

MINUTES OF THE MEETING HELD ON 14 JULY 2023

Present: Lord Keith Bradley (Chair), Angela Adimora, Simeon Anyalemechi, Professor Dame Sue Bailey [from COU.23.61], Jennifer Bayjoo, Dr Tony Coombs, Cllr Phil Cusack, Garry Dowdle, Ben Gallop, Merlyn Lowther, Professor Helen Marshall, Ian Moston, Sean O'Hara, Micheal Omoniyi [until COU.23.73], Sam Plant [until COU.23.71], Alan Roff, Helen Taylor, Anuoluwapo Ubikitan, Professor Mike Wood, Dr Katherine Yates, and Dr Elsa Zekeng.

Apologies: Philip Green.

In attendance: Emma French (Executive Director of Governance and Assurance & University Secretary), Jonathan Winter (Executive Director of HR and OD), and Elaine Pateman Salt (secretary).

[from COU.23.52]: Julie Charge (Deputy Chief Executive and Executive Director of Finance), Professor Karl Dayson (Pro Vice-Chancellor Research and Enterprise), Jackie Njoroge (Director of Strategy), Jo Purves (Pro Vice-Chancellor Academic Development), and Neil Scott (Chief Operating Officer).

By invitation: Muhammed Ali (student), Issa Badawi (student) and Ed Moloney (Chief Executive Officer, University of Salford Students' Union) [COU.23.61], Professor Claire Hamshire (Associate Pro Vice-Chancellor for Employability and Student Experience) [COU.23.61; COU.23.67], Sue Clarke (Inclusion and Diversity Manager) [COU.23.66], Helen Parker (Student Inclusion and Engagement Manager) [COU.23.67], Pradeep Passi (Associate Pro Vice-Chancellor for Equity, Diversity and Inclusivity) [COU.23.66; COU.23.67], Dr Sam Grogan (Pro Vice-Chancellor for Education and Student Experience) [COU.23.68; COU.23.69].

COU.23.50 **WELCOME**

Noted: that Mr Anuoluwapo (Ayo) Ubikitan, Sabbatical Officer for Health & Society, was the newly appointed student member and was welcomed to the membership.

COU.23.51 **VICE-CHANCELLOR TRANSITION AND PROBATION PLAN CLOSED MINUTE**

(Secretary's note: only the members, University Secretary, Executive Director of HR and OD, and committee secretary were in attendance).

Considered: on the recommendation of the Vice-Chancellor's Recruitment and Selection Sub-Group:

- i) the dissolution of the Sub-Group; and
- ii) the induction, transition, and probation plan for the incoming Vice-Chancellor (COU/23/35).

Reported: that – *redacted* - had confirmed a start date of 01 October 2023.

Noted: that the Chair thanked all those involved for their contributions and work over the several months to a successful appointment.

RESOLVED:

- i) that the Vice-Chancellor Recruitment and Selection Sub-Group be dissolved, and the monitoring of the remaining risks be passed to Audit and Risk Committee for the 12-month probationary period;
- ii) that the handover and transition plan be approved as presented.

COU.23.52 DECLARATIONS OF INTEREST

Reported:

- i) that Ms Helen Taylor and Dr Tony Coombs had an interest in Item 8 i): re-appointments to the membership;
- ii) that Ms Merlyn Lowther had an interest in Item 8 iii): appointment to the Deputy Chair.

Noted: that those members would be asked to leave the Chamber for the duration of the relevant item, and not participate in the making of a resolution.

COU.23.53 MINUTES OF THE PREVIOUS MEETING

Confirmed: the minutes of the previous meeting held on 28 April 2023 (COU/23/36), and the minutes of the special meeting held on 26 May 2023 (COU/23/37).

COU.23.54 MATTERS ARISING FROM THE MINUTES

Reported: regarding minute reference COU.23.28, 28 April 2023 – Chair’s Action, CoSTAR Bid – that the University had been unsuccessful in its bid.

Noted:

- i) that feedback had been received from the Arts and Humanities Research Council (AHRC);
- ii) that Royal Holloway, University of London supported by Pinewood Studios had been successfully awarded funding for the national research centre;
- iii) that there had been no awards made for national centres located in the North-West region, but that the University of York supported by West Yorkshire Screen had been successfully awarded funding for a regional research centre;
- iv) that AHRC had recognised that MediaCityUK was the largest media centre outside of London, and the strategic pitch had been well-regarded with encouragement given to the University to continue to seek investment and development of the proposal;
- v) that the University had gained valuable insight during the process and had established a very strong relationship with MediaCityUK Ltd which both parties intended to take forward.

