

MINUTES OF THE MEETING HELD ON 05 JULY 2024

Present: Lord Keith Bradley (Chair), Professor Dame Susan Bailey [via Microsoft Teams], Professor Nic Beech, John Bland, Dr Tony Coombs, Cllr Phil Cusack, Sara Das, Ben Gallop, Stephen Gleave, Philip Green [via Microsoft Teams], Alvina Imran, Merlyn Lowther, Professor Peter McDermott [until COU.24.56], Ian Moston, Cllr Theresa Pepper, Alan Roff, Adnan Sabir [from COU.24.49], Claire Sproston, Helen Taylor, and Professor Katherine Yates.

Apologies: Angela Adimora, Micheal Omoniyi, Sam Plant, and Dr Elsa Zekeng.

In attendance: Professor Simone Buitenijk (Deputy Vice-Chancellor & Provost) [until COU.24.68], Julie Charge (Deputy Chief Executive and Chief Finance Officer), Emma French (Chief Academic Services Officer & University Secretary), Christopher Grey (Governance Officer, observing), Jackie Njoroge (Chief Strategy and Data Officer), and Elaine Pateman Salt (committee secretary).

By invitation: Professor Margaret Rowe (Pro Vice-Chancellor & Dean, School of Health and Society) [COU.24.46-COU.24.49], Paul Broster (Associate Dean Academic Student Experience, School of Arts, Media and Creative Technology [COU.24.53], Pradeep Passi (Associate Pro Vice-Chancellor, EDI) and Jo Purves (Pro Vice-Chancellor, Academic Development) [COU.24.57].

COU.24.46 DECLARATIONS OF INTEREST

Reported:

- i) that Professor Dame Sue Bailey and Merlyn Lowther had an interest in Item 7: Membership and would leave the Chamber during considerations;
- ii) that Cllr Pepper and Cllr Cusack had an interest in Item 18i: Acoustics Build Land Acquisition (redacted from their papers) and would leave the Chamber during considerations.

COU.24.47 MINUTES OF THE PREVIOUS MEETING

Confirmed: the minutes of the previous meeting held on 26 April 2024 (COU/24/40).

COU.24.48 MATTERS ARISING FROM THE MINUTES

Reported:

- i) that the Chair reminded members he had written to the Mayor of Greater Manchester regarding student travel costs, and there were assurances from Mr Burnham's office that a response was expected shortly;
- ii) that regarding the sale of land at Adelphi House [minute reference COU.24.36], negotiations were progressing, and an agreement was expected to be reached.

MATTERS ARISING FROM THE MINUTES: STUDENT HEALTH PLACEMENTS

Received: the University's response to the University of Salford Students' Union survey of student health placements (COU/24/41).

Reported:

- i) that a comprehensive response to the matter had been detailed in the Report;
- ii) that the School was grateful to the University of Salford Students' Union (USSU) in identifying the issues with placement practice and gaining the confidence of those students willing to share their experiences;
- iii) that the School's evaluation process was well defined, however the outcomes of this piece of work would facilitate further refinement;
- iv) that the School worked with a great number of partners, both locally in Greater Manchester but also nationally, in support of students on placement and practice;
- v) that the School had one of the largest minoritised student groups (400 students) in the country, who met regularly, and that the issue had also been considered by the group;
- vi) that – *redacted* - ;
- vii) that overall, there had been agreement to convene a working group to develop greater student preparation for practice, alongside a focus on allyship in the placement settings;
- viii) that discrimination was a national issue and consequently this work was also being raised at the National Council of Deans (Health);
- ix) that also the School had formed a new group to specifically consider discrimination in placement and practice;
- x) that – *redacted* - ;
- xi) that the School and its partners were working tirelessly to embrace cultural change and ensure cultural competency as a priority.

Noted:

- i) that the support and evaluation structures for practice had been in place for some time, but that the difference now was to raise confidence in reporting and discussing discriminatory or challenging experiences;
- ii) that there had been a barrier to reporting due to concerns regarding successfully passing placement assessment;
- iii) that the School had underestimated the strength of this barrier;
- iv) that the mantra of the minoritised collective group had been adopted by the School – '*silence will not protect, speak out with confidence*';
- v) the view that the detailed activities outlined in the Report provided assurances the issues were being addressed, particularly following the distressing information received at the previous meeting;
- vi) the view – *redacted* - ;
- vii) that – *redacted* - ;
- viii) that – *redacted* - ;
- ix) that the Chair thanked the School for their robust response and reminded members that the item would be returned to at a future meeting to monitor progress.

