

UNIVERSITY OF SALFORD

COUNCIL

MINUTES OF THE MEETING HELD ON 25 SEPTEMBER 2015

CONFIRMED

Present: Baroness Beverley Hughes (*Chair*), Geoff Bean, Dr Mike Burrows, Garry Dowdle, Jill Evans, Julia Fawcett, Ben Gallop, Amina Helal, Marina Hristova, Professor Helen Marshall, Sean O'Hara, Sam Plant, Susan Price, Ahmed Rafiq, Tom Russell and Stephen Sorrell

Apologies: Derek Antrobus, Professor Martin Bull, Phil Cusack, Ian Moston, Joyce Redfearn and Professor Tony Warne

In attendance: Vikki Goddard (Chief Operating Officer), Julie Charge (Executive Director of Finance) and Stewart Smith-Langridge (*Secretary*).

#### COU.15.63 MEMBERSHIP AND TERMS OF REFERENCE (COU/15/48)

Received: the functions and membership of Council as outlined in University Statutes, together with a list of members as at 1 September 2015.

Noted:

- i. action taken by the Chair, after consultation with members, to appoint six new Independent Members
- ii. the membership provision for Council to include "up to fifteen Independent Members" had been drawn from an outdated version of the Statutes and should be deleted.

The Chair welcomed new Independent Members in attendance and the two new Student Members to their first meeting of Council.

**Resolved:** that the provision in the Statutes for Council to elect a Chair from among the Independent Members be reviewed in light of the appointment of the current Chair in 2014.

**ACTION 1: Director of Legal, Planning & Governance and Governance and Nominations Committee**

#### COU.15.64 MINUTES OF THE PREVIOUS MEETING (COU/15/49)

**Confirmed:** the minutes of the meeting of Council held on 2 July 2015.

#### COU.15.65 MATTERS ARISING FROM THE MINUTES

Noted: the update on the previous meeting's actions appended to the minutes.

#### COU.15.66 STARRED ITEM

**Confirmed:** that agenda item 17 (Use of University Seal) would be noted without discussion.

#### COU.15.67 CHAIR'S ACTION: NAMING THE UNIVERSITY ESTATE (COU/15/50)

Noted: action taken by the Chair to approve the naming of the new Megalab in Cockcroft building as The Walter Bodmer Laboratory.

#### COU.15.68 STRATEGY UPDATE (COU/15/51)

Considered:

- i. a paper from the Vice Chancellor outlining development of proposed Strategic Priorities and Enablers to support delivery of the Vision and to inform operational planning for 2016/17.
- ii. a presentation by the Vice Chancellor illustrating the purpose and character of Industry Collaboration Zones (ICZs) as the primary strategic priority

Noted:

- i. the significant development work and consultation on the delivery of the Vision and Strategy not only at senior management level but also involving colleagues across

the University in participative workshops. The VC's Executive Team and University Management Team had held a joint Away Day and Planning Conference earlier in the week with an external facilitator and a special meeting of Senate would be convened on 9 October to consider the academic sub-strategies.

- ii. external stakeholders had contributed iteratively to the maturation of the University's strategic approach and industry partners were being involved in shaping the development of ICZs.
- iii. four ICZs were provisionally envisaged. A soft launch in Autumn 2016 of those Zones which had reached an appropriate state of development would minimise risks by comparison with a joint launch.
- iv. ICZs would create a distinctiveness in the University's academic offer necessary to sustain and differentiate the institution through current developments in the sector.
- v. ICZs would be a catalyst for cultural change within the University to improve performance, e.g. in relation to student retention and achievement and research income. Progress in staff preparedness had to be made this academic year to underpin the launch of ICZs in 2016/17 and appropriate staff development activities were being scoped.
- vi. in order to optimize opportunities for innovation and cross-disciplinarity, Zones would sit outside the existing organisational structure of Schools and be led by an industry-related professor reporting to the Deputy Vice-Chancellor.

