

**MINUTES OF THE MEETING HELD ON 9 JULY 2021**

Present: Lord Keith Bradley (Chair), Professor Dame Sue Bailey, Dr Tony Coombs, Councillor Phil Cusack, Garry Dowdle, Ben Gallop, Philip Green, Merlyn Lowther, Professor Helen Marshall, Councillor John Merry, Ian Moston, Akeem Ojetola, Sam Plant [until COU.21.69], Professor Susan Price, Festus Robert, Alan Roff, Dr Karen Stansfield, Rik Sterken, Helen Taylor and Professor Mike Wood.

Apologies: Angela Adimora, Sean O'Hara, Micheal Omoniyi and Dr Elsa Zekeng.

For attendance: Janet Lloyd (Interim University Secretary) and Peter Gregory (Interim Director of Human Resources and Organisational Development).

In attendance: Julie Charge (Deputy Chief Executive and Executive Director of Finance), Professor Karl Dayson (Pro Vice-Chancellor Research and Enterprise), Dr Sam Grogan (Pro Vice-Chancellor Student Experience), Alison Jones (Interim University Secretary), John McCarthy (Executive Director of Marketing, Recruitment and External Relations), Jackie Njoroge (Director of Strategy), Huw Williams (Chief Operating Officer) and Elaine Pateman Salt (secretary).

By Invitation: Ben Hodges (Trans Officer, USSU) and Lauren Beckett (Interim Director of Advocacy, USSU) [COU.21.56], Andrew Crozier (Deputy Director of Finance) [COU.21.60; COU.21.61], Sue Clark (Inclusion and Diversity Manager) [COU.21.63].

COU.21.49 **WELCOME**

Noted:

- i) that in accordance with Covid-19 pandemic regulations (England) the entirety of the meeting was to be held via video-link utilising the encrypted software technology of Microsoft Office365 Teams;
- ii) that the newly appointed student members Festus Robert and Akeem Ojetola were welcomed to their first meeting.

COU.21.50 **DECLARATIONS OF INTEREST**

Reported: that Professor Dame Sue Bailey, Phil Cusack, Merlyn Lowther and Ian Moston collectively had an interest in Item Six: Membership and would not take part in the resolution.

COU.21.51 **MINUTES OF THE PREVIOUS MEETING**

Confirmed: the minutes of the previous meeting held on 16 April 2021 (COU/21/35), subject to Jo Purves being noted in the list of attendees.

COU.21.52 **MATTERS ARISING FROM THE MINUTES**

Noted:

- i) that the action arising from minute reference COU.19.70 - *to request the Executive to consider the development of a single health and wellbeing strategy* – was in progress but was significantly outstanding and would be reported on by the next meeting;
- ii) that for minute reference COU.21.31 – *Vice-Chancellor's Update* – it was not yet known if the United Kingdom would remain a member of the successor scheme to the Horizon Europe funding scheme and that this would be reported on as soon as it was known.

COU.21.53 **MEMBERSHIP**

Considered: on the recommendation of Governance, Nominations & Ethics Committee the re-appointment of independent members for the period 1 August 2021 – 31 July 2024 (COU/21/36).

RESOLVED: that Professor Dame Sue Bailey, Phil Cusack, Merlyn Lowther and Ian Moston be re-appointed for a further term with effect from 1 August 2021.

COU.21.54 **CHAIR'S ACTION**

Received: reports on Chair's Action undertaken since the previous meeting regarding:

- i) the appointment of the student members to Council for the academic year 2021/22 (COU/21/37);
- ii) the membership and constitution of the standing committees of Council (COU/21/38);
- iii) the proposed Strategic Master Programme (SMP) and Delivery Plan (DP) from the private sector partner, English Cities Fund (COU/21/39) **CLOSED**

COU.21.55 **CHAIR'S ACTION: PENSION SCHEME CONSULTATION CLOSED**

Received: an update on the request to take Chair's Action on the response to the Universities UK (UUK) Universities Superannuation Scheme (USS) consultation (COU/21/40).

Reported:

- i) - redacted -

Noted:

- i) - redacted -

COU.21.56 **STUDENT EXPERIENCE**

Received: [in advance] a video presentation from Ben Hodges on his experience of being a transgender student at the University.

