

**MINUTES OF THE MEETING HELD ON 22 NOVEMBER 2019**

Present: Lord Keith Bradley (Chair), Evangeline Adams, Temi Adebayo, Professor Dame Sue Bailey, Geoff Bean, Phil Cusack, Dr Tony Coombs, Garry Dowdle, Ben Gallop, Merlyn Lowther, Professor Helen Marshall, Councillor John Merry, Ian Moston, Sean O'Hara, Professor Sheila Pankhurst, Professor Susan Price, Alan Roff, Rik Sterken, Helen Taylor.

Apologies: Andrea Dunstan, Dr Priscilla Nkwenti, Sam Plant, Professor Mike Wood.

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), Dr Sam Grogan (Pro Vice-Chancellor Student Experience), Jackie Njoroge (Director of Strategy), Jo Purves (Pro Vice-Chancellor International and Regional Partnerships), Huw Williams (Chief Operating Officer), Elaine Pateman Salt (secretary). Janet Lloyd (Director of Quality and Enhancement) and Andy Shenstone (Director, Advance HE) observing.

By Invitation: Abbie Baker (Sabbatical Officer, Health and Society), Craig Best (Head of Student Experience and Engagement), Ed Moloney (Chief Executive, University of Salford Students' Union) [COU.19.85].

COU.19.78 **DECLARATIONS OF INTEREST**

Noted: declarations of interest were received from the undernoted pertaining to Item 21: Total Reward Framework:

- Professor Helen Marshall;
- Professor Sheila Pankhurst;
- Rik Sterken.

RESOLVED: that internal members and all attendees, except for the University Registrar and Secretary, Director of HR and OD, Chief Operating Officer and secretary, exit the Chamber for Item 21 [COU.19.102]

COU.19.79 **MINUTES OF THE PREVIOUS MEETING**

Confirmed: the minutes of the previous meeting held on 11 October 2019 (COU/19/60) subject to Alan Roff's inclusion in the record of those member who had been present.

COU.19.80 **MATTERS ARISING FROM THE MINUTES**

Noted: that the Council Effectiveness Review was to include comment on the diversity of membership and would subsequently be considered by Governance, Nominations and Ethics Committee before a report would be received by the Council [COU.19.38].

COU.19.81 **CLADDING ON UNIVERSITY BUILDINGS**

Received: an oral report on the status of cladding on University buildings in response to the recent fire at the University of Bolton halls of residence and further to the review after the fire at Grenfell Tower, at the request of the Chair. (Secretary's note: Members were provided with a written summary of the buildings and/or providers reviewed).

Reported: that the Vice-Chancellor had received a request from the Secretary of State for Education to confirm in writing full compliance with building regulations and fire safety across all buildings used by the University's students:

- i) I would be very grateful if you could please put in place a review to ensure that there is 100 per cent compliance [to building regulations and fire safety] across all buildings used by your students. Please consider this request to cover all university buildings including residential student accommodation, and in the case of the latter, both compliance across university-owned accommodation and securing assurances from owners of privately-owned/commercial premises. At this stage we are not including households.

I would be grateful if you could write to me by 30 November and confirm:

- ii) that cladding on buildings owned by the University and on student accommodation provided by the University's partner providers was compliant with Building Regulations as at their point of construction and had fire safety risk assessments in place which included detailed fire evacuation plans and planned evacuation drills;
- iii) that the University promoted Manchester Student Homes, a service run by the University of Manchester and Manchester Metropolitan University, as a source of accredited private provider accommodation to students;
- iv) that the Manchester Student Homes' landlords had to be accredited to an internal Code of Practice but that the University was seeking further assurances for compliance with this;
- v) that no buildings had a 'stay put' policy as part of their fire evacuation plans;
- vi) that the University had conducted a review of all buildings with cladding identified as part of its response to the fire in Grenfell Tower and was able to confirm that where cladding was fitting none had the make up of cladding associated with that used on Grenfell Tower.

Noted:

- i) the view that, if requested by the Government, there would be considerable work to be undertaken to bring older buildings up to current building regulation standards;
- ii) that consideration of retrofit work would be included in the refresh of the Campus Masterplan due by the end of February 2020;
- iii) that insulation material with a level of combustibility had been identified on Delaney Building which was currently being replaced;
- iv) [REDACTED] had been affected by the fire at the Cube, halls of residence primarily used by University of Bolton students, and had been offered immediate financial support and further assistance;
- v) that the University had emergency contingency plans for all its buildings and a reciprocal support arrangement with neighbouring institutions; offers of assistance had been made to affected University of Bolton students and this had included temporary accommodation;
- vi) that Salford City Council had also been requested to confirm all building cladding in the district as a precaution and it was understood that cladding be fire retardant and not strictly non-combustible;
- vii) the view that the University should seek wider assurances from private landlords for the protection of its students living in houses of multiple occupancy (HMOs).