COU.24.50 **CONFIRMATION OF STARRED ITEMS**

Confirmed:

- i) that Item 28: Scheme of Delegation (COU/24/65) was approved without discussion;
- ii) that Item 29: Honorary Awards Committee Report (COU/24/66) and Item 30: Use of University Seal (COU/24/67) were noted without discussion.

COU.24.51 **CHAIR'S ACTION**

Received: a report of Chair's Action taken since the previous meeting regarding approval for appointments to the membership (student representatives) (COU/24/42).

COU.24.52 **MEMBERSHIP**

(Secretary's note: Sue Bailey and Merlyn Lowther left the Chamber for the duration of the item).

Considered: on the recommendation of Governance, Nominations and Ethics Committee, re-appointments to the membership and appointments from the co-opted members to the membership (COU/24/43).

Reported:

- i) that the elevation of Mr Wilcock would exhaust the co-opted succession 'pipeline' and the Committee was undertaking a recruitment process currently;
- ii) that members were encouraged to recommend persons in their networks who might want to engage with the University through membership or otherwise as part of an open and ongoing process.

RESOLVED:

- i) that Professor Dame Sue Bailey and Merlyn Lowther be re-appointed to Council for a third and final term with effect from 01 August 2024;
- ii) that Nigel Wilcock be appointed as an independent member of Council with effect from 01 August 2024.

COU.24.53 **STUDENT EXPERIENCE**

Received: a presentation on the findings of the Senate-sponsored academic audit of assessment and its impact on the attainment gap, including comments of the student experience of assessment (COU/24/44).

Reported:

- i) that in addressing the attainment gap the University was working closely with the University of Salford Students' Union (USSU), the Learning, Teaching and Enhancement Centre (LTEC), and specialist academic colleagues;
- ii) that a thematic approach was being taken with five key themes identified (supporting student confidence, effective pedagogical approaches,

assessment diversity and feedback, creating a sense of belonging, and recognition of diverse entry backgrounds).

Noted:

- i) that LTEC was the 'hub' mechanism in disseminating best practice between Schools and the Sector;
- ii) that the Enabling Student Success (ESS) programme had undertaken an extensive root cause analysis for attainment gap for those entering with BTEC awards, and that learning had been taken on assessment practice from Further Education (FE) to facilitate a seamless transition to undergraduate study;
- iii) that outreach support in FE colleges and sixth forms was in place, but that the University hoped to do more with FE partners in future;
- iv) the view that it was important to hear directly from students affected;
- v) that regarding assessment feedback, students were being prepared for professional environments through 'live feedback' at the point of presentation/submission;
- vi) that the award gap was increasing for minoritised groups following the gains created by changes to assessment policy during the Covid-19 pandemic;
- vii) that the University was committed to tackling the attainment gap working in partnership with the Student Equity Ambassadors;
- viii) that the attainment gap was monitored formally by the OfS through the Access and Participation Plan (APP) data returns, but that sector data had been delayed this year and could not be analysed at this time;
- ix) the view that the approach did not include creation of feedback loops;
- x) that extensive course evaluation mechanisms were in place alongside a student representative structure;
- xi) that the Chair thanked Mr Paul Broster for his presentation.

COU.24.54 **VICE-CHANCELLOR'S REPORT**

Received: a report (COU/24/45) from the Vice-Chancellor on key activities of the University and a confidential oral update on appointments to the University Leadership Team.

Reported:

- i) that the Vice-Chancellor and University Leadership Team (ULT) had met with Student Officers (previously known as Sabbatical Officers) and these meetings had been very productive in a short space of time;
- ii) that the Vice-Chancellor had chaired the taskforce of Universities UK (UUK) reporting on student wellbeing and harm from drug use;
- iii) that the Report (*'Enabling Student Health and Success'*) had been highly publicised and was based on a stratified data sample which provided greater information than reports gathered from the general population regarding drug use by students;
- iv) that despite some good news regarding the level of drug use, with only 12% of the sample students reporting drug use in the past year, it was clear there was correlation evident between drug use and negative impact on mental health;