Reported:

- i) that Ben Hodges was the elected Trans Officer for the University of Salford Students' Union (USSU) and had held the position for the lifespan of the role (having been established two years previously);
- ii) that there were four additional liberation officers: Women's Officer, Black and Minority Ethnic (BME) Officer, Disability Officer and LGBT+ Officer;
- iii) that this year, liberation action plans had been created for each of the five areas;
- iv) that there was one dedicated USSU staff member to support the five Officers;
- v) that Mr Hodges had arrived at the University at the start of their gender transition and had found the environment to be very supportive;
- vi) that it was critical that trans students were supported as the life expectancy of a trans person was 35 years;
- vii) that the financial cost to transition was approximately £8k which was nearly equivalent to one year's tuition fees;

- viii) that those without access to private funding could be waiting for a long period before accessing NHS services, and this would impact on their University experience;
- ix) that not all trans students at the University would have access to the support network that Mr Hodges had, for example family estrangement was common;
- x) that there had been reported incidents on campus which had resulted in promotion of trans-safety and further training opportunities.

Noted:

- i) that members expressed shock at the life expectancy of a trans person;
- ii) that unfortunately reported incidents of trans hate crime were rising;
- iii) that the Trans Day of Remembrance was held annually in October, and that visibility events were held locally;
- iv) that Mr Hodges encouraged members to become allies and supportive of the trans community;
- v) that whilst there was a high level of intersectionality in experience, Mr Hodges felt that trans women faced different challenges in personal safety and in the media;
- vi) that the issue of access to toilet facilities was one example, and that it was highly emotive;
- vii) the view that the media tended to treat trans women differently, often as the source of comedy or as the tragic figure often dying, whereas trans men rarely appear in dramas;
- viii) that the trans community all faced an imbalance in their individual experiences;
- ix) that the University had established gender neutral facilities;
- x) that the University had promoted the display of pronouns on its social media and email accounts;
- xi) that the swimming pool had offered a trans-swim programme but that this was pre-pandemic and not currently running;
- xii) that it was important for trans students to be able to use the University's facilities in the same manner as other students;
- xiii) that bridging prescriptions (hormone replacement therapy) should be available from the medical office;
- xiv) the view that it was important to consider intersectionality across all accessibility, for example trans people of colour or trans people with a disability;
- xv) that trans students may already feel particularly isolated and that this could translate into their studies;
- xvi) that there was very limited trans representation in the academic staff body;
- xvii) that, however, the University was becoming more aware of gender in its approach;
- xviii) that the Vice-Chancellor's Executive Team had also discussed additional training needs at a recent meeting;
- xix) the view that there was further understanding needed on the transition from study to work for trans students, and support going forward into a career;
- xx) that Mr Hodges was thanked for their invaluable insights and openness, and highly commended for their advocacy.

COU.21.57

## **VICE-CHANCELLOR'S REPORT**

Received: a report from the Vice-Chancellor on key issues affecting the University (COU/21/41).

Reported:

- i) that the Skills and Post-16 Education Bill was progressing through parliament, and that one clause proposed extra significant intervention powers to the Office for Students (OfS);
- ii) that the Bill confirmed parts of the Augar Report regarding fees changes and the value-for-money (VFM) agenda at programme level;
- iii) that it was not yet known what fee levels might be introduced;
- iv) that it was anticipated that 'top-up' teaching grants may become available for subjects perceived to have a higher value;
- v) that the Bill proposed to introduce benchmarking around student progression and graduate outcome data;
- vi) that it was not yet known at what level the benchmark would be set, but that the University had been preparing for a 60% threshold which was at the higher end of the possible range;
- vii) that the University had been working towards the VFM agenda during the past 18

- months, and the data from three Schools had shown improvement;
- viii) that the remaining School had an improvement plan in place which was being closely monitored and supported by the Executive;
- ix) that the introduction of minimum entry tariffs was anticipated from as early as 2022/23 academic year;
- x) that the lifelong learning loan was expected to be available from 2024;
- xi) that sector consultation was expected to open imminently.