**COU.19.82 CONFIRMATION OF STARRED ITEMS**

Confirmed: that agenda item 22 - Use of the University Seal (COU/19/78) would be noted without discussion.

**COU.19.83 CHAIR'S ACTION: ACCESS AND PARTICIPATION PLAN 2020/21 TO 2024/25**

Received: a report of the Chair's Action undertaken since the previous meeting regarding re-submission to the Office for Students (OfS) of the Access and Participation Plan 2020/21 to 2024/25 (COU/19/61).

Reported:

- i) that since the Council development session on access and participation in March 2019 and the subsequent approval of the Plan in July 2019 [COU.19.44] the University had responded to queries raised about the Plan by the OfS;
- ii) that the re-submission had been approved by Chair's Action to meet the required deadline and this had been advised at the previous meeting [COU.19.76];
- iii) that, pursuant to further discussions about the responses to the OfS, it had been

agreed to incorporate some of the additional information submitted into the Plan itself and a final version had been provided under Item 17 – Access and Participation Plan (COU/19/73).

Noted:

- i) that the formal communication received from the OfS was different from those received from the previous regulator, the Higher Education Funding Council for England (HEFCE);
- ii) that the final Plan had been significantly strengthened by the incorporation of the discussions and that the OfS had indicated there were no further queries;
- iii) that the University had not yet received formal acceptance of the Plan from the OfS but did not anticipate any further queries.

(Secretary's note: Item 17, Access and Participation Plan (COU/19/73) was consequently not taken for separate report).

COU.19.84

#### **CHAIR'S ACTION: ROBOTICS MATURATION CENTRE**

Received: a report of the Chair's Action undertaken since the previous meeting regarding submission to the European Regional Development Fund (ERDF) of the business case for the Robotics Maturation Centre (COU/19/62).

Noted:

- i) that the University was confident it had a pipeline of small to medium enterprises (SMEs) that could benefit from a Centre and that the business case aligned to the Industry Collaboration Zone (ICZ) priorities;
- ii) that the business case was for capital funding and consequently represented lower-risk to the ERDF;
- iii) that the University expected to receive iterative queries until the end of the year followed by an outcome as early as February or March 2020;
- iv) that the business case had also been fully scrutinised by the Finance and Resources Committee.

COU.19.85

#### **SEC+: COMMUTING STUDENT EXPERIENCE**

Received: as part of the 'Engagement with the Student Experience' agenda (SEC+), a presentation entitled 'Commuter Students' Experience' [REDACTED].

Reported:

- i) [REDACTED]
- ii) that commuting students were a more common occurrence in Europe but that only approximately 25% of undergraduate students commuted in the UK and that this percentage varied between institutions;
- iii) that commuter students were more likely to be classified as from a 'widening participation' background and the view that this evidenced their tacit agreement to put their academic experience ahead of their social experience;
- iv) the view that the University had in place several barriers against students who commuted which included travel disruption, cost of travel, cost of parking and lack of parking spaces, and scheduled timetables;
- v) the view that the University did celebrate all cohorts of students, for example in the recent publication of 'Salford Untold';
- vi) that the 'commuter hub' in Allerton Building is well-utilised and common themes arising from survey of these students was that nine am lecture start times were a barrier to travel, that car parking costs were excessive and that cheaper travel options would create greater accessibility to the University;
- vii) the view that commuter students might prioritise time on campus and sought the most valuable experience instead of consistent attendance (compared to residential students).