- v) that there was also evidence of challenges in accessing help and support and that a number of pilots, monitored by the taskforce, would now be undertaken across the sector;
- vi) that annual leave had been harmonised at the University and that contractual terms for all colleagues included 32 days annual leave entitlement with effect from 01 August 2024;
- vii) that the above change had been implemented as part of the strategy to ensure equity, with anecdotal evidence suggesting women and caregivers on the lower salary spine points would benefit the most from the change;
- viii) that regarding the vacancies in ULT, Professor Simone Buitenijk had been appointed the permanent Deputy Vice-Chancellor & Provost, having undertaken the interim role for several months;
- ix) that similarly the remaining appointments were aligned to the University's values and an oral update given as to the individuals involved;
- x) that members were reminded the Pro Vice-Chancellor & Dean title had been introduced to ensure that existing and future incumbents were aware of the priority to be a strategic leader of the University as well as the School;
- xi) that the remaining appointments were expected to be formerly announced shortly and would strengthen the leadership team;
- xii) that financial sustainability continued to be a key focus across the sector.

Noted: the view that a statement regarding the development of the estate in creating an exceptional place to learn, including environmental ambitions, was missing from the Report.

RESOLVED: that the Report be noted and that inclusion of comment regarding place-making be included in future iterations.

ACTION: VICE-CHANCELLOR

(Secretary's note: a copy of the Report regarding student wellbeing and drug use was circulated to members following the meeting).

COU.24.55 **SENATE REPORT**

Received: reports regarding the recent meetings of the Senate (COU/24/48).

Reported:

- i) that there had been positive engagement with the Education and Employment Strategy update at the Senate meeting in April, including the opportunity to bring forward a range of views from academic colleagues;
- ii) that regarding review of the Freedom of Speech (FoS) Code of Practice (CoP), there had been a lot of discussion as members had taken consideration of Senate's endorsement as an important issue.

COU.24.56 **QUARTERLY PERFORMANCE AND RISK REPORT CLOSED MINUTE**

Received: on the recommendation of the University Leadership Team, a detailed report on graduate outcomes. Also included is the University's performance against lead indicators during Quarter 3 2023/24, with the Top 10

Risk Profile appended on the recommendation of the Audit and Risk Committee (COU/24/46).

Reported:

- i) that - *redacted* -;
- ii) that - *redacted* - .

Noted:

- i) that members congratulated the University on an upward trajectory in highly skilled employment outcomes, but noted the target was set at 77% in the next academic year;
- ii) that the University had a strong understanding of the impacts to graduate outcomes and had been working on interventions for an extended period, and that there was reasonable confidence in continued improvement in the lag data;
- iii) that - *redacted* -;
- iv) that the national graduate survey was undertaken by the Office for Students (OfS) 15 months post-graduation, and that the University was obliged to provide data on all its graduates each year;
- v) that regarding the geographical impact of graduates, the University expected to publish a further 'Salford Impact' report in the Autumn.

COU.24.57 **Equity, Diversity, and Inclusivity (EDI) Statement of Ambition**

Considered: on the recommendation of the University Leadership Team, the first progress report towards goals under the University's EDI Statement of Ambition and proposed future refinements (COU/24/47).

Reported:

- i) that the EDI team was at full strength with all appointments made;
- ii) that EDI was increasingly embedded in the University's work and had developed a high profile across the institution;
- iii) that the staff metrics had started to improve, but that the student metrics were more challenging;
- iv) that since the Report had been produced, the University had been notified it had been wrongly placed in the Stonewall grading (should be 81st) and that a gold award had been achieved but public disclosure had been embargoed during the period of purdah leading up to the July General Election;
- v) that the foundations of the work towards the goals under the SoA had been put in place, although there was significant work to deliver change;
- vi) that in particular disparity in the student award gap was a concern and had widened since previous gains had been achieved;
- vii) that the gap was impacted by various factors and even in controlling all factors disparity remained and was a sector-wide issue;
- viii) that regarding colleague metrics, a highlight was the improvement in appointments of women professors;
- ix) that the Student Equity Ambassador scheme commenced in January 2024 and had been included in the Report as a case study, with over 1,000 students being engaged with and several analysis reports compiled;

- x) that updates and adjustment to the SoA were proposed following arrival of the Vice-Chancellor, receipt of the baseline data from the employee engagement survey, and published guidance on the refreshed Research Excellence Framework (REF).