**Resolved:**

- i. to endorse the continued development of Industry Collaboration Zones as a key strategic priority and other strategic projects to support the delivery of the University Vision.

**ACTION 2: Vice-Chancellor**

- ii. that the following views be considered in the further refinement of strategic priorities prior to their final approval:
  - emphasis on the industry perspective in co-creation should be enhanced to ensure that the industry voice was an integral feature and greater mention should be made of the role of the Students' Union.
  - industry partnerships should be open to change over the initial 5-year period of development to ensure continued differentiation from other higher education (HE) providers
  - key outputs for ICZs should be identified with appropriate governance arrangements in order to ensure fundamental objectives were being achieved and to mitigate the risk of the Zones being perceived as merely a rebadging exercise.

**ACTION 3: Vice-Chancellor**

**COU.15.69 FINANCIAL REGULATIONS AND DELEGATED FINANCIAL AUTHORITY (COU/15/52)**

Considered: Updated Financial Regulations and Delegated Scheme of Authority together with a summary of changes made.

Noted: a policy review regarding senior management expenses was underway which might result in further amendments to be approved at a later date.

**Resolved:** to approve the revised Financial Regulations and Delegated Financial Authority.

**ACTION 4: Executive Director of Finance**

**COU.15.70 QUARTERLY PERFORMANCE REPORT (COU/15/53)**

Considered: the quarterly performance report from the Vice-Chancellor for the period May to July 2015 (Quarter 4, 2014/15).

Noted:

- i. the revised presentation of the KPI dashboard was welcomed as an enhancement to previous practice.

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

The above paragraphs from this minute has been redacted as they are exempt information as defined by section 43 (2) of the Freedom of Information Act 2000.

- vii. limited progress was being made on improving space utilisation and efforts were being made to change behaviours regarding timetabling which impacted on utilisation measures. In addition the emergent Estates Strategy sought to map out a reduction of the University’s footprint to eliminate some of the existing over-capacity
- viii. students continued to press for the earlier publication of programme timetables to assist them in managing their studies alongside other commitments including employment and/or childcare

**Resolved:**

- i. that future performance reports:
  - explain abbreviations and acronyms at the first time of use to ensure they are comprehensible to all Council members
  - consider at the next meeting revised performance targets for 2015/16 in the light of the 2014/15 year-end performance, e.g. to accelerate planned improvement in areas where targets had been exceeded or to manage realistic improvement where further progress was required
  - indicate in the risk summary where feasible whether mitigating activities were on track, recognising that threats could impact at different speeds; for example the University would have to respond rapidly to an immediate risk of reduced income.

**ACTION 5: Vice-Chancellor, Director of Planning**
- ii. that a progress report on the implementation of enhancements to timetabling be submitted to the next meeting of Council
 

**ACTION 6: Chief Operating Officer**

- [Redacted]

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**ACTION 7: Executive Director of Estates, Chair of Finance & Resources Committee**

COU.15.71

**FINANCIAL STATEMENT: YEAR END UPDATE (COU/15/54)**

Considered: the financial report on the 2014/15 year end outturn, subject to verification by the University’s auditors.

Noted:

- [Redacted]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

The above paragraphs from this minute has been redacted as they are exempt information as defined by section 43 (2) of the Freedom of Information Act 2000.

COU.15.72 **REPORT FROM SENATE (COU/15/55)**

Received: the report of the special meeting of Senate held on 10 July 2015.

Noted:

- i. on the recommendation of the former Learning, Teaching and Enhancement Committee, Senate had considered and approved new and revised policies and procedures primarily focused on modernizing and enhancing the student experience
- ii. the adoption of Academic Threshold Expectations for Teaching established baseline expectations for academic staff behaviours. The view was expressed that these should be used to improve measurement of and accountability for academic performance
- iii. measures were in train to benchmark staff:student ratios (SSRs) across Schools and to mitigate the unintended impact of existing resource allocation. These measures would enhance some Schools' capability to meet threshold standards.
- iv. Senate would be invited at its October meeting to appoint a member of Council to replace Professor Martin Bull who had ceased to be a member of Senate.