Noted:

- i) that a reduced student loan repayment threshold might also be introduced;
- ii) that this would effectively increase the amount of money to repay and impact on graduates with lower earnings;
- iii) the view that this would ultimately introduce a longer-term accessibility barrier for those wishing to enter higher education;
- iv) that there was also the possibility to extend the repayment period, but that this did not remove the overall potential barrier;
- v) that the University would continue to work towards diversification of its academic portfolio, for example the establishment of an Institution of Technology to support higher technical qualifications, growth of apprenticeship provision, increased flexibility in existing provision, and 'two-plus-two' international arrangements whereby students spent two years studying in their home institution before two years study in Salford;
- vi) that there was a high probability graduates taking up local positions would report lower salary earnings than those taking up positions in London or the South due to the salary divide, which would likely impact on graduate outcome data;
- vii) the view that the introduction of the measures outlined appeared to be a reversal of the national policy to extend access to higher education which had been in place since the 1960s;
- viii) the view that there was a level of unfairness around the proposed Bill;
- ix) that there was a second reading of the Higher Education (Freedom of Speech) Bill also due in the following week;
- x) that graduates setting up as freelancers or small business entrepreneurs would likely not hit salary benchmark thresholds, and that this impacted disproportionately on arts graduates;
- xi) that nursing graduates would also not achieve a salary benchmark threshold in their starting salary in the NHS;
- xii) the view that a significant number of graduates who contributed to the economy and national skills would be discounted under the proposed measures;
- xiii) that there would be further opportunity for debate once the details were known in the autumn.

COU.21.58

### **CAMPUS OPERATIONS (COVID-19)**

Received: an update on the University's management and operation of the campuses during the ongoing Covid-19 pandemic (COU/21/42).

Reported:

- i) that the University continued to have low numbers of reported cases;
- ii) that despite lower levels of activity on campus over the summer period, the operational risk assessment remained in place;
- iii) that it was expected test centres would continue to be supported by the Department for Health (DfH) into the autumn, but that this had not yet been formally confirmed;
- iv) that 190 vaccinations had been administered at a recent 'pop-up' campus event;
- v) that vaccinations were taken up by students, staff and the local community;
- vi) that University staff continued to work at home where possible;
- vii) that events were being planned to re-familiarise or familiarise staff with campus from September;
- viii) that events and activities planned over the summer period were being governed by a single set of protocols, and that the University had recognised and wished to facilitate end-of-year social events;
- ix) that events for more than 30 persons were being overseen by the Operations Group, particularly to avoid multiple events happening simultaneously;
- x) that the Department for Education (DfE) had issued new guidance for the start of the next academic year, on the basis of step four of the national roadmap out of lockdown;

- xi) that the guidance had been received late in the timetable planning cycle, and the University did not want to further disrupt the student experience;
- xii) that the University would proceed with some social distancing and continued standards of ventilation and sanitation during trimester one, but would continue to cautiously relax some distancing measures as the campus teaching increased from trimester two;
- xiii) the view that to adjust the timetable at this late stage for trimester one would be of greater detriment to student experience;
- xiv) that the University would continue to promote the use of face coverings as a prudent measure.

Noted:

- i) that the wards of Ordsall, Salford Quays and Blackfriars Trinity reported the highest transmission levels in Salford, and all three had University buildings sited in them;
- ii) that the Delta variant was spreading along the Manchester border and particularly amongst young people;
- iii) the view that it was prudent to continue to recommend face coverings in crowded spaces;
- iv) that there was acknowledgement it could be a challenge to influence personal behaviours, and that ultimately it was individual students' responsibility;
- v) that the pandemic was not concluded and that lives remained at risk;
- vi) that the University had mandated the use of face coverings due to Government regulations, but that to do so after step four would go against the national position;
- vii) that the Head of Health and Safety was currently reviewing and testing different approaches in discussion with Salford Public Health Authority;
- viii) that the University had gathered information from other institutions but that there was inconsistency across approaches;
- ix) that consistent and clear communications were required and of high importance to explain the position of the University;
- x) that the University had taken learning from its experience during the past year and had set up a number of interactive communication sessions;
- xi) that unlike the series of lockdowns, the University was afforded a period to reflect before the next trimester;
- xii) that the operational risk assessment was kept under review.