Noted:

- i) that the University had no control over the local train franchisee (Northern Rail) and members fully empathised with the student train travel experience;
- ii) the view that the University was in a powerful position to lobby local government for

- change and reform;
- iii) that there was no confirmed definition of a commuter student but that most students commuted in some format;
- iv) that, for the next phase of student accommodation the University was seeking to have a small amount of single-use overnight accommodation available;
- v) that the Campus Masterplan included consideration for green travel as well as work on Salford Crescent train station and that safe green travel access for the large transport hubs should be prioritised;
- vi) that the timetable concerns were valid but a sector-wide issue as timetable schedules had to meet competing demands and the University was seeking to address barriers to learning;
- vii) national data analysis conducted by the Higher Education Academy (HEA) evidenced a barrier to retention from students commuting for greater than 1.5 hours a day;
- viii) that the BAME attainment gap was under investigation at the University but that solutions were sought for wider impact and not in silo, for example the Student Success Project was a collaborative project between the University and the University of Salford Students' Union (USSU);
- ix) the view that the USSU was responsible for addressing timing and availability of sport and social clubs run by its members, which were often not convenient for commuter students;
- x) that the USSU was to build and implement an internal access and participation plan to improve access to its services;
- xi) that the University had spent the past three years developing the commuter lounge initiative;
- xii) the view that the presentation had opened dialogue on the student issues and the University's work to-date but that it would be beneficial to return to the commuter student voice again during the 19/20 session;
- xiii) [REDACTED]

COU.19.86

#### **ANNUAL ACCOUNTABILITY RETURNS 2018/19 SUMMARY**

Received: a summary report of the University's Annual Accountability Returns, under the terms and conditions of funding for Higher Education institutions, to the Office for Students for the year ending 31 July 2019 (COU/19/63).

Reported: that changes since the previous returns for the year ending 31 July 2018 had been highlighted in the report and that guidance notes from the OfS had been received late in the preparation of the returns.

COU.19.87

#### **AUDIT AND RISK COMMITTEE ANNUAL REPORT**

Considered: on the recommendation of the Audit and Risk Committee, the Audit and Risk Committee Annual Report (COU/19/64).

Reported:

- i) that the annual Report was a mandatory requirement which had to address all necessary conditions for registration and funding;
- ii) that the Report was to cover assurances until the end of the financial year (31 July 2019) but that the OfS had requested that assurances spanned until approval of the accounts, i.e. this meeting, and therefore minor changes to reflect the discussion held would be incorporated prior to submission;
- iii) that the OfS had published several statutory guidance or notification documents recently and the Chair had been kept abreast of developments;
- iv) that assurances had been received from a range of sources which included internal audit, external audit, the Executive and the standing committees of Council;
- v) that a fundamental section of this year's report addressed assurances for financial controls;
- vi) that there had been an additional third-party audit of the University's payables which had reported 99.9% compliance with the University's processes and that this would

- be included in the report;
- vii) that the opinion of the Audit and Risk Committee is that the University is meeting its terms and conditions as a registered provider in receipt of public funding;
- viii) that the governance structure and controls were effective and adequate;
- ix) that the Audit and Risk Committee was to receive regular reports on the four School risk registers as a standing item at future meetings. This was in addition to the corporate and project risk registers received;
- x) that shortcomings in internal compliance with control frameworks had been evidenced in two internal audits: Cybersecurity and Module Assessment Compliance and were being addressed;
- xi) that value-for-money (VFM) was increasingly important to the OfS and the University which had committed to improvement and development of VFM for students and the community and that this would be a focus during 2019/20;
- xii) that the Audit and Risk Committee had refreshed its membership and would consequently evaluate the mechanisms for preparation of the Report;

Noted:

- i) the view that an external audit of cybersecurity be proposed, particularly to address the fast-moving external IT environment;
- ii) that the University was utilising its subject expertise and had employed six students and one graduate to work in the IT Directorate on the topic of cybersecurity;
- iii) members' thanks to the Chair and members of the Audit and Risk Committee in the detailed preparation and presentation of the Report.

RESOLVED: to approve the Audit and Risk Committee Annual Report 2018 to 2019.

COU.19.88

**FINANCIAL STATEMENTS (INTEGRATED REPORT) FOR THE YEAR ENDED 31 JULY 2019**

Considered: on the recommendation of the Audit and Risk Committee, the Integrated Report: Audited Financial Statements for the year ended 31 July 2019 (COU/19/65).

Reported:

- i) that this was the third annual presentation as an integrated report;
- ii) that the report was a collective endeavour that had received contribution from several teams;
- iii) that the Finance and Resources Committee had also received and endorsed the Report;
- iv) that there were no significant amendments to the Q4 2018/19 Financial Report received previously [COU.19.72].

RESOLVED: to approve the Integrated Report: Audited Financial Statements for the year ended 31 July 2019.

COU.19.89

**ASSURANCE STATEMENT: SALFORD PROFESSIONAL DEVELOPMENT LIMITED**

Received: on the request of the Finance and Resources Committee, an assurance statement regarding Salford Professional Development (SPD) Limited (COU/19/65a).

