

The University of Manchester

BOARD OF GOVERNORS

Wednesday, 26 November 2014

Present:

Mr Anil Ruia, (in the Chair),

President and Vice-Chancellor, Mr Edward Astle, Ms Charlie Cook, General Secretary of UMSU, Professor Ian Cotton, Mr Michael Crick, Mr Stephen Dauncey, Dr Reinmar Hagar, Mr Robert Hough, Dr Caroline Jay, Ms Iram Kiani, Mr Paul Lee, Mrs Christine Lee-Jones, Dr Neil McArthur, Professor Cathy McCrohan, Dr John Stageman, Dr Angela Strank, Mr Andrew Spinoza, and Professor Chris Taylor. (19)

In attendance: The Deputy President and Deputy Vice-Chancellor, the Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Director of Finance, the Director of Human Resources, the General Counsel, the Director of Compliance and Risk, and the Vice-President (Teaching, Learning and Students),

Apologies: Professor Collette Fagan, Professor Maggie Gale, Dame Sue Ion, Dr Pamila Sharma, and Dr Brenda Smith.

1. Declarations of Interest

Noted: The interests of the President and Vice-Chancellor as a Council Member of the Royal Society and as a Non-Executive Director of AstraZeneca plc, and for Mr Will Spinks as a member of the AHUA Executive and as a member of the Joint Negotiating Committee of USS, previously declared, were noted.

2. Minutes

Confirmed: Subject to minor amendment, the minutes of the meeting held on 8 October 2014.

3. Matters arising from the minutes

Received: A report summarising actions consequent on decisions taken by the Board.

4. Summary of business by the Deputy Secretary

Received: A report prepared by the Deputy Secretary on the main items of business to be considered at the meeting.

5. Chairman's report

(i) Extension of the Appointment of the President and Vice-Chancellor

Received: A report on the proposed extension of the term of appointment of the President and Vice-Chancellor.

N.B The President and Vice-Chancellor left the meeting for the consideration and approval of this item.

Reported:

- (1) That the President and Vice-Chancellor, Professor Dame Nancy Rothwell, was appointed by the Board of Governors at the meeting held on 1 July 2010, on a renewable fixed term contract for a period of 7 years. In addition she holds a permanent contract, currently 0.2, as Professor of Physiology within the University.
- (2) That following discussions during the performance and development review meeting between the Chair of the Board of Governors and the President and Vice-Chancellor it was proposed to extend the period of office, effective from 1 July 2014, for a further 6 years. All other terms and conditions of employment would remain unchanged.
- (3) That the Director of Human Resources had sought advice from the Deputy Secretary as the appointment of the President and Vice-Chancellor is covered by Statute III.2 and Statute III.3. The advice provided was that the period of office is determined by the Board of Governors, in consultation with Senate. The original appointment panel included appropriate representation from Senate members and as this reappointment is being put before the full Board, including Senate's elected membership, the University was therefore satisfied that the proposal meets all relevant constitutional requirements.

Resolved: The Board of Governors approved the reappointment of the President and Vice-Chancellor for a period of 6 years effective from 1 July 2014.

(ii) Appointment to the Board of Governors

Received: A report from the Nominations Committee providing a recommendation to the Board of Governors for the appointment of a lay member of the Board of Governors from 1 March, 2015.

Resolved: That, on the recommendation of the Nominations Committee, Mr Colin Gillespie should be appointed as a new member of the Board of Governors, *vice* Mr Neville Richardson, with effect from 1 March 2015 to 31 August 2017.

6. Secretary's report

(i) Election of the Chancellor, 2015

Received: A report on the Election of the Chancellor in 2015, together with proposed minor amendments to Ordinance I covering the election and a recommendation concerning the appointment of the Electoral Agent.

Noted:

- (1) That the election to appoint the next Chancellor of the University will be held in spring 2015. The Board were provided within information on the context, timetable and proposed process for the election, and authority was sought to appoint an electoral agent, and modify the Ordinance governing the election to address a potential area of weakness, ahead of the contest.