COU.23.55 CONFIRMATION OF STARRED ITEMS

Confirmed:

- i) that Item 22: University Ordinances (COU/23/53) and Item 23: Standing Committee Terms of Reference (COU/23/54) were approved without discussion;
- ii) that Item 24: Use of University Seal (COU/23/55) was noted without discussion.

COU.23.56 CHAIR’S ACTION

Received: a report of Chair’s Action taken since the previous meeting regarding approval for appointment to the membership (student representative) (COU/23/38).

Noted: that Mr Simeon Anyalemechi had been re-appointed, and Mr Ubikitan had been welcomed at the start of the meeting.

COU.23.57 MEMBERSHIP: RE-APPOINTMENTS

(Secretary’s note: Ms Taylor and Dr Coombs exited the Chamber for the duration of the item) .

Considered: on the recommendation of Governance, Nominations and Ethics Committee (COU/23/39): re-appointments to the membership.

Reported: that both members wanted to continue as members.

RESOLVED: that the extension of Ms Taylor and Dr Coombs terms of office by an additional three years from 1 August 2023 (third term) be approved.

COU.23.58 MEMBERSHIP: REPRESENTATIVE FROM SALFORD CITY COUNCIL

Considered: on the recommendation of Governance, Nominations and Ethics Committee (COU/23/39): appointment of the representative from Salford City Council (SCC) to the membership.

Reported:

- i) that the University had been notified of a change in the nominated representative from SCC;
- ii) that Councillor Teresa Pepper was to replace Councillor John Merry;
- iii) that Cllr Pepper was the SCC Executive Support Member for Education, Learning and School Improvement.

Noted: that members thanked Cllr Merry (in absentia) for his service to the University, and in being a strong conduit between the University and SCC.

RESOLVED: that the appointment of Councillor Pepper as an independent Council member for an initial term of three years from 1 August 2023 be noted.

COU.23.59 MEMBERSHIP: DEPUTY CHAIR

(Secretary's note: Ms Lowther exited the Chamber for the duration of the item) .

Considered: on the recommendation of Governance, Nominations and Ethics Committee (COU/23/39): appointment to the Deputy Chair.

RESOLVED: that the appointment of Ms Lowther as Deputy Chair, with the attendant ex-officio committee memberships (Remuneration Committee and Honorary Degrees Committee) with effect from 1 August 2023 be approved.

COU.23.60 MEMBERSHIP: APPOINTMENTS

Considered: on the recommendation of Governance, Nominations and Ethics Committee (COU/23/39): appointments from the co-opted members to the membership, and appointments to the standing committees.

Reported:

- i) that in filling independent member vacancies first consideration was given to elevation of co-opted members, and particularly in light of the good work undertaken on their respective committees;
- ii) that in consequence of the proposal for appointments to the membership, distribution to committee membership had also been reviewed;
- iii) that following the outcome from consideration, the next step would be principally to fulfil co-option vacancies through an external recruitment campaign;
- iv) that the agreed recruitment protocols were in place to ensure diversity of skills and representation over a period of time.

RESOLVED: with effect from 01 August 2023;

- i) that Mr John Bland, Mr Stephen Gleave and Ms Claire Sproston be appointed independent members;
- ii) that Dr Coombs assume the Chair of the Audit and Risk Committee;
- iii) that Ms Lowther join the Finance and Resources Committee as an independent member, and assume the Chair;
- iv) that Dr Zekeng join the Honorary Degrees Committee as an independent member.

COU.23.61 STUDENT EXPERIENCE

Received: a presentation on '*Students as consultants: working in partnership to write the Access and Participation Plan (APP) and to address the Equality of Opportunities Risk Register (EORR)*' (COU/23/40), followed by a discussion with students on their individual experiences.