RESOLVED: that an update on the University's revised operational risk assessment for management of the campus during trimester one be circulated to members before the next meeting.

**ACTION: CHIEF OPERATING OFFICER**

COU.21.59

## **ANNUAL STRATEGY REPORT**

Considered: on the endorsement of the Vice-Chancellor's Executive Team, the Annual Strategy Report (COU/21/43).

Reported:

- i) that the previous year had been significantly anomalous, but that the University had been resilient;
- ii) that the external policy environment was challenging, but that the University had grown its income and had a sustainable forecast going forward;
- iii) that there had been intense competition for students in the region;
- iv) that a 'planning universe' had been included in this year's Report [Figure 15, page 23];
- v) that there was evidence the metrics that had been introduced were positively impacting on delivery of the strategic plans.

Noted:

- i) that the Report should be read in the context of the refresh period for the Corporate Strategy;
- ii) that non-value adding activities would not be supported by the University, and that all focus was on enabling student success;
- iii) the view that it was important to reflect further on industry collaboration during the strategy refresh sessions;
- iv) that Senate had approved and recommended the Innovation Strategy which would be presented to the next meeting;

- v) that the innovation pipeline would contribute significantly to student employability;
- vi) that there would be further opportunity for a 'deep-dive' into industrial collaboration performance at the next development session prior to the October meeting;
- vii) that the Higher Education Business and Community Interaction Survey (HEBCIS) provided data on the 'high-level' outcomes of the strategy, but that a clearer definition would be included in future reports;
- viii) the view that narrative on the use of technology could be strengthened and would be welcomed in the deep-dive session, particularly its links to the Innovation Strategy;
- ix) the view that the ways in which industrial collaboration were integrated with teaching and the curriculum, most notably through placements, would also be a welcome supplementary narrative.

RESOLVED: that the Annual Strategy Report be approved, and that the content of the next development session be based on the discussion held.

**ACTION: DIRECTOR OF STRATEGY**

COU.21.60

**FINANCIAL PLAN 2021/22 TO 2025/26 CLOSED**

Considered: on the recommendation of the Finance and Resources Committee, the proposed Financial Plan 2021/22 to 2025/26 (COU/21/44).

Reported:

- i) - redacted -

Noted:

- i) - redacted -

RESOLVED:

- 1) that the Financial Plan 2021/22 to 2025/26 be approved;
- 2) that the 2020/21 statutory accounts be prepared under the 'going concern' principle.

COU.21.61

**LIBOR TO SONIA RATES CLOSED**

Considered, on the recommendation of the Finance and Resources Committee, the proposed transition from London Interbank Offered Rate (LIBOR) to Sterling Overnight Index Average (SONIA) benchmark rate for the University's corporate loans (COU/21/45).

Reported:

i) - redacted -

Noted:

- i) that the Vice-Chancellor's Executive Team and Finance and Resources Committee had scrutinised the proposal carefully before making recommendations;
- ii) that there was potential for wider University contracts to make reference to LIBOR in their terms and that the University was to check in particular its leases and supplier terms.

RESOLVED: that in respect of the - redacted - loans the following be approved and recorded:

At a meeting of the Council of the University of Salford (the "Borrower") held on the 9<sup>th</sup> July the following resolutions were passed:

RESOLVED: that in respect of the - redacted - loans the following be approved and recorded:

COU.21.62

## **ENABLING STUDENT SUCCESS**

Received: a presentation on the University's strategic plan for enabling student success, in the context of value for money (COU/21/46).

Reported:

- i) that the proposed 'proceed' measure would not account for differentials such as regional employment landscapes;
- ii) that significant progress on the nine strategic actions had been made over the past nine months' activity;
- iii) that curriculum changes had been made in response to the Covid-19 pandemic, but that work on the inclusive curriculum had similar aims and continued to be addressed;
- iv) that the actions centred around the daily experience of students and staff, but that it could be challenging to maintain focus on the 'invisible' work;
- v) that every contact with a student counted towards their experience and enablement of success;
- vi) that the School of Science, Engineering and Environment (SEE) currently posed the greatest risk to the University's total metrics;
- vii) that an Interim Dean plus an external consultant had overseen development of an improvement plan and significant changes to the curriculum would take effect from September 2021;
- viii) that weekly support activities would be provided to students during the re-assessment period leading into welcome, registration and induction (WRI) for the following year;
- ix) that significant triangulation and root cause analysis had been undertaken, with a single focus on successful outcomes and a 'whole institution' approach.