Noted:

- i) that it was hoped further support to increase staff disability declaration rates would provide an opportunity to identify accessibility and equity issues;
- ii) that the Disability Equity Group, chaired by the Deputy Chief Executive and Chief Finance Officer, met regularly and had good intelligence on student disability metrics;
- iii) that the Group's focus had been to mitigate barriers to accessibility, for example through the reasonable adjustment process, and in considering financial support in a streamlined manner;
- iv) the view that a broader approach could be taken on the matter of improving student experience holistically through introduction of coaching;
- v) the view that it was accurate to suggest it was difficult to synthesize issues;
- vi) the view that it was important for the University to be clear its purpose was to support students in their new environment and to acknowledge to students that it was also trying to change said environment;
- vii) the view of the Vice-Chancellor that the University was actively engaged in progressing an enrichment- and not a deficit- model, and that this model included coaching mechanisms;
- viii) that regarding the award gap, the 'no-detriment' policy and online delivery applied and undertaken during the Covid-19 pandemic had made a positive impact in reducing the gap;
- ix) that unfortunately, sector analysis on this circumstance had not emerged yet and the University was considering its internal analysis before proceeding;
- x) that Audit and Risk Committee (ARC) had undertaken a 'deep dive' on the development of the people and culture strategy, and that coaching had been identified as a key theme;
- xi) that the Chair thanked those involved in the work undertaken so far and reminded members of the development session for the corporate strategy scheduled in the Autumn.

RESOLVED:

- i) that progress towards the goals of the EDI Statement of Ambition be noted and that evidence of performance improvements for disparity arising from disability be included in future progress reports; and
- ii) that the goal adjustments in the Statement be approved, subject to removal of 'fixed term' when referring to early career researchers [Section 5.4].

ACTIONS: ASSOCIATE PRO VICE-CHANCELLOR, EDI

COU.24.58 **ACADEMIC QUALITY ASSURANCE REPORT**

Received: on the recommendation of Senate, the 2022/23 Academic Quality Assurance Report (COU/24/49).

Reported:

- i) that the Report continued to be provided despite it no longer being a regulatory requirement in order to provide a critical review of academic affairs;
- ii) that however, the Report had been delayed in its compilation and referred to academic year 2022/23, with several risks ameliorated, such as the outcome of the Ofsted inspection of apprenticeship provision.

Noted:

- i) the view that the Report should refer to the Corporate Risk Register;
- ii) the view that in driving learning and teaching objectives, Finance and Resources Committee (FRC) should receive reports on the resources required in order that the Committee make informed decisions on apportioning financial expenditure, and particularly where recommending on choices that were required to be made.

RESOLVED:

- i) that the Academic Quality Assurance Report be noted and that future reports presented to Council adequately and appropriately refer to corporate risks; and
- ii) that resources required to deliver learning, teaching and research objectives be received and considered by Finance and Resources Committee under its terms for ensuring financial sustainability and appropriate resourcing of the corporate strategy.

ACTION i): CHIEF ACADEMIC SERVICES OFFICER & UNIVERSITY SECRETARY

ACTION ii): FINANCE AND RESOURCES COMMITTEE

COU.24.59 **DEGREE OUTCOMES STATEMENT**

Considered: on the recommendation of Senate, the Degree Outcomes Statement and actions undertaken to manage grade inflation and to return to pre-Covid19 pandemic classifications (COU/24/50).

Reported:

- i) that the Statement was not a regulatory requirement but considered good practice, and was first used by the University to consider its quality assurance processes regarding grade inflation in 2019;
- ii) that this Statement further confirmed a return to pre-pandemic outcomes.

Noted: the view that, as it was publicly disclosed, the Statement should act as a performance and enhancement tool.

RESOLVED: that the Degree Outcomes Statement 2022-23 be approved and the adopted Statement be published with immediate effect, subject to contextual narrative being included.

ACTION: CHIEF ACADEMIC SERVICES OFFICER & UNIVERSITY SECRETARY

COU.24.60 FINANCE AND RESOURCES COMMITTEE REPORT CLOSED MINUTE

Received: a report regarding the recent Committee meeting from the Chair of the Finance and Resources Committee (COU/24/51).

Reported:

- i) that a detailed update was provided for estates and digital matters, including necessary electrical works, timetabling software priorities, and car parking plans;
- ii) that – *redacted* - .

COU.24.61 QUARTERLY FINANCE REPORT CLOSED MINUTE

Received: on the recommendation of the Finance and Resources Committee, the Quarter 3 2023/24 Finance Report (COU/24/52).

Reported:

- i) that there had been minimal movement between quarterly reports;
- ii) that – *redacted* - ;
- iii) that – *redacted* - ;
- iv) that – *redacted* - ;
- v) that the University was compliant with its banking and pension covenants.