Noted:

- i) the view that additional costs incurred during sandwich year could be a barrier to student success;
- ii) that the University was looking into providing flexible work placements;
- iii) that the new student customer relationship management (CRM) tool would seek to remove distinctions between academic and professional services colleague support ('one service');
- iv) that also, the University worked collaboratively with the University of Salford Students' Union (USSU) to listen and address feedback from students;
- v) the view that there were still some gaps in join up between services, for example between careers fairs and local business;
- vi) that the opportunity to receive payment for their consultancy during the collation of the APP submission had been very important to the students involved, and particularly in the current financial climate;
- vii) the view that the independent student submission addressed real issues and made real recommendations, and focused on problems rather than data analysis;
- viii) that students had been involved in the initial design of the Campus Masterplan, but had not been as involved in recent projects, and the view that student consultancy could be employed in future;
- ix) that regarding induction information, an accessible online version of the induction materials would be available online in future;
- x) that there were valid reasons students had to commence studies later than the first week of semester one;
- xi) the view that a buddy system could also support sharing of vital information;
- xii) the view that missing initial information could lead to a detrimental 'domino effect' impact on the student experience and that in some instances deferral to entry was an option;
- xiii) that significant support work was provided by the Welcome, Registration and Induction (WRI) team each year, and this was flexed to ensure continuous improvements;
- xiv) the view that it was important for members to hear about different experiences from the student community, and the suggestion that a separate session be organised specifically to meet more students;
- xv) that support for late arrivals had changed over time, and more reflection had been taken per programme on an appropriate 'last arrival' date to support student success;
- xvi) the view that there was a lot more support in place now to help students to make appropriate decisions, but that there was still 'lots to unpick';
- xvii) that international students did not necessarily have the same support structures as domestic students, for example with parents or families not having experience of United Kingdom (UK) higher education or familiarity with UK economics and financial systems;
- xviii) the view that the monthly instalments of the student commuter bursary had helped to budget funds;
- xix) that it was a reality that the majority of students would seek paid employment whilst studying;
- xx) the view that the University could make it easier for local employers and students to make connections;
- xxi) the view that HE institutions should remove the perception that full-time students should not take up paid employment;
- xxii) that Unitemps had been set up specifically as an employment agency for the student body, but had been impacted during the Covid-19 pandemic;
- xxiii) that it was the intention to refresh the Unitemps platform;
- xxiv) that the student consultants had been recruited via Unitemps;
- xxv) that the Chair thanked the students for sharing their personal stories and the valuable insight into student experiences each had given and wished both the best in their future studies.

RESOLVED: that the presentation be noted, and that the independent student APP submission be circulated to members.

ACTION: UNIVERSITY SECRETARY

COU.23.62 VICE-CHANCELLOR'S REPORT

Received: a valedictory report from the Vice-Chancellor, Professor Helen Marshall, on key issues affecting the University (COU/23/41).

Reported:

- i) that Professor Marshall offered personal reflections on her appointment and initial time in office;
- ii) that there had been focus on growth of the business, growth of student numbers, and in ensuring financial stability;
- iii) that the initial strategy was creation of the four industrial collaboration zones (ICZs), which over time became the four Schools;
- iv) that Professor Marshall was extremely proud that the University was now being approached by interested industry partners;
- v) the view that there was a real opportunity for the University to exceed in the future;
- vi) that the establishment of the Office for Students as principal regulator and the introduction of the measurement framework had been challenging;
- vii) that there had been a focus on ensuring programmes met or exceeded the minimum thresholds for the B3 metrics in particular;
- viii) that despite the multi-faceted challenges faced over the past few years, the University was one of the fastest growing in the North-West region;
- ix) that growth included diversification with the establishment of the Greater Manchester Institute of Technology (GMiOT) and degree apprenticeships;
- x) that also the British University of Bahrain (BuB) and British University of Vietnam (BuV) had been successfully set up;
- xi) that a five-year student growth plan had recently been developed which would potentially see growth of the student population to 25k;
- xii) that successful recruitment remained the single most important factor to secure financial sustainability;
- xiii) that during her tenure, Professor Marshall had overseen the development of a Campus Masterplan that was being implemented through careful management of income surplus;
- xiv) that the University estate was vital to future success and for the University to lead 'placemaking' in Salford;
- xv) that the University had successfully increased its position in the Research Excellence Framework (REF) exercise for the first time in 14 years;
- xvi) that Professor Marshall felt she was leaving the University in a robust and stable place;
- xvii) that the recent executive away day had been focused on developing a five-year growth plan to support the Professor Marshall's successor;
- xviii) that Professor Marshall concluded that 'teams win matches, not individual players', and reiterated her great and exciting journey working as part of 'Team Salford', thanked members for their support, and wished the University great success in the future.