Noted:

- i) the view that progress in technical changes was easier to evidence than cultural changes;
- ii) that the University was holding its first Festival of Learning and Teaching in July 2021;
- iii) that the Learning and Teaching Network lead was to be appointed with recruitment underway;
- iv) that the embedding of the Salford Academic and the Academic Career Framework had been successful, but that it was acknowledged there was more to achieve;
- v) that the refreshment of the senior leadership team in SEE would conclude with the



- arrival of the incoming permanent Dean on Monday 12 July 2021;
- vi) the view that, during the external appointment process, it had been the right investment to appoint an Interim Dean;
  - vii) that the remaining positions had been filled through internal and external appointments;
  - viii) that SEE was now in the right position for longer-term change;
  - ix) that SEE was facing some perverse challenges, for example programmes where progression was highest but also experienced some of the poorest graduate outcomes, and vice versa;
  - x) that there was a high level of pressure regarding timescale, as the OfS changes were expected to be applied from 2022;
  - xi) that the low take-up of sandwich courses was being addressed by a refresh of the attendant infrastructure for these and work placements;
  - xii) that further to this, there was new work to be done to help students gain better understanding for what could be gained from placements and how to translate this into greater employability opportunities for themselves;
  - xiii) that members offered their unanimous support in the enablement of student success.

COU.21.63

### **EQUALITY, INCLUSION & DIVERSITY ANNUAL REPORT CLOSED**

Considered: on the endorsement of the Vice-Chancellor's Executive Team, the University's Equality, Inclusion and Diversity report for 2021 (COU/21/47).

Reported:

- i) - redacted -

Noted:

- i) the view that the Report was a high quality and carefully considered presentation;
- ii) that grievance, disciplinary and complaint data was considered when compiling the report;
- iii) that there were a breadth of staff and student networks and that it would be useful if future reports could provide a wider and deeper voice to those networks (subject to some of the limitations of an institution-wide report);
- iv) the view that it was important for members to understand if the University was facilitating a lived experience that reflected its values;
- v) that each School and professional service was creating individual equality, diversity and inclusivity action plans related to recruitment and staff demographic;
- vi) that the challenge was to impact differently on the recruitment process, for example re-writing long-standing job descriptions before posting a new role, advertising across different networks;
- vii) that the University had a low staff turnover rate, but that it could prepare for new recruitment opportunities.

RESOLVED: that the Annual Report be approved with immediate effect for publication on the University website.

COU.21.64

### **NAMING CONVENTIONS**

Received: an update report from the Naming Conventions Task and Finish Group (COU/21/48).

Reported:

- i) that the Deputy Chair had chaired the task and finish group, and that the update report was also made on behalf of Andrew Snowden who had since left employment with the University;
- ii) that input and representation to the Group had been extensive, and that the timeline to make report had been extended to allow for this wider contribution and reflection;
- iii) that policy recommendations were being taken forward;
- iv) that students were to be given greater creative expression in providing historical context for the named University buildings.

Noted:

- i) that members thanked Mr Snowden (in absentia) and noted congratulations on his election to the role of Police and Crime Commissioner for Lancashire;
- ii) that Salford City Council did not intend to re-name Peel Park and supported the recommendation of the Group to retain the name 'Peel' for University buildings;
- iii) that it was acknowledged Sir Robert Peel was a complex historical character and that student-led context would be welcomed.