Reported:

- i) that the annual audited accounts for SPD would be approved by the SPD Board but were reviewed by the University under its accountabilities for wholly-owned subsidiary companies;
- ii) that SPD was a five-year old company which had previously functioned well but in the past year turnover in management, external competition and changes in the regulatory environment had resulted in a significant negative financial impact;
- iii) that a business-turnaround consultant had been hired and a revised financial forecast and business plan had been presented in August 2019;
- iv) that the Vice-Chancellor's Executive Team (VCET) and the Finance and Resources Committee (FRC) had received monthly progress reports;
- v) that SPD had made a loss in 2018/19 and consequently the University was required to write a letter of support to the SPD Board so that its external auditors (KPMG) can sign the audit opinion on a going concern basis.

Noted:

- i) that a letter of support in effect put the University in the position of underwriter if SPD ended on a negative position in 2019/20 but that the risk was limited;
- ii) that the close monitoring and assurances from the past four months had led to the proposal to write a letter of support;
- iii) that SPD was currently tracking ahead of the revised plan and was anticipated to at least break-even during the next twelve-month period;
- iv) that employees of SPD had been consulted throughout the process which had resulted in some staff exiting the organisation;
- v) that employees of SPD were now located together and the view that there had been a transformation in engagement;
- vi) that SPD had previously suffered from heavy cross-subsidisation of courses and that this has now been addressed;
- vii) that members would be further appraised through the Chair's report received from FRC at future meetings.

RESOLVED: to approve the Executive Director of Finance to sign a letter of support on behalf of the University to the SPD Ltd Board.

COU.19.90 **ANNUAL REMUNERATION REPORT CLOSED**

Received: on the request of the Remuneration Committee, the Remuneration Report for 2018/19 (COU/19/66).

Reported:

- i) that this was the second annual Report and had been produced under revised guidance from the OfS and the Committee of University Chairs (CUC);
- ii) that the Report was, once approved, a public document and reduced the volume of freedom of information (FoI) requests received by the University regarding senior pay;
- iii) that the Report utilised the template required by the OfS.

Noted: that the Standing Orders meant the Remuneration Committee would be quorate if two independent members of Council were in attendance and the view that this was a risk.

RESOLVED: to note the Annual Remuneration Report 2018/19 and to consider the size of the constitution of the Remuneration Committee.

**ACTION: UNIVERSITY REGISTRAR AND SECRETARY**

COU.19.91 **EXTERNAL AUDITOR'S MANAGEMENT LETTER AND UNIVERSITY MANAGEMENT RESPONSE**

Received: on the recommendation of the Audit and Risk Committee, the External Auditor's Audits Highlight Management Letter and Management Response Letter (COU/19/67).

Reported:

- i) that the Management Letter gave a summary of the University's external auditor's (KPMG) opinion for the year ending 31 July 2019;
- ii) that there had been only one highlighted unadjusted audit difference identified;
- iii) that there were no reported significant risk findings.

Noted: the view that the Audit and Risk Committee benefited from information about closed audit actions for its activities.

RESOLVED: to approve the Management Letter and University Management Response.

COU.19.92 **UNIVERSITY LETTER OF REPRESENTATION TO THE AUDITORS**

Considered: on the recommendation of the Audit and Risk Committee, the University Management Representation Letter (COU/19/68).

Reported:

- i) that the Letter of Representation was a standard letter required of Council to acknowledge its assurances that the financial accounts for the year ended 31 July 2019 were a true and accurate record;
- ii) that there had been one minor amendment by KPMG since presentation to the Audit and Risk Committee which had been as a result of the University decision to adopt early the new regulations for calculation of the ratio of the Vice-Chancellor's salary to median pay of staff.

RESOLVED: to approve the Letter of Representation, to be signed by the Chair.

COU.19.93 **ACCOUNTABILITY RETURNS**

Considered: on the recommendation of the Audit and Risk Committee, the Accountability Returns (COU/19/69).

Reported: that the Accountability Return 2019 form no longer required the Chair of Council's signature but was to be signed by the Accountable Officer (Vice-Chancellor).

RESOLVED: to endorse the Vice-Chancellor to sign the Accountability Return 2019.

COU.19.94 **ANNUAL ACADEMIC QUALITY ASSURANCE REPORT**

Considered: on the recommendation of the Senate, the Annual Academic Quality Assurance Report, in support of the Annual Assurance Return (COU/19/70).

Reported: that, whilst the Annual Report was no longer a requirement for inclusion in the statutory returns, the Senate had continued to commission the Report for assurances on academic quality and standards and as a synthesis of the year.