Noted:

- i) that the Chair thanked Professor Marshall on behalf of the Council, and complimented her leadership, ambition and legacy;
- ii) that the members applauded Professor Marshall.

COU.23.63 ANNUAL STRATEGY REPORT

Received: on the endorsement of the Vice-Chancellor's Executive Team, the 2022/23 Strategy Report (COU/23/42).

Reported:

- i) that this had been the first year operating the refreshed Corporate Strategy;
- ii) that a reminder of the strategy map, draft values, and measures of success had been included in the presentation;
- iii) that the external policy environment continued to be challenging;
- iv) that financial resilience was essential to success, particularly due to the falling real value of fixed fee income over the past decade;
- v) that potentially the most financially exposed HE institutions in the coming years were research-intensive institutions, where research costs were high and often outstripped research income;
- vi) that income from international students often balanced financial exposure, as HEIs were entitled to set their own international fees;
- vii) that however, recruitment of international students could also be impacted by the Government's policy on visas;
- viii) that the University was broadly meeting its strategic performance aims this year;
- ix) that targets for financial sustainability had been exceeded;

- x) that the new National Student Survey (NSS) was as yet an untested measure for the Sector, and could impact on the University's targets in that area;
- xi) that the University had successfully recruited and retained more students than the previous year;
- xii) that there remained 'more work to do' on apprenticeships, and in meeting research targets;
- xiii) that there had been substantial changes to the Research Excellence Framework (REF) in advance of the next submission exercise;
- xiv) that progression towards targets for Scope One and Scope Two carbon emissions was also being carefully monitored;
- xv) that regarding graduate employability outcomes, members were reminded that in 2015 the University had been 10 percentage points below the Sector benchmark, and that there had been incremental improvements made under the preceding Teaching Excellence Framework (TEF);
- xvi) that the new TEF covered a period of three years where the University had been able to demonstrate graduate employability rates ahead of Sector benchmark, which was a great achievement from the previous position;
- xvii) that the performance to-date demonstrated that with planned growth in recruitment (income) the University would continue to perform to its strategic aims.

Noted:

- i) that despite changes in Government policy to reduce immigration, that the international study visa had been retained;
- ii) that the UK had a globally recognised research infrastructure, and it was surmised that changes to the study visa would introduce risk to this;
- iii) that the University Risk Register included risk around international study policy;
- iv) that the University indices of deprivation were improving, which was a worthy outcome, and that this was broadly reflected in the alumni population;
- v) that however, when analysed by subject it was clear that some students achieved greater outcomes than others;
- vi) the view that alumni could help attract students, in that applicants would be able to see themselves reflected in individual alumnus stories;
- vii) that mindful of the important income from international fees, the University's international offer and tailored support systems should be reviewed;
- viii) that an example of this might be the introduction of an international student experience survey;
- ix) that data was analysed from the international employability survey, which gave a holistic view of the current experience;
- x) that the Vice-Chancellor's Executive Team (VCET) had been considering student population growth and quality factors, supported by sessions with dataHE;
- xi) that where possible, the University had incrementally increased entry tariff to consolidate quality but remained true to its values and profile regarding widening participation;
- xii) that the key quality issue was to admit students who were likely to progress, and that use of the foundation year programmes had been a successful way to support this;
- xiii) that it was the intention to continue to grow programmes with successful student outcomes;
- xiv) that the current minimum entry tariff was equivalent to three A-levels at 'C' grade, with some subtle differences by programme;
- xv) that this had changed from equivalency to three A-levels at 'D' grade in previous years;
- xvi) the view that it would be useful to include a 'previous perspective' alongside future performance reports;
- xvii) that also, the risk scenarios relating to decisions impacting on future performance should be included in papers under consideration;
- xviii) that a key risk was a failure to achieve further student number growth, or indeed reductions in growth that had been achieved previously;
- xix) that the Chair thanked the Vice-Chancellor and Executive for their work to achieve a position on student number growth, and advised members that there would be an opportunity for detailed scrutiny at the next development session scheduled in October 2023;
- xx) the view of the Vice-Chancellor, that the student number plan was to be left in the hands of the incoming Vice-Chancellor but was a realistic and achievable roadmap;
- xxi) the view that the reports so far were largely silent on the growing research and taught postgraduate populations, and these cohorts were affected by similar issues described in the meeting today;

- xxii) that the above comment impacted on the earlier discussion regarding international recruitment;
- xxiii) that the opportunities available to the University from the market in Nigeria had improved again, but could not necessarily be relied upon for future growth;
- xxiv) that the City of Salford had the fastest growing economy in the North of England, and one of the fastest growing across the UK, and the view that this this needed to be factored in to number growth planning, and capture of data where graduates contributed to the local economy;
- xxv) the view that the cascade of the Report would be helpful, particularly following the extensive consultation with staff and students on the refresh of the Corporate Strategy;
- xxvi) that the Report was available for cascade.