- (2) That the modification was proposed in order to address the concerns expressed by members of the General Assembly. This related to potential circumstances in which only one candidate's name came forward and, where, under the current ordinance, the candidate would be declared elected without review. The suggested revision provided, in this eventuality, for the Nominations Committee, under the oversight of the Board of Governors to review the individual's candidature and either confirm the result or to re-start the nominations process to provide another opportunity for a contest.
- (3) That in bringing this forward, it was recognised that the Nominations Committee, constituted as an elected and appointed committee of the General Assembly and the Board, was the appropriate body to oversee this eventuality. This had been chosen in preference to a re-open nominations option on the ballot, which although common in electoral contests, might lead to a situation in which suitable, high-profile candidates that had been approached (having received the requisite level of support in nominations and indicated their willingness to stand) were disregarded, leading to delays in appointment and additional costs.
- (4) That under the Statute, participation in the election was restricted to the staff of the University, alumni members duly registered with the Alumni Association and the General Assembly. Therefore under the current rules, only student members of the General Assembly were entitled to nominate and vote in the election.
- (5) That recognising that some members of the Board had argued for a different approach, the Registrar, Secretary and Chief Operating Officer explained that the Ordinance had been through the General Assembly processes and had been supported by that body. The changes dealt with the original concern of the General Assembly and provided a satisfactory solution. Notwithstanding this, as it was only the second occasion on which the ballot would be conducted since the University was established, it would be appropriate to conduct a review of the election on its conclusion to determine whether these arrangements were robust and appropriate.

Resolved: That the Board of Governors approved the changes proposed to Ordinance I: The Election of the Chancellor, and confirmed the appointment of Electoral Reform Services, as the University's electoral agent.

(ii) Scheme of Delegations

Received: The Scheme of Delegations covering the Board's operation and activities.

Resolved: The Scheme of Delegations was approved by the Board, subject to minor amendment and noting that further work on this would be completed through the academic year.

(iii) Appointment of the Independent Member of the Audit Committee

Noted: The appointment of Mr Mike Wildig as the independent (lay) member of the Audit Committee, with effect from 1 November 2014 to 31 August 2017.

(iv) Code of Practice on Freedom of Speech

Received: On recommendation from the Planning and Resources Committee, the Code of Practice on Freedom of Speech.

Noted:

- (1) That the Code of Practice on Freedom of Speech was developed to assist staff and students who are involved in the organisation of activities that have the potential to compromise the University's commitment to freedom of expression within the law and/or the health and wellbeing of staff, students and visitors to the University.
- (2) That the Code was last substantially revised in 2007 and has been reviewed periodically since that time. The policy owner is the Deputy Secretary, who works closely with the Student's Union and within the University to ensure that all external speakers (for the Students' Union) and all speakers and/or debates that may raise controversial issues or require security arrangements to be put in place (in the wider University) are handled in line with the Code.
- (3) That in June 2014, the Equality and Human Rights Commission published legal guidance clarifying that – outside of religious worship and practice – gender segregation of university and campus events is unlawful and should not be permitted. This followed the guidance published by Universities UK (UUK) relating to external speakers in universities in the previous year, which provoked controversy by suggesting, within a case study, that audiences might be segregated to accommodate the demands of religious speakers.
- (4) That as the University's Code of Practice is operating effectively, only minor changes are proposed to accommodate the legal position outlined by the EHRC. The accompanying application forms under the Code that operates in the Union and within the University will also be amended to ensure that staff and students are aware of the legal position in respect of gender segregation. The Code will also be reviewed within the University-(Students') Union Relations Committee, on 27 October 2014.

Resolved: That the Board of Governors approved the revisions to the Code of Practice on Freedom of Speech.

(v) Power of Attorney

Received: On recommendation from the Planning and Resources Committee, to receive and consider the extension of the Power of Attorney granted to UMI3, to act on the University's behalf in relation to IP and its commercialisation.

Noted: That the power of attorney in relation to all matters concerning the University's intellectual property and its commercialisation, previously granted to UMI3 by the University, was due for renewal on 30th September 2013. A deed which is to be effective from 1st October 2013 will then extend the agreement for a further four year period to 30 September 2017 is therefore provided for approval by the Board of Governors.

Resolved: The Board of Governors approved the deed as drafted and to authorise the University to sign-off the Power of Attorney for a further period until 30th September 2017.

(vi) Collections Development Policy.

Received: A paper providing information regarding the process of obtaining accreditation for the Manchester Museum with the Arts Council, and the Collections Policy brought forward by the Museum, for approval.

