changes in the composition of the top risks since the previous meeting. Council noted that financial risks and required mitigating actions as referred to earlier in the meeting continued to receive the most urgent attention.

Council noted that the UKBA visit had been postponed in the wake of rescheduling and reprioritisation by the Agency following the London Metropolitan University case. The Registrar and Secretary confirmed that the probability of risk arising from the UKBA visit was low although the impact of any adverse outcome would be high; the University had prepared assiduously for the visit (which would now be rearranged) engaging appropriate external legal and professional advice.

In response to questions, Council was advised that the risk of breach of bank covenants had been promoted to the top level risks because of the financial circumstances outlined earlier in the meeting; the risk had featured for some time on the Register, below the top level.

The QAA Institutional Review (scheduled for May/June) featured on the Register but, again, just below the top level; Council noted that a presentation on preparations for the Review would be given to Council at its meeting on 7 February 2013.

The importance of evaluating the effectiveness of mitigating actions and their impact on the Risk Register and performance of the University was noted. Council noted and endorsed the report.

**COU.12.68 HEFCE ANNUAL ASSESSMENT OF INSTITUTIONAL RISK (COU/12/60)**

Council **noted** the HEFCE letter of 16 October 2012 which confirmed that, based on the 2010-11 annual accountability return, the University was “not at higher risk” and was meeting its obligations as set out in the Financial Memorandum and other HEFCE guidance.

**COU.12.69 GOVERNANCE OF SUBSIDIARY COMPANIES**

This item was deferred pending further consideration by Executive.

**COU.12.70 FUNDRAISING AND ADVANCEMENT PROGRAMME (COU/12/62)**

This item was deferred because of lack of time for a meaningful discussion – it was agreed that the matter be included as an early item on the agenda for the meeting to be held on 7 February 2013.

**COU.12.71 REPORTS FROM AUDIT COMMITTEE (COU/12/63 and 3A)**

Council received the reports from the Audit Committee meetings of 5 and 19 November, noting that there had been discussion of Audit Committee scrutiny of items earlier on the agenda.

Council **resolved** to:

- i) endorse the revised Key Issues Memorandum from Grant Thornton as submitted to the 19 November meeting of the Committee;
- ii) approve the amended draft letter of representation to the external auditors (as submitted to the 19 November meeting of the Committee) for signature by the Vice-Chancellor;
- iii) note the financial statements from the various University subsidiary companies;
- iv) approve the HEFCE Annual Assurance Return;
- v) approve the Audit Committee Annual Report.

**COU.12.72 REPORT FROM NOMINATIONS AND GOVERNANCE COMMITTEE (COU/12/64)**

Council considered the report from the meeting of Nominations and Governance Committee held on 1 November 2012, noting that Mohammed Amin’s membership of Council had been approved earlier in the agenda (item COU.12.60 above).

The Committee **resolved**:

- i) to appoint Councillor Derek Antrobus to membership of Audit Committee;
- ii) to appoint Claire Moreland and Mohammed Amin to membership of Nominations and Governance Committee.

COU.12.73 **REPORT FROM NOMINATIONS AND GOVERNANCE COMMITTEE (HONORARY DEGREES) (COU/12/65)**

Council **resolved** to approve the recommendations from the Committee as follows:

<u>Name</u>	<u>Award</u>
Princess Lolowah Al Faisal	DLitt
Erinma Bell	DLitt
[REDACTED]	[REDACTED]
John Cooper Clarke	DArt
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
Rt Rev Nigel McCulloch	DLitt
Richard Parry-Jones	DSc
General Sir Nick Parker	DLitt
[REDACTED]	[REDACTED]
Lord Jonathan Sacks	DLitt
Peter Tavernor	DUniv
John Timpson	DBA
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
Lord Phil Willis	DSc
[REDACTED]	[REDACTED]

Council further **resolved** that the recommendation for conferment of the following award previously approved be amended as follows:

John Amaechi	DSc
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Council noted and endorsed the prioritised order of conferment as agreed by the Committee.

**Note: The redactions above have been made to protect the identities of specific individuals in accordance with s40 of the Freedom of Information Act 2000.**

COU.12.74 **REMUNERATION COMMITTEE (COU/12/66)**

Council received the report from the meeting of Remuneration Committee held on 8 November 2012. The Chair reported that the Senior Staff Salary Review concluded with the award of salary uplift for four members of staff; one non-recurrent merit award for senior staff had also been made in recognition of exceptional achievement over the review period. The total value of these awards was less than £15,000. Both the Chair and Registrar and Secretary emphasised that the very limited number of awards recommended this year did not reflect on the performance of the University's senior managers. The leadership and commitment of the senior team was exceptional under extremely challenging circumstances. Council noted the comments and approved the recommendations of the Committee..

**COU.12.75 REPORT FROM COUNCIL ADVISORY GROUP (COU/12/67)**

Council noted the report from the Council Advisory Group including the appended reports from the various Lead Member meetings.

**COU.12.76 REPORT FROM SENATE (COU/12/68)**

Council received the report from Senate and **resolved** to endorse the appointment of Professor Ray Hill and Professor Ronald Lawson as Emeritus Professors.

**COU.12.77 USE OF UNIVERSITY SEAL (COU/12/69)**

Council noted the report outlining the use of the University Seal since the previous meeting.

**COU.12.78 ANY OTHER BUSINESS**

1. Schedule of Future Meetings

Following a request from a member, the Deputy Secretary undertook to report back on the feasibility of establishing a 24 month calendar for Council meetings.

**COU.12.79 DATE OF NEXT MEETING**

Thursday 7 February 2013 at 2pm.