COU.23.64 FINANCIAL PLAN CLOSED MINUTE

Considered: on the recommendation of the Finance and Resources Committee, the proposed Financial Plan 2023/24 to 2027/28 (COU/23/43).

Reported:

- i) – *redacted* -

Noted:

- i) – *redacted* -

RESOLVED:

- i) that the Financial Plan be approved;
- ii) that the 2022-23 statutory accounts continue to be prepared under a going concern principle.

COU.23.65 CORPORATE LOAN TERMS CLOSED MINUTE

Considered: on the recommendation of the Finance and Resources Committee, proposed amendment to the corporate loan – *redacted* -

COU.23.66 ANNUAL EQUITY, DIVERSITY, AND INCLUSIVITY REPORT

Considered: on the endorsement of the Vice-Chancellor's Executive team, the annual Equity, Diversity, and Inclusivity (EDI) Report (COU/23/45).

Reported:

- i) that it was a statutory requirement to publish retrospective EDI data on an annual basis;
- ii) that the Report followed a similar structure to previous iterations, but had been framed in the EDI Statement of Ambition (SoA) which would inform future reports;
- iii) that data trends in the student population were highlighted, and in particular that Asian students were identified as the largest minority group in the undergraduate population, but that this was not reflected in the postgraduate taught or research populations;
- iv) that the minoritised groups award gap had increased following previous gains in reducing the gap;
- v) that however, the new APP addressed the award gap specifically;
- vi) that spotlight stories had been included in the Report, including the Festival of Learning, the Salford Proud Network, use of equality impact assessments (EIA) in the Library and Careers, and the achievements of the Vice-Chancellor's Office in their EDI action plan;
- vii) that it was intended to propose future reports at the beginning of the calendar year to align with reporting on the SoA, and to give currency to the data.

Noted:

- i) that the work to produce and develop the Report was commended, and members thanked those involved;
- ii) the view that postgraduate taught and research students should be included;
- iii) that the SoA had not defined goals specific to these cohorts, in order to focus on key areas of significant disparity but that data could be identified to capture postgraduate experience;
- iv) that the goals set in the SoA had been developed with colleagues in Strategy, and were based on robust estimations to allow for tracking (and speed) of performance;

- v) that it was not realistic to seek to eliminate a gap within five years, and it was rather that a target had been set for the period;
- vi) that regarding declarations of LGBTQ+ identities by staff, there was evidence of declarations being made but not of the support for a culture of supported declaration;
- vii) that one of the actions in the SoA was to develop this culture and to further encourage people to be themselves in the workplace;
- viii) that there had been a reduction in the number of those of 55 years or over working at the University;
- ix) the view that it would be interesting to see how measurement of an inclusive culture in the international cohort might be developed;
- x) the view that whilst the Report reflected successful outcomes, it was also true that the lived experience of some of those at the University might not be as positive;
- xi) that it was intended the balance of experience be matured in future Reports, and that celebration of success be tempered by some of the realistic challenges still faced by student and staff;
- xii) that data on the Report and Support process would be included in the next Report;
- xiii) that also, the data discussed today was to be provided in the biannual EDI reports to the Council;

RESOLVED: that the EDI Report be approved and published.

COU.23.67 **ACCESS AND PARTICIPATION PLAN**

Considered: on the endorsement of the Vice-Chancellor's Executive Team, the 2024/25 – 2027/28 Access and Participation Plan (APP) for submission to the Office for Students (COU/23/46).

Reported:

- i) that the proposed APP was a step-change from the previous iteration, and was aligned to the EDI SoA with the ultimate aim to improve student experiences;
- ii) that approval from the Office for Students (OfS) was expected in Autumn 2023.

Noted:

- i) that members thanked the team for the informative pre-meeting development session on access and participation, and all those involved in developing the proposed APP;
- ii) the view that it would be useful in future to understand how the University benchmarked in relation to the Sector and its competitor set.