Reported:

- (1) That accredited museums have a responsibility to keep their assessing organisation informed of any changes likely to impact on the museum's Accreditation status.
- (2) That the Collections Policy provided sets out the Museum's commitment to manage and develop the Museum collection in ways that comply with the obligations of the Accreditation Scheme (run by Arts Council England). The Accreditation Scheme sets nationally agreed standards for museums in the UK. The scheme is administered by Arts Council England in partnership with CyMAL: Museum, Archives, Libraries Wales; Museums Galleries Scotland and the Northern Ireland Museum Council. The Manchester Museum has been part of this scheme since its inception (it was formerly called Registration). The policy is based on a template provided by the Arts Council, with additional sections explaining the contents of the Museum collection, and priorities for development and rationalisation.
- (3) That approval by the Board of Governors is a necessary step in obtaining Accreditation, which is due to run out in December 2014. Approval of the policy is required to meet Accreditation standards, retain its title and, if accreditation was not granted, would prevent the Museum's access to Heritage Lottery Funding or other sources of museum funding.

Resolved: The Board of Governors approved the Manchester Museum Collections Policy.

(vii) HEFCE Model Assurance Return

Received: The HEFCE Model Annual Assurance Return

Resolved: The Board of Governors approved the HEFCE Model Annual Assurance Return for onward transmission to HEFCE.

(viii) Staff Survey 2015

Received: A paper concerning the award of charitable donations on behalf of staff completing returns as part of the staff survey.

Noted:

- (1) That the University is an exempt charity, whose status is derived from the Charities Act 1993. It is responsible to HEFCE, which is charged, as its principal regulator, with monitoring its compliance with charity law obligations.
- (2) That as trustees, the Board was asked to endorse donations to be made on behalf of the University as part of the staff survey, due to take place in spring 2015. The donations are intended to drive up participation in the survey, and by doing so, to ensure the University gathers meaningful feedback on its performance. This will facilitate improvements in the delivery of its strategic objectives, and through this, help deliver the objects defined in its charter, namely:

“to advance education, knowledge and wisdom by research, scholarship, learning and teaching, for the benefit of individuals and society at large.”

The benefiting charities would be selected by University staff, and in selecting the charities that form the long-list, steps will be taken to ensure they have objects relevant to the University’s own objects.

Resolved: That the Board, having noted the University’s objects, recommended that modest donations on behalf of staff should be made to a number registered charities whose objects complement those of the University, in line with the wishes of staff members participating in the staff survey.

7. Report from the External Auditors and Financial Statements

Received: On recommendation from the Finance Committee and Audit Committee, to consider and approve the Report to the Audit Committee from the External Auditors, Deloitte LLP, for the year ended 31 July 2014, and the Financial Statements, and to approve their onward transmission, as required by the HEFCE Code of Practice on Audit and Accountability, to the HEFCE Assurance Service.

Reported:

- (1) That the primary area of focus identified by the external auditors in this year was in relation to fixed assets, where Deloitte suggested improvements were required to assets under construction and fixed asset register housekeeping.
- (2) That, in addition, within the previous year (2012-13) the external auditors had identified only a small number of minor observations. For each of the issues identified, the University had provided an appropriate management response, and Deloitte had reviewed the progress made in implementation and were now satisfied with the operation of relevant controls.
- (3) That within their Management Report Deloitte provided an update of findings from previous IT audits. In each instance, management has responded to the observations and implementation work was underway.
- (4) That the financial statements represented a good result following a strong year in 2012/13. The surplus of £45.0m against an equivalent prior year surplus of £48.9m (underlying £30.6m before pension adjustments compared with £36.7m) with income of £886.4m, up 7.2% on last year. Research grant and contract income was also up 7.1% to £213.7m. In overall terms, this demonstrated a satisfactory financial performance but it was recognised that there were significant challenges ahead.
- (5) That the results had met the standards previously set by the Board in terms of the University’s financial performance; delivered a surplus, provided year-on-year income growth, and provided for cash generation and conservation.

Noted: That the Chair of the Board expressed his thanks to the Director of Finance and his team for their work on the financial statements and in respect of the audit conducted over 2013-14.