COU.21.65

### **GOVERNANCE**

Considered: on the recommendation of the Governance, Nominations and Ethics Committee proposed amendments to the University Ordinances and Standing Orders (COU/21/49); proposed amendments to the University Code of Conduct for Council Members and Senior Officers (COU/21/50); proposed amendments to the University Code of Conduct for Council Members and Senior Officers (COU/21/50); and proposed amendments to the Scheme of Delegation (COU/21/51)

Reported:

- i) that each proposal arose from prescribed periodical review timelines, but that the Code of Conduct had been delayed to enable consideration of the revised Committee of University Chairs' (CUC) HE Code of Governance by the Governance, Nominations and Ethics Committee (GNEC);
- ii) that comments on minor typographical errors and adjustments had been received prior to the meeting and would be addressed.

RESOLVED: that the proposed amendments to the governing documents be approved with immediate effect.

COU.21.66

### **DEGREE OUTCOMES STATEMENT**

Considered: an updated University's Degree Outcomes Statement (COU/21/52).

Reported:

- i) that the updated Statement reflected the degree classifications profile for 2019/20 first degree graduates;
- ii) that there had been an increase in 1<sup>st</sup> or 2:1 classification but not to the extent of the increases reported across the sector;
- iii) that the University continued to monitor potential grade inflation closely;
- iv) that there had been a reduction in the BAME award gap, potentially arising from the changes put in place for assessment methodology in response to the pandemic regulations.

RESOLVED: that the updated Degree Outcomes Statement be approved with immediate effect for publication on the University website.

COU.21.67

### **SENATE**

Received: the minutes of the Senate Meetings held on 29 April 2021 (confirmed) and 8

June 2021 (unconfirmed) (COU/21/53).

Reported:

- i) that the operation and timely enactment of academic governance via Senate and its committees was considered;
- ii) that the trimester pattern was reviewed, particularly to remove the gap between a December holiday period and assessment in January;
- iii) that it was important to understand how best to keep students supported towards assessment and achieving the best possible outcome.

Noted:

- i) that ensuring the best interface between Senate and Council was still under consideration by GNEC;
- ii) that Audit and Risk Committee also took an interest in the effective operation of academic governance under its terms for risk management.

COU.21.68

### **QUARTERLY PERFORMANCE AND RISK REPORT**

Received: on the endorsement of the Vice-Chancellor's Executive Team, a detailed report on research and the Knowledge Exchange Framework (KEF). Also included is the University's performance against lead indicators during Quarter 3 2020/21, and the Top 10 Risk Profile is appended on the recommendation of the Audit and Risk Committee (COU/21/54).

Reported:

- i) that the Knowledge Enhancement Framework (KEF) was a new measure for enterprise and public engagement activities and assessment;
- ii) that the results were presented in a comparative manner but were not intended to provide comparison between institutions;
- iii) that there was benchmark data included, but that no adjustment had been made for the size of the institution;
- iv) that the University had performed well and to expectations based on its corporate strategy;
- v) that this represented the first external reference point for its enterprise and engagement work;
- vi) that whilst a good result for the University, it was continuing with its plans to rationalise and restructure the research and enterprise departments;
- vii) that the University was in a pre-tender phase for system procurement;
- viii) that there was a large range of activity covered by this type of framework.

Noted:

- i) that the University had not collected its internal data to the best of its ability and would seek to make further improvements through systemisation;
- ii) that it intended to aim for a higher-ranking position, but that the top quartile and decile was expected to be dominated by the Russell Group institutions;
- iii) that competitive ranking may also be impacted through the non-adjustment of institution size;
- iv) that in seeking institutions to benchmark against the University had looked for similar levels of industrial collaboration and intellectual protocol development and had considered the University of Bradford to be an aspirational benchmark.

COU.21.69

### **QUARTERLY EQUALITY, INCLUSIVITY AND DIVERSITY REPORT**

Received: on the endorsement of the Vice-Chancellor's Executive Team, the Quarter 3 2020/21 report on the University's action plan for ensuring equality, diversity, and inclusivity (EDI) (COU/21/55).

Reported:

- i) that the Report contained more granular detail within the institutional action plan;
- ii) that the University was building a network of EDI leads across each area for practice dissemination and in some instances for external recognition;
- iii) that whilst there had been some successful activities and outcomes, there was further improvement to be made.

Noted:

- i) that the 'report and support' process had only recently been implemented but several reports had been received;
- ii) that the majority of reports had been found to be due to lack of knowledge and understanding by the complainee, and that appropriate training had been put in place.