RESOLVED: that the Access and Participation Plan be approved and submitted to the Office for Students.

COU.23.68 **HIGHER AND DEGREE APPRENTICESHIPS**

Received: a presentation on the University's higher and degree apprenticeships (COU/23/47).

Reported:

- i) that it was intended to bring an annual report on apprenticeships to the Council;
- ii) that two members had been nominated to represent the Council when the Office for Standards in Education, Children's Services and Skills (Ofsted) next inspected the University's apprenticeship provision – Mr Alan Roff and Dr Tony Coombs;
- iii) that Ofsted were the designated quality body of the OfS regarding apprenticeship provision;
- iv) that the Ofsted inspection framework was familiar in the majority of quality audit practices for academic programmes, but with a few key differences;
- v) that for example, apprentices had to be taught fundamental British values and that consequently these needed to be embedded in the curriculum;
- vi) that also, apprenticeships had different entry and award points to traditional taught programmes;
- vii) that regarding the decline in apprenticeships registered in Salford Business School (SBS), the School had been affected by a policy change in the apprenticeship levy that declassified the Master of Business Administration (MBA);

- viii) that the MBA had been the primary apprenticeship offered by SBS, but the decline was also in part due to the fact that a partnership contract had been terminated due to quality of provision by the partner;
- ix) that the nearest competitor for business apprenticeships was Manchester Metropolitan University (MMU) who had a large portfolio, and SBS had paused to focus on developing a quality-focused portfolio and where possible a different market opportunity than MMU;
- x) that alongside Ofsted, apprenticeship programmes were regulated by two further bodies – the Institute for Apprenticeships and Technical Education (IfATE) and the Education and Skills Funding Agency (ESFA);
- xi) that University apprenticeship operations were overseen by VCET and reported where applicable to the Council, and that the Senate oversaw academic governance;
- xii) that an overview of the apprenticeship journey was presented;
- xiii) that an apprenticeship award was made once the workplace end point assessment had been successfully passed, but that this was not in the control of the University;
- xiv) that the University had passed its previous inspection by Ofsted in 2019, but that the provision and volume of apprentices had grown and changed since that time;
- xv) that a quality improvement plan (QIP) had been created to support these changes and to develop quality management of the provision.

Noted:

- i) that the National Health Service (NHS) long-term workforce plan offered a fresh opportunity to review nursing and allied health apprenticeships, but that management of placements might be a limiting factor for these programmes;
- ii) that there was a limited market for arts and media-based apprenticeships, but that higher technical awards, Higher National Diplomas (HNDs) and the implementation of lifelong learning loans offered opportunities in these disciplines;
- iii) that the University would be agile in its provision for the most appropriate markets;
- iv) that the Greater Manchester Institute of Technology (GMloT) was an umbrella organisation for a range of provision, including apprenticeships, the aforementioned technical and HND awards and short courses;
- v) that the reporting routes for GMloT provision was multi-faceted, and the measurement metrics for the institute were related to the technical areas approved by the Department for Education (DfE) as the funding body and owner of the brand;
- vi) that the University utilised part of its apprenticeship levy to benefit staff, and was seeking to develop further utilisation in the future;
- vii) that currently a large portion of the levy was passed to other employers and charitable concerns;
- viii) that the nominated members were endorsed to highlight the integrated industrial strategy of the University to Ofsted.

COU.23.69 ENABLING STUDENT SUCCESS

Received: a presentation on the University's strategic actions for enabling student success (ESS), and the Education and Employment Strategy (COU/23/48).

Reported:

- i) that the focus on ESS was to continue as part of normal business operations, but build a relationship with the Education and Employment Strategy as this was implemented;
- ii) that regarding the ESS action plan, the University had made progress on raising performance to meet the B3 metrics, and that there had been a refresh of the action plan following this outcome;
- iii) that the Strategy was the step-change to student success activities, and would be delivered through a range of projects over the next five to seven years;
- iv) that no project stood alone, and would be mapped to each other;
- v) that there were also projects that 'sat alongside' the Education and Employment Strategy projects, for example the student CRM system;
- vi) that the next steps would be to commence project workshops.