Resolved: That the Board confirmed:

- (1) That, as required by the HEFCE Code of Practice on Audit and Accountability, the Board approved the onward transmission of the Management Letter to the HEFCE Assurance Service.
- (2) That the Board was not aware of any actual or potential non-compliance with law and regulations that could have a material effect on the ability of the University to conduct its business and, therefore, on the results and financial position to be disclosed in the Financial Statements for the period ended 31 July 2014.
- (3) That the Financial Statements for the period ended 31 July 2014 be approved for onward transmission to the Higher Education Funding Council for England (HEFCE), and that they be also forwarded to the General Assembly for comment in accordance with Statute IX.8(b).

Forwarded to the General Assembly

8. Review of Pastoral Care

Received: The Board was asked to approve, subject to consultation with Senate and on the recommendation of the Teaching and Learning Group, the findings and recommendations arising from the Review of Pastoral Care.

Reported:

- (1) That as part of the University's work to support significant improvements in the student experience, in November 2013 a Working Group was established to review the current provision of pastoral care within University managed halls of residences and make recommendations to enhance the current provision.
- (2) An important element of the Review was to consider how this service links to other student support provided across the University and whether there are lessons to be learnt from new models of pastoral care being developed in a number of comparator universities.
- (3) That the Board was provided with further information on the review process, and the proposals for the establishment of the Manchester Residential Life Model. This would focus on the key goals of the University including employability, social responsibility, learning communities and the delivery of the University's 6 Ways to Wellbeing Programme. It was proposed that Manchester Residential Life staff would work actively with UMSU to deliver the Residential Life Programme through supporting the Residents Associations and Junior Common Rooms.

Noted:

- (1) That the Board has a specific accountability for the pastoral care arrangements in place for students.
- (2) That it was not anticipated that additional funding would be required to deliver the model, but that it would be secured through re-structuring and the rearrangements of current services and provision.
- (3) That the proposal would be submitted to Senate in February 2015, before further consultation was undertaken concerning the detailed arrangements and implementation in the spring of 2015.

Resolved: That the Board of Governors approved the findings and recommendations of the Review, subject to appropriate consultation with Senate. An update on the implementation of the Review's recommendations would be provided at a later date.

9. President and Vice-Chancellor's report

(a) Report of the President and Vice-Chancellor

Reported:

(1) That APRs had been held for the four Faculties, the Professional Support Services and for the Library and the University's cultural institutions (the Whitworth Art Gallery and the Manchester Museum), whilst a report on the Jodrell Bank Discovery Centre is made to the Planning and Resources Committee (PRC). A review of Key Performance Indicators (KPIs) relating to human resources and equality and diversity is considered at Human Resources Sub-Committee and environmental sustainability KPIs are considered at Capital Planning Sub-Committee. Reports of the APR meetings will be available as part of the documentation for the Board's Planning and Accountability Conference. A summary of overall performance against the high-level KPIs and targets was provided for this meeting of the Board.

(2) That the 2015 Planning and Accountability Conference (24 - 25 March 2015), would include updates on progress against the Strategic Plan, priorities identified through the APR process and consideration of areas of future strategy and development to be reflected in an updated version of the University's Strategic Plan, Manchester 2020, over the summer of 2015. Board members were reminded that the dual purpose of the Conference within the University's Planning and Accountability Cycle is for Senior Management:

- i) to provide the Board with a detailed annual "stock-take" of performance against Plan over the previous year, in this case 2013/14; and
- ii) to advise the Board in relation to priorities for the forthcoming year.

The Conference thereby provides Board members with the opportunity to respond to the Stock Take Report and other detailed reports from management on performance against Plan the previous year, and to focus on future priorities and targets.

(3) That the President and vice-Chancellor updated the Board on the Student Number position for 2014. The University was to meet its target numbers for home/EU and international undergraduate (UG) students and while home/EU postgraduate taught (PGT) recruitment had been a challenge, the student number position was promising as was international PGT recruitment. Our latest data support these observations. There is substantial variation across programmes, so the university will continue to review the portfolio of programmes offered in the light of recruitment for 2014. In the case of postgraduate research (PGR) students they continue to register through the cycle and so it is more difficult to provide an accurate indication of student numbers.