**Resolved:** that consideration be given to enhancing the relationship and communication between Council and Senate

**ACTION 8: Governance and Nominations Committee**

COU.15.73 **REPORT FROM AUDIT AND RISK COMMITTEE (COU/15/56)**

Received: the minutes of the meeting of Audit and Risk Committee held on 8 September 2015.

Noted:

- i. the Committee had requested an update on Business Continuity Planning and its consideration would be reported to Council
- ii. two internal audit reports remained outstanding in respect of 2014/15 audit work undertaken by PwC

COU.15.74 **REPORT FROM FINANCE AND RESOURCES COMMITTEE (COU/15/57)**

Received: the minutes of the meeting of Finance and Resources Committee held on 11 September 2015.

Noted:

- i. the Committee's endorsement of a revised approach to Student information Systems renewal with focus on delivery of Phases 1 and 2 of the Enabling the Student Journey (ESJ) project within the [REDACTED] budget; progress to Phases 3 and 4 would be subject to consideration of a further business plan.

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- ii. given the lessons learnt from ESJ to date, organisational learning was improving by ensuring internal colleagues were working in close liaison with external consultants and identifying appropriate institutional resources, including data architects and the programme manager.
- iii. the Committee would continue to monitor the delivery of the ESJ project plan

**Resolved:** to approve the revised business case for the Enabling the Student Journey project, subject to continued monitoring by the Finance and Resources Committee,

including its consideration of a more detailed and robust benefits analysis for Phases 1 and 2 of the project.

**ACTION 9: Chief Operating Officer, Chair of Finance & Resources Committee**

**COU.15.75 REPORT FROM GOVERNANCE AND NOMINATIONS COMMITTEE (COU/15/58)**

Received: the minutes of the Governance and Nominations Committee meeting held on 8 September 2015.

Noted:

- i. action taken by the Chair of the Committee and the Chair of Council to approve the deployment of Council members to committees from 1 September 2015
- ii. the identification of two potential future members of Council through the recent recruitment process
- iii. the potential for co-opted members to add value to the effectiveness of Council committees

**Resolved:**

- i. to approve recommendations of the Committee in respect of the constitution of committees, including the provision for two co-opted members on committees without such provision already (i.e. Finance & Resources Committee, Remuneration Committee and Student Experience Committee)

**ACTION 10: Director of Legal, Planning & Governance**

- ii. to authorise the Chair to make approaches to two individuals previously identified as potential future Council members

**ACTION 11: Chair of Council**

- iii. to approve the revised Honorary Degree Regulations

**ACTION 12: Director of Advancement**

**COU.15.76 REPORT FROM REMUNERATION COMMITTEE MEETING (COU/15/59)**

Received: the minutes of the Remuneration Committee meeting held on 11 September 2015.

Noted:

- i. the recruitment process was underway for a Deputy Vice-Chancellor and the post of Pro-Vice-Chancellor Education and Students would be advertised in the near future
- ii. the progress in institutional performance being achieved in the absence of current permanent postholders for these position was commendable

**COU.15.77 REPORT FROM STUDENT EXPERIENCE COMMITTEE (COU/15/60 & COU/15/61)**

Received: the minutes of the Student Experience Committee meetings held on 8 July and 18 September 2015.

**COU.15.78 USE OF UNIVERSITY SEAL (COU/15/62)**

Received: a report setting out use of the University Seal since the previous Council meeting.

**COU.15.79 REFLECTION ON COUNCIL MEETINGS**

Reported: Following suggestions from members in recent one-to-one meetings with the Chair, the Chair would be inviting comment at the end of future meetings from a couple of members regarding the conduct of the meeting.

**Resolved:** to invite Chairs of Council committees to adopt the practice of inviting comment from members on the conduct of meetings

**ACTION 13: Chairs and Secretaries of Council committees**

**COU.15.80 DATE OF NEXT MEETING**

Friday 27 November 2015 at 2.00pm