Noted:

- i) the view that the time was right to shift emphasis toward strategic development, including external partnership;
- ii) that the University had engaged EAB to provide sector expertise, and that to-date there had been excellent support in formulation of the project workstreams and proposed workshops;
- iii) that however, EAB would not be involved in project delivery;
- iv) that following workshopping and preparations, delivery of outcomes could be expected from as early as 2024;
- v) that however, it was likely there would be a lag in formal impact on the corporate performance indicators, and those indicators related to the B3 condition of registration;
- vi) that it was intended to develop in-year indicators to provide a picture of live performance;
- vii) the view that it would also be important to identify, capture and measure unintended benefits;
- viii) that the Strategy implementation were to involve a shift in culture and appropriately embedded behavioural change.

COU.23.70 QUARTERLY PERFORMANCE AND RISK REPORT CLOSED MINUTE

Received: on the endorsement of the Vice-Chancellor's Executive Team, a detailed report on graduate outcomes. Also included was the University's performance against lead indicators during Quarter 3 2022/23, and the Top 10 Risk Profile was appended on the recommendation of the Audit and Risk Committee (COU/23/49).

Reported:

- i) that three-year trends in outcomes compared to the Sector [Figure 1.] and rates of highly skilled outcomes for the University's graduates [Figure 4.] were highlighted;
- ii) that performance was also constrained somewhat by the quantity of graduates entering further study.

Noted:

- i) – *redacted* -

COU.23.71 QUARTERLY FINANCE REPORT CLOSED MINUTE

Received: on the recommendation of the Finance and Resources Committee, the Quarter 3 (Q2) 2022/23 finance report (COU/23/50).

Reported:

- i) – *redacted* -

COU.23.72 SENATE

Received: Chair's reports from the meetings of the Senate held on 26 April 2023 and 21 June 2023 respectively (COU/23/51).

Noted: that Professor Marshall was congratulated on the award of honorary title 'Professor Emeritus' upon her retirement.

COU.23.73 COMMITTEE CHAIRS' REPORTS

Received: a report (COU/23/52) from:

- i) Honorary Degrees Committee (18 May 2023);
- ii) Governance, Nominations and Ethics Committee (18 May 2023);
- iii) Audit and Risk Committee (07 June 2023);
- iv) Finance and Resources Committee (15 June 2023); and
- v) Remuneration Committee (15 June 2023).

Reported:

- i) that Audit and Risk Committee (ARC) had noted the risk to international recruitment arising from the recent changes to visa regulations;

- ii) that ARC had received the Internal Audit Report of the Environmental Sustainability Plan, and had agreed it was at an appropriate point in its deployment but with challenging implementation to follow;
- iii) that due to changes to auditing standards more work had been undertaken by the external auditors this year, and that an additional £13k had been approved as fair recompense;
- iv) that services for external audit were to be re-tendered in 2024, but that there was a particularly challenging marketplace to attract tenders;
- v) that KPMG's contract had already been extended twice;
- vi) that Finance and Resources Committee (FRC) continued to provide assurance to members that the issue of staff vacancies and subsequent impacts to student experience were being carefully overseen by the Committee;
- vii) that FRC had received and endorsed the strategic vision for Salford Business School, and an update on the progress of the Health Clinics;
- viii) that the Remuneration Committee Policy was the substantive item taken by Remuneration Committee (RemCo), and that it was intended the Policy provided a framework for the future decision making of the Committee;
- ix) that RemCo thanked the Executive Director of HR and OD and the Human Resources Team for producing the Policy.

COU.23.74 ANY OTHER BUSINESS

Reported:

- i) that in addition to the Vice-Chancellor's departure, five members and one co-opted committee member were also finishing their tenures;
- ii) that Mr Sean O'Hara, Mr Garry Dowdle, Professor Mike Wood and Ms Jen Bayjoo were individually thanked by the Chair;
- iii) that Mr O'Hara had been an excellent Chair of FRC and had provided strong support in the role of Deputy Chair;
- iv) that Mr Dowdle had impacted greatly on the development of the digital campus and future digital strategy;
- v) that Professor Wood and Ms Bayjoo had greatly contributed to the appointment of the next Vice-Chancellor;
- vi) that Councillor John Merry and Ms Natalie Walker were also thanked in their absence;
- vii) that appropriate thanks would be forwarded to Cllr Merry for his contributions.

Noted: that members applauded those departing the membership.

COU.23.75 DATE OF NEXT MEETING

Noted: that the next meeting was scheduled for Friday 20 October 2023.