(4) That the University was now focusing attention on recruitment for the 2015 intake, which is likely to be as challenging as the last two years but with continued complexity; increased competition for the best home UG students; a further anticipated drop in A level grades; and the ongoing uncertainties around international student recruitment. Noting that at this early stage in the admissions cycle it was difficult to draw too many conclusions especially as the situation is a highly fluid one, the President and Vice

Chancellor provided details of current recruitment patterns. In addition, senior colleagues across the University would be monitoring applications closely throughout the cycle and the IMG will be meeting regularly to ensure the University hits its UG home recruitment targets.

- (5) That the President and Vice Chancellor referenced the message circulated on 3 November which concerned possible industrial action (continuous action short of a strike (ASOS) in the form of an assessment and marking boycott) by members of the Universities and Colleges Union (UCU) in relation to proposed changes to the Universities Superannuation Scheme (USS). Thanks to some good progress within negotiations, the proposed action had been postponed until January 2015. Notwithstanding this, the Board was also advised that the University had initiated its contingency planning processes so there are plans in place to manage the consequences of any industrial action, specifically to ensure that no student is disadvantaged by any industrial action.
- (6) That the President and Vice-Chancellor updated the Board on the recruitment underway of the Dean of Engineering and Physical Sciences and the Dean of Medical and Human Sciences, currently underway. The University would be identifying Interim Deans to fulfil these responsibilities while these recruitment processes continued.
- (7) That the President and Vice Chancellor also briefed the Board on the forthcoming REF results, the Turing Centre proposals, business engagement, developments in respect of University residences, and on the recent public events held by the University, notably Foundation Day, and the WW1 commemoration event.

(b) Report from the Director of Compliance and Risk

Received: An update report from the Director of Compliance and Risk and the minutes of the meeting of the Safety, Health and Environment Committee held on 16 October 2014, including Accident Statistics from Q2, 2014.

Reported:

- (1) That the Director of Compliance and Risk provided an update on risk matters and compliance across the University. Among the issues raised were the loss of the Carbon source, previously reported and possible press reporting, and the Carbon Targets referenced in the SHE minutes, and the absolute target set by HEFCE, which alongside a growth in the Estate and activity, was proving challenging to attain.
- (2) That in reference to the most recent accident statistics, the Board were advised of a small number of machinery accidents and in particular, incidents where appropriate PPE was not worn.

Noted:

- (1) That the Registrar, Secretary and Chief Operating Officer chaired the SHE Committee and at a recent meeting, had reiterated the University's policy in relation to the wearing of PPE, and had asked areas to address this in their future plans. It was noted that this issue was a cultural and behavioural one in specific areas (in some areas e.g. Chemistry, it was mandatory at all times but there were different practices in mixed use areas), and action was being taken to address this.

- (2) That further consideration should be given to the development of lead indicators for Health and Safety for inclusion in future reporting.

(c) Exercise of Delegations

Reported:

- (1) That acting on behalf of Senate and the Board of Governors, and on the recommendation of the relevant Head of School and Dean of the Faculty, the President and Vice-Chancellor awarded the title of emeritus professor to:

Professor Fred Loebinger, School of Physics and Astronomy, with effect from 11 October 2014.

Professor David Denison, School of Arts, Languages and Cultures, with effect from 1 March 2015.

- (2) That acting on behalf of the Board of Governors, and on the recommendation of the Vice President and Dean of the Faculty of Life Sciences, the President and Vice-Chancellor approved the appointment of Professor Robert Ford as Associate Dean for Internationalisation, for a four year period, with effect from 1 December 2014.
- (3) That acting on behalf of Senate and the Board of Governors, and on the recommendation for the Chair of UMRI, the President and Vice-Chancellor approved the appointment of Professor Frances Livens as the Interim Director of the Dalton Nuclear Institute with effect from 5th January 2015, until such time as a permanent Director is appointed.
- (4) That pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to instruments recorded in entries 1495 -1513.

10. Board committee reports

(a) Finance Committee

Received: The summary and minutes of the meeting held on 10 November 2014, including the Annual Accountability Return and presentation of the September Management Accounts

Reported:

- (1) That the Finance Committee received an update on the capital programme and noted the progress that had been made. The ongoing issues with The Whitworth Art Gallery project remained a concern. However, the slippage in relation to the MCRC project was not considered to be detrimental to research activity.
- (2) That Finance Committee noted the latest report in relation the campus masterplan, including cash flow forecast. With the exception of the Whitworth Art Gallery, all projects remained within budget. Two significant projects (Coupland 3 and MBS works) will require approval during the first half of 2015. Finance Committee resolved that the Chair make take Chair's Action to approve the projects, on the recommendation of the Capital Planning Sub Committee, if approval was required outside the scheduled meetings of Finance Committee.