Noted:

- i) the view that the continuation of the report was useful and provided detail of the academic quality processes for the University but that members needed to receive explicit assurances from the Senate, for example on the factors leading up to the outcome of the National Student Survey (NSS);
- ii) that the Report preceded the NSS outcomes in this instance but that the comment regarding Senate's assurances to Council was valid;
- iii) that the Report formed a substantive item at Senate and formed part of the assurances for Senate receive from its standing sub-committees;
- iv) that the discussion by the Senate will be available in the minutes reported to the next meeting of Council;
- v) that academic audits are undertaken internally by panels made up of internal academic staff, professional staff and University of Salford Students' Union representatives and that the outcomes were reported to Academic Audit Sub-Committee;
- vi) that Audit and Risk Committee received a view of the academic audits undertaken and the outcomes recorded.

RESOLVED: to approve the Annual Academic Quality Assurance Report 2018/2019.

COU.19.95 **PREVENT ANNUAL DATA RETURN AND ACCOUNTABILITY STATEMENT 2018/19**  
**CLOSED**

Considered: on the recommendation of the Governance, Nominations and Ethics Committee, the annual report on the discharging of the University's duties under the Government's Prevent anti-terrorism strategy (COU/19/71).

Reported:

- i) that the annual data return was presented in the format prescribed by the OfS and pertained to three key areas: welfare, external speakers and events and training;
- ii) [REDACTED]
- iii) that the University reviewed 13 of the 448 external speaker events it hosted during

- the year but did not reject any of the 13 considered;
- iv) that training had been undertaken by key Prevent leads across the University and more broadly over 2,000 staff (97%) had undertaken Prevent awareness training via an e-learning module.

Noted: that the wider training did not represent level-one safeguarding training.

RESOLVED: to approve the Prevent Annual Data Return and Accountability Statement  
2019

COU.19.96 **VICE-CHANCELLOR'S REPORT**

Received: a report from the Vice-Chancellor on key issues affecting the University (COU/19/71).

Reported:

- i) that the external environment had continued to be challenging;
- ii) that the nature and timing of OfS publications and non-compliance letters to institutions had resulted in concerns raised by individual institutions and the HE sector;
- iii) that the University Services Improvement Project (USIP) had commenced and was to address flexible, joined up, lean and effective professional services, meeting the needs of customers (students and staff);
- iv) that the University had been ranked 22<sup>nd</sup> in a new report on the commercial effectiveness of UK universities;
- v) that the University had signed a memorandum of understanding with Karnataka State Higher Education Council in Bengaluru (Bangalore);
- vi) that Julie Charge had been appointed as Deputy Chief Executive alongside her substantive role of Executive Director of Finance.

Noted:

- i) members congratulations to Julie Charge on the appointment as Deputy Chief Executive;
- ii) that USIP had already realised approximately £177k efficiency savings and was anticipated to have a broader impact across the University over a longer period, and that this included reputational benefit;
- iii) the view that members should be apprised of USIP's implementation and delivery as a key project of the University.

RESOLVED: to note the update on USIP and to request that the Finance and Resources Committee receive a fuller report.

**ACTION: CHIEF OPERATING OFFICER/UNIVERSITY REGISTRAR AND SECRETARY**

COU.19.97 **COUNCIL EFFECTIVENESS REVIEW**

Received: an oral update on the Council Effectiveness Review that was being conducted by Advance HE.

Reported:

- i) that the member survey had been completed and that member interviews and meeting observations were taking place;
- ii) that the emerging view was that the corporate governance was effective.

COU.19.98 **COMPLIANCE WITH REGULATORY GUIDELINES**

Considered: the University's compliance with regulatory requirements regarding payment of its annual subscription fee to the Designated Quality Body (COU/19/74).

Noted:

- i) that the delayed payment had resulted from an understandable confusion over one subscription becoming two, with different payment dates, and that the OfS could be assured that the situation would not recur;
- ii) that a follow up email from the QAA had - at a point when the university payment had already been actioned - indicated that the matter would not be referred to the OfS if



- payment was made within 14 days;
- iii) the surprise of members that the OfS had nevertheless contacted the Chair of Council directly some 3 months later, when the OfS's own regulatory advice is that it 'normally expects to deal directly with the accountable officer about regulatory matters as the person appointed by the provider's governing body and agreed by the OfS to act in that capacity';
- iv) the view of members that the letter to the Chair of Council had been disproportionate and that such a tone from the regulatory body was inappropriate, unnecessary and better reserved for more serious circumstances;
- v) that UUK was to write to OfS to raise concerns about the scope and powers of OfS, the proportionality of requests, and the timing of guidance and reminder letters.