Noted: that – *redacted* - .

COU.24.62 FINANCIAL PLAN CLOSED MINUTE

Considered: on the recommendation of the Finance and Resources Committee, the proposed Financial Plan 2024/25 to 2028/29 (COU/24/53).

Reported:

- i) that the changing external environment had impacted on the preparation of the Financial Plan;
- ii) that – *redacted* - ;
- iii) that – *redacted* - ;
- iv) that – *redacted* - ;
- v) that – *redacted* - ;
- vi) that – *redacted* - ;
- vii) that – *redacted* - ;
- viii) that – *redacted* - ;
- ix) that – *redacted* - ;
- x) that – *redacted* - ;
- xi) that – *redacted* - ;
- xii) that – *redacted* - ;
- xiii) that the University was forecast to be compliant with banking and pension covenants during the period of the Plan;
- xiv) that – *redacted* - ;
- xv) that – *redacted* - .

Noted:

- i) that FRC had been alerted to the OfS's call to governing bodies to act in delivery of budgets, and had robustly assured itself of the assumptions made in the Plan before confirming its recommendation to members;
- ii) that – *redacted* - ;
- iii) that communication of the Plan would be managed to ensure the complexity in presentation was accessible for different audiences;
- iv) that – *redacted* - ;
- v) that – *redacted* - ;
- vi) that – *redacted* - ;
- vii) the view – *redacted* - ;
- viii) that – *redacted* - ;
- ix) the view – *redacted* - ;
- x) that – *redacted* - .

RESOLVED: that the Financial Plan 2024/25 to 2028/29 be approved.

COU.24.63 ACOUSTICS BUILDING CLOSED MINUTE

(Secretary's note: Cllr Pepper and Cllr Cusack left the Chamber for the duration of the item).

Considered: on the recommendation of the Finance and Resources Committee, the land acquisition proposal for the siting of the Acoustics building (COU/24/54).

RESOLVED: that the land acquisition at a purchase value of – *redacted* - (plus VAT and Stamp Duty Land Tax) be approved.

COU.24.64 ACOUSTICS BUILDING CLOSED MINUTE

Considered: on the recommendation of the Finance and Resources Committee, the business case for the Acoustics building (COU/24/55).

Reported:

- i) that – *redacted* - ;
- ii) that acoustics was a successful world-leading research arm of the University;
- iii) that – *redacted* - ;
- iv) that – *redacted* - ;
- v) that – *redacted* - ;
- vi) the view – *redacted* - ;
- vii) that – *redacted* - ;
- viii) that – *redacted* - .

Noted:

- i) that – *redacted* - ;
- ii) the view – *redacted* - ;
- iii) the view – *redacted* - ;
- iv) the view – *redacted* - .

RESOLVED: that the investment relocation case (£- redacted -) for a new build for the acoustics laboratory and research facility be approved.

COU.24.65 FINANCIAL REGULATIONS AND DELEGATED AUTHORITIES

Considered: on the recommendation of Finance and Resources Committee, the University's Financial Regulations and Delegated Financial Authority Policy following periodic review (COU/24/56).

RESOLVED: that the Financial Regulations and Delegated Financial Authority Policy (as at July 2024) be approved and adopted with immediate effect.

COU.24.66 GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE REPORT

Received: a written report regarding the recent Committee meeting from the Chair of the Governance, Nominations and Ethics Committee (COU/24/57).

COU.24.67 FREEDOM OF SPEECH CODE OF PRACTICE

Considered: on the recommendation of Governance, Nominations and Ethics Committee, adoption of the University's proposed Freedom of Speech Code of Practice (COU/24/58).

Reported:

- i) that the Report included details of the University and governing body's duties regarding the Higher Education (Freedom of Speech) Act 2023;
- ii) that due to the state of purdah arising ahead of the General Election, OfS guidance regarding FoS was expected to be published later in the year;
- iii) that ULT and Senate had reviewed the CoP, and the USSU had also been part of the development of the CoP due to a mirror version being required for student unions (with the exception of inclusion of academic freedom);
- iv) that the Equality Impact Assessment (EIA) had been approved ahead of the meeting;
- v) that the recognised trade unions had been formally advised at the Joint Negotiating and Consultative Committee (JNCC) run jointly with the University;
- vi) that there had been a commitment at each presentation to review the CoP once the OfS guidance had been published.

RESOLVED: that the Freedom of Speech Code of Practice (version 3.0) be approved and adopted with immediate effect, noting commitment to a detailed review following publication of regulatory guidance.