- (3) That the Finance Committee approved the funding of the overspend (£500k) on the Vaughn House refurbishment from the Masterplan contingency, although this project was not part of the original plan.
- (4) That a paper setting out changes to the Biomedical Campus Masterplan was considered and Finance Committee approved (in principle) the phase 1 works. Individual projects over £10m will be considered and approved in due course.
- (5) That it was reported that the funds placed with Ignis in the form of an absolute bond had been transferred to BlackRock following the resignation of the Ignis team responsible for this type of investment. The Director of Finance was reviewing alternative options with the external investment advisors, Aon Hewitt.
- (6) That Finance Committee approved the University's policy in relation to Student Debt.
- (7) That Finance Committee received the financial statements for the year ended 31 July 2014. The accounts were recommended for acceptance by the Board of Governors. This recommendation was confirmed in a joint session with the University's Audit Committee.
- (8) That HEFCE required a return comprising actual results for 2013/14 plus the budget (now current) year figures for 2014/15, previously approved by the Board at its meeting in June 2014. Finance Committee considered the return and resolved to recommend it for approval by the Board and submission to HEFCE in December 2014.
- (9) That Finance Committee received a copy of the unconfirmed minutes of the meeting of SUSC which had taken place on 10 October 2014 and an oral report from the Chair. It was noted that the main business of the meeting had been the consideration of the annual financial statements of the University's subsidiary companies and the report from the external auditor. SUSC was happy to recommend the financial statements to Finance Committee and there had been no matters of significance to report arising from the audit.
- (10) That Finance Committee noted the management accounts for September 2014 at the meeting:
 - The surplus for the period was £7.3m, £4.9m favourable to budget. Key factors were: £3.8m timing of non-pay expenditure and £1.9m favourable pay.
 - cumulative income was £149.9m, £4.6m lower than budget and 7.7% higher than prior year;
 - pay costs were £80.5m, £1.3m favourable to budget. Pay costs (no ERVS costs to date) represented 53.9% of total income compared to 54.2% in the prior year, but higher than the budgeted 53.1%;
 - the non-pay costs were 5.4% higher than prior year, at £50.5m but £6.3m favourable to budget;
 - cash balances stood at £488.8m of which £101.2m were earmarked funds;

(b) Audit Committee

Received: The summary and minutes of the meeting held 10 November 2014, including approval of the Annual Report of the Audit Committee (and Internal Audit Annual Opinion) for onward transmission to HEFCE.

Reported:

- (1) That the Registrar, Secretary and Chief Operating Officer and the Deputy Secretary provided an update on the cases being handled under the University's Public Interest Disclosure Procedure.
- (2) That the Committee considered the Management Report and Accompanying Management Letter from the External Auditors (Deloitte LLP) on the Financial Statements for the year ended 31 July 2014, which recorded the key features of the audit to date, and contained details of specific observations arising, the way they had been treated in the Accounts, and the management responses. The Committee also considered the Letter of Representation in relation to the 2013/14 external audit. Also presented, and considered jointly with the Finance Committee, were the Financial Statements for the year ended 2013/14. The external auditors, on satisfactory completion of a small number of outstanding matters, anticipated issuing an unmodified audit opinion as to the truth and fairness of the financial statements.
- (3) That the Committee resolved that the completed Report to the Audit Committee be accepted for onward transmission to the HEFCE Assurance Service, as required by the HEFCE Code of Practice on Audit and Accountability, and that both documents be commended to the Board of Governors along with the Letter of Representation.
- (4) That Uniac provided an update on the reviews completed within the period covering Data Protection, Review of Teaching Assistants, and a Post-Implementation Review of Research Finance Administration (RoRFA). In addition, the Internal Audit Opinion was provided for approval by the Committee and was recommended to the Board for approval.
- (5) That the Committee considered the Annual Report of the Audit Committee and agreed that the Report be commended to the Board of Governors.
- (6) That the Committee received the annual report from Mr Kevin Casey, Head of Procurement, on the University's Procurement activity and value for money work.
- (7) That the Committee reviewed the risk map and registers for the University, noting the commentary this item had received at the meeting of the Board held on 8 October 2014. The Committee agreed, when it reviews the full register in January, to include input from a faculty on how the registers are compiled and used at the local level.
- (8) That a private session had been held with the University's auditors. They reported that they were satisfied with the audit process and there were no matters which required the Board's attention.