COU.21.70 **QUARTERLY FINANCE REPORT CLOSED**

Received: on the recommendation of the Finance and Resources Committee, the Quarter 3 2020/21 finance report (COU/21/56).

Reported:

- i) - redacted -

COU.21.71 **COMMITTEE CHAIRS' REPORTS**

Received: the Committee Chairs' Reports (COU/21/57).

Reported:

- i) that Audit and Risk Committee (ARC) had been in a position to review the Greater Manchester Institute of Technology (GMIoT) second stage bid before the submission deadline;
- ii) that the University had been notified of success at the first stage bid but that there had been a very short deadline to complete the second stage bid, and that the Committee would have preferred more time to allow for further scrutiny;
- iii) that the Vice-Chancellor's Executive Team had also endorsed the second stage bid detail on a very short timescale;
- iv) the view that learning would need to be taken on the review process for short deadline pieces;
- v) that in the second stage bid, the partners had made explicit Health and Social Care as a fourth subject (where previously it had been within another subject);
- vi) that the proposed building had been moved out from the innovation zone as proposed in the first stage bid, to a new build on Peel Park Campus;
- vii) that the cost estimate for the building was £8.1m, but that the Department for Education (DfE) used a different calculation which would suggest that the University could need to potentially underwrite the build;
- viii) that until the outcome of the second stage bid was known, any potential financial risk could not be confirmed;
- ix) that ARC had recommended the financial resource plan be circulated to members of the Finance and Resources Committee (FRC) for information and to highlight the potential unanticipated costs;
- x) that the ARC Chair's Report had been written prior to the publication of the agenda, and that further information could be provided if requested;
- xi) that the Remuneration Committee (RemCo) had considered and approved increased senior pay for two executive roles, and that the approval had been based on additional responsibilities allocated to each role and did not inflate individual salaries outside the sector benchmark;
- xii) that RemCo had discussed the USS valuation consultation;
- xiii) that the Chair of RemCo, Chair of FRC and Chair of Council had met with senior executives prior to the RemCo meeting to discuss the review timeline for the Total Reward Framework (TRF) and it had been decided not to bring forward a recommendation to RemCo and FRC until a more appropriate time;
- xiv) that notwithstanding this deferral, activities toward a TRF continued to be progressed.

Noted:

- i) that the deadlines provided by the DfE to submit for the second stage bid were shorter than would be normally expected;
- ii) that the final business case for the GMIoT would be developed over the Summer and received for consideration by the standing committees (also subject to a successful outcome from the second stage bid);
- iii) that there was still potential for a building to be located in the innovation zone, but that it had been believed a new build on University-owned land was the most stable and compliant proposition to make at this stage of the bid;
- iv) that in terms of the DfE calculation for new build academic properties, a fixed cost of £1500 per square metre was applied but that the University and its consultant quantity surveyors applied a value of £2000 per square metre for buildings used specifically in the higher education sector;
- v) that regarding the Department for Business, Energy and Industrial Strategy (BEIS) Audit and Corporate Governance Review reported by ARC, a response had been submitted by the University and an outcome was awaited.

COU.21.72

#### **ANY OTHER BUSINESS**

Noted:

- i) that members offered their sincere thanks and appreciation to Professor Susan Price who would not be seeking a third term of membership, and Dr Karen Stansfield who was shortly to leave the employ of the University;
- ii) that Professor Price had brought great value to the Council, especially her contribution to student experience and had also provided personal support to the Chair;
- iii) that Dr Stansfield had recently led the team in the successful award of the Greater Manchester Police Education Framework, which would greatly benefit the University and the students in the years to come.

COU.21.73

#### **DATE OF NEXT MEETING**

Reported:

- i) that the next meeting would be held on Friday 8 October 2021;
- ii) that it was the intention to re-commence holding meetings on campus subject to appropriate risk assessment;
- iii) that informal opportunities to re-familiarise or familiarise members with the campus would be made available;
- iv) that members would be contacted to discuss in advance of confirmation of planning.

Noted: the view that the standing committee meetings in September might provide a good opportunity for a smaller group to re-convene prior to the full Council membership physically meeting again.