RESOLVED: that the Chair respond to the OfS with the University's reason for its late DQB fee payment, the assurance that it would not recur, and the view of the Council on the approach taken by the OfS.

**ACTION: CHAIR**

COU.19.99

### **COMPLIANCE WITH REGULATORY GUIDELINES: ANNUAL FINANCIAL RETURN**

Considered: a tabled report on compliance with the Annual Financial Return statutory guidelines (COU/19/79).

Reported:

- i) that the Regulator had changed the deadline for annual submission in 2018/19 to September and had required two-years of financial reports with a five-year financial forecast;
- ii) that the University had planned for the same statutory return in 2019/20 but that the OfS had issued a late revised guideline mandating that the Annual Financial Return include two-years financial reports, a report of the first quarter of 2019/20, and a four-year financial forecast;
- iii) that, further, the Return was not be approved by Chair's Action or by circulation;
- iv) that as a result of the change to the requirements for the Return, it was the view of the Finance and Resources Committee Chair and Executive Director of Finance that the Q1 2019/20 Summary Report be tabled ahead of formal consideration by FRC at its meeting on 13 December 2019, for the purposes of meeting the OfS deadline;
- v) that the University was in a good financial position at the close of the first quarter;
- vi) that operating surplus was £4.7m;
- vii) that the increase in Local Government Pension Scheme (LGPS) costs had been offset by the reverse position of the 2018 Universities Superannuation Scheme (USS) valuation;
- viii) that the profit realised from the sale of Castle Irwell site had been higher than expected and this was a cash benefit;
- ix) that the financial forecast of that within the University's control was very close to the financial report presented.

Noted:

- i) the unanimous view that the late publication of amended statutory guidelines posed a risk to the effective governance of the University and undermined the processes for internal financial control;
- ii) the view that the OfS might have attempted to collect data in alignment with the end of the Government's financial year;
- iii) that the conditions for the Return created a Reportable Event which would be submitted concurrent with the Return;

RESOLVED:

- i) to approve the Annual Financial Return;
- ii) to endorse the Chair to write to the OfS outlining the views expressed on the effect on the governance of the University by the late publication of statutory guidance.

**ACTION ii) CHAIR**

COU.19.100

### **FINANCIAL REGULATIONS AND DELEGATED AUTHORITY**

Considered: on the recommendation of the Finance and Resources Committee, the

University's revised Financial Regulations and Delegated Authority (COU/19/75).

Reported:

- i) that the Financial Regulations had not been updated since 2015 and were now due for revision;
- ii) that revisions included incremental changes and changes to titles and/or terminology, changes to the rules (which included the principles of financial governance);
- iii) that the revisions to the Delegated Authority document included simplification of the budgeted approval spend;
- iv) that it was proposed that the Finance and Resources Committee (FRC) assumed delegated approval for minor financial policy changes that did not result in an impact on strategy or financial viability;
- v) that approval of the above would necessitate a minor change to the terms of reference for FRC and ergo that this required consideration and approval from the Governance, Nominations and Ethics Committee (GNEC).

Noted:

- i) the view that the decisions made by FRC were not open to scrutiny by the student members, neither of whom were members of the Committee;
- ii) that such decisions were reported to all members via the Committee Chair's Report which was open to scrutiny;
- iii) that hazardous products had been included in Section 3.2 of the Financial Regulations and that the Audit and Risk Committee was to gain assurances of the risk manifested by the stock and use of hazardous products.

RESOLVED:

to approve the Financial Regulations and Delegated Financial Authority Policy with immediate effect.

COU.19.101

**COMMITTEE CHAIRS' REPORTS**

Received: the Committee Chairs' Reports (COU/19/76).

Reported: that the Finance and Resources Committee had raised the issue of the quality of executive summary on the coversheets for reports received.

COU.19.102

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

COU.19.103

**ANY OTHER BUSINESS**

Noted:

- i) the death of the father of the Chancellor, Professor Jackie Kay, and that Andrew Hartley, Legal Counsel, had represented the University at the funeral;
- ii) that, in the light of current unrest in Hong Kong, the University had suspended travel to the country on the advice of the Foreign Office.

COU.19.104

**DATE OF NEXT MEETING**

The next meeting was to be held on Friday 24 January 2020.