Resolved: The approval of the Annual Report of the Audit Committee (and Internal Audit Annual Opinion) for onward transmission to HEFCE.

(c) Staffing Committee

Received: The executive summary and minutes of the meeting held on 28 October 2014.

Resolved: To approve the recommendations of the Staffing Committee:

- (1) That the University proceeds with the process outlined in the agreed Contracts Policy and Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite external funding or special projects for the period from 1 June 2015 to 30 September 2015; and
- (2) That the University continues to ensure that all suitable and appropriate alternative strategies for resolution, including redeployment and restructuring, have been properly considered.

11. Report from the Senate

Received: A report on the business initiated at the meeting of Senate held on 15 October 2014.

Reported:

- (1) That the President and Vice-Chancellor reported on student recruitment for 2014 and Senate recognised the contribution of staff involved in the recruitment and admission of students, centrally and in Faculties and Schools, for the contributions they have made to realising the 2014 student intake, especially given the complexities and uncertainties associated with this year's admissions cycle.
- (2) That the Vice-President (Teaching, Learning and Students) reported on the 2014 results of the National Student Survey (NSS) and Postgraduate Taught Experience Survey (PTES).
- (3) That the Vice-President (Research and Innovation) reported on preparations for the publication of the REF outcome, the implementation of a revised and mandatory costing and pricing policy to ensure that University's research is financially viable and sustainable, and the commissioning of an integrated research information system that covers the full project lifecycle. Senate also discussed recent new initiatives such as the Chancellor of the Exchequer's announcement of funding for the creation of a Graphene Engineering Innovation Centre and a proposal for a "Crick" of the North.
- (4) That the Associate Vice-President (Social Responsibility) provided an interim progress report on the development of a Community Engagement Strategy. The Student Conduct and Discipline Committee is overseeing the implementation of the revised Regulation XVII. The development of the Strategy is being overseen by a new steering group that will include student representation. Good progress is being made.
- (5) That Senate agreed, and welcomed, the proposal to re-designate the Manchester Business School as Alliance Manchester Business School with effect from September 2015.

12. Report from the Planning and Resources Committee

Received: A summary of matters discussed at the meeting of the Committee held on 30 September and 4 November 2014.

Reported:

- (1) That Richard Young, UNIAC Director, attended the meeting of PRC on 30 September 2014 to provide an overview of the Draft 2013/14 Internal Audit Opinion and Report to the Board of Governors and the President and Vice-Chancellor, regarding the UNIAC annual opinion for the year ended 31 July 2014.
- (2) That at its meeting on 30 September 2014, the Committee received (i) the unconfirmed Minutes from the meeting of the Research Compliance Committee held on 10 July 2014 and (ii) the Research Compliance Committee revised Terms of Reference.
- (3) That at its meeting on 30 September 2014, the Committee approved the membership for 2014/15 and agreed amendments to the terms of reference which had been made to reflect the development of operational priorities as part of the annual planning cycle, to identify social responsibility performance and to add a reference concerning the establishment of sub-committees or other advisory bodies.
- (4) That at its meeting on 30 September 2014, the Committee considered the draft management accounts for the year ended 31 July 2014. At its meeting on 30 September 2014, the Committee also considered the Debt Report as at July 2014. At its meeting on 4 November 2014, the Committee considered the draft Financial Statements for the year ended 31 July 2014, and recommended them to Finance and Audit Committees and the Board of Governors for approval. At its meeting on 4 November 2014, the Committee approved the Recovery of Student Debt Policy. It also considered the draft management accounts for the period ended 30 September 2014. During the period of this report, the Committee received the Minutes of the Finance Sub-Committee meetings held on 22 July and 16 September 2014. The Committee noted the proposals relating to Endowments, which were approved by Finance Sub-Committee on 22 July 2014 and the items on Pensions and Investments which were discussed at the meeting on 16 September 2014.
- (5) That at its meeting on 30 September 2014, the Committee considered and approved a paper on the provision that might be made for students experiencing financial hardship from September 2014 following the withdrawal by HEFCE of earmarked provision via the Access to Learning Fund, and the proposed budget of £199k. The fund would be monitored and there would be regular liaison with the Student Union Advice Centre.
- (6) That at its meeting on 4 November 2014, the Committee considered a paper, Towards Greater Levels of Discretionary Funding Through Philanthropy, prepared by the Director of Development and Alumni Relations, and received the Division of Development and Alumni Relations (DDAR) Annual Progress Review of 2013/14. The Committee approved the recommendations that were set out in the paper on discretionary funding to:
 - a) reinforce continually that the University's overall objectives are charitable, highlighting the way in which unrestricted income, and any University surplus at year-end, helps to further the University's charitable objectives in future years;
 - b) seek opportunities to be engaged in academic and financial planning at Faculty and University levels on a more consistent, and earlier, basis;
 - c) introduce a new element into DDAR induction and training for gift officers, specifically around University, Faculty and School finances;
 - d) adopt a new guideline to incentivise academic and PSS colleagues to prioritise their time to work with DDAR and donors towards budget-relieving gifts.
- (7) That at its meeting on 30 September 2014, the Committee considered a report evaluating the outcome of the National Student Survey (NSS) 2014 for The University of Manchester. After two years of improvement, rising from 79% to 85%, student