COU.24.68 SCHEME OF GOVERNANCE

Considered: on the recommendation of Governance, Nominations and Ethics Committee, the undernoted components of the University's scheme of governance following annual review (COU/24/59):

- the Ordinances including appendix A: Standing Orders;
- the Code of Conduct for Members and Senior Officers; and
- the Statement of Primary Responsibilities.

RESOLVED:

- i) that the updates to the Ordinances (as at July 2024), including appendix A: Standing Orders be approved and adopted with immediate effect;
- ii) that the amendments to the Code of Conduct for Council Members and Senior Officers (version 5.2) be approved, and the Code be adopted for a further period of 12 months; and
- iii) that the amendment of the Statement of Primary Responsibilities to include the appointment of the Secretary to Council be approved and adopted with immediate effect.

COU.24.69 **STANDING COMMITTEES OF COUNCIL**

Considered: on the recommendation of Governance, Nominations and Ethics Committee, the terms of reference of standing committees of Council following annual review (COU/24/60).

Reported:

- i) that adjustment had been proposed to FRC's terms of reference to strengthen its responsibilities in relation to people matters;
- ii) that Governance, Nominations and Ethics Committee (GNEC) had approved a review and clarification of standing committee interrelationships (currently presented as footnotes to the terms of reference).

Noted: that in elevating Mr Wilcock to independent membership of Council, ARC membership would effectively be increased to five appointed independent members which GNEC would be considering alongside new appointments in the Autumn.

RESOLVED: that the terms of reference for the Standing Committees of Council be approved.

COU.24.70 **REGISTER OF INTERESTS, GIFTS AND HOSPITALITY POLICY**

Considered: on the recommendation of Governance, Nominations and Ethics Committee, the Register of Interests, Gifts and Hospitality Policy following periodic review (COU/24/61).

Reported: that the Policy had been reviewed on a risk-based approach including removing mandatory annual declaration of gifts by members of Council, and the inclusion of legal and procurement colleagues in mandatory declaration of interests.

RESOLVED: that the Register of Interests, Gifts and Hospitality Policy (version 2.3) be approved and adopted with immediate effect.

COU.24.71 AUDIT AND RISK COMMITTEE REPORT

Received: a report regarding the recent Committee meetings from the Chair of the Audit and Risk Committee (COU/24/62), and an oral update on the thematic session held immediately prior to the meeting of Council.

Reported:

- i) that – *redacted* - ;
- ii) that – *redacted* - ;
- iii) that – *redacted* - ;
- iv) that ARC had also held a thematic meeting regarding people and culture, and could report considerable progress since the advisory audit had reported;
- v) that ARC were assured risks relating to catering being taken in-house were being controlled and well-managed, and particularly as the project was moving at pace.

COU.24.72 ANTI-MONEY LAUNDERING AND COUNTER TERRORIST FINANCING POLICY

Considered: on the recommendation of Audit and Risk Committee, the Anti-Money Laundering and Counter Terrorist Financing Policy following periodic review (COU/24/63).

RESOLVED: that the Anti-Money Laundering and Counter Terrorist Financing Policy (version 4.0) be approved and adopted with immediate effect.

COU.24.73 REMUNERATION COMMITTEE REPORT

Received: a report regarding the recent Committee meeting from the Chair of the Remuneration Committee (COU/24/64).

Reported:

- i) that the key item for the Committee had been working closely with the Vice-Chancellor in support of appointments to ULT, including also approving interim extension arrangements and realignment of role titles for consistency;
- ii) that the standing update on pay and pensions had been received;
- iii) that the Remuneration Committee Policy had been approved and adopted for a further year;
- iv) that data analysis of the gender pay gap had been received.

COU.24.74 ANY OTHER BUSINESS

Reported: that no other items of business had been notified to the Chair.

Noted:

- i) that the Chair offered his personal thanks and thanks on behalf of the members to Cllr Phil Cusack, Mr Ben Gallop Mr Ian Moston, and Mr Sam

Plant (*in absentia*), and who were completing their final membership terms in July 2024;

- ii) that specifically, each member had fulfilled three terms as independent members and had provided exemplary service to the University;
- iii) that members applauded Cllr Cusack, Mr Gallop, Mr Moston, and Mr Plant.

COU.24.75 **DATE OF NEXT MEETING**

Noted: that the date of the next meeting was scheduled for Friday 18 October 2024, preceded by the joint session with Senate.