satisfaction at The University of Manchester had levelled off in 2014. At its meeting on 30 September 2014, the Committee also considered a report confidential to The University of Manchester evaluating the outcome of the Postgraduate Taught Experience Survey 2014.

- (8) That at its meetings on 30 September and 4 November 2014, the Committee received updates on full-time student registrations against target numbers, which showed strong recruitment overall.
- (9) That at its meeting on 30 September 2014, the Committee considered a report on the most recently published League Tables.
- (10) That at its meeting on 4 November 2014, the Committee considered a summary report of overall performance in 2013/14 against the University's high-level key performance indicators (KPIs) and targets, including a glossary. The Committee noted that, overall, the data presented a positive picture.
- (11) That at its meeting on 4 November 2014, the Committee considered and approved the draft Annual Monitoring Statement 2014 for submission to HEFCE as part of the Annual Accountability Returns 2014. At its meeting on 4 November 2014, the Committee was informed that the student HESA statutory return had been submitted by the deadline of 31 October 2014 and that the staff HESA return was due to be submitted by 12 November 2014. At its meeting on 4 November 2014, the Committee considered and approved the Planning Cycle for 2014/15. The Planning Cycle for 2015/16 would be reviewed to bring the operational priorities process further forward in the cycle.
- (12) That at its meeting on 4 November 2014, the Committee was informed that progress was being made in all areas identified on the action plan resulting from the 2013 External Stakeholder Survey. The University was also benefiting from the narrative around the city of Manchester and the change in governance arrangements for the city region.
- (13) That during the period of this report, the Committee received the Notes of the meetings of the HR Sub-Committee held on 15 July 2014 and 7 October 2014. The Committee also received updates on meetings with the unions concerning performance and development reviews, Statutes and Ordinances and updates on the UCU ballot of members for industrial action to oppose the changes proposed to the Universities Superannuation Scheme (USS).
- (14) That during the period of this report, the Committee received the Minutes from the meeting of the Capital Planning Sub-Committee held on 17 June 2014 and a summary of business from the meeting held on 14 October 2014. It noted the success of the three bids to the MRC, and that Finance Committee had approved the revised Biomedical Masterplan, the additional Manchester Engineering Campus Development budget and the business case for the Materials Science decant project.
- (15) That at its meeting on 30 September 2014, the Committee received the Minutes from the meeting of the Information Systems Sub-Committee held on 24 June 2014.
- (16) At its meeting on 30 September 2014, the Committee considered the draft Statement on Corporate Governance and the draft Statement of Public Benefit and recommended them to Audit Committee for approval. At its meeting on 4 November 2014, the Committee considered and approved the proposed changes to the Code of Practice on Freedom of Speech. It was noted that the Code had been reviewed within the University (Students') Union Relations Committee on 27 October 2014, and it would be forwarded

to the Board of Governors. At the same meeting, the Committee considered the draft Deed extending the Power of Attorney agreement with UMI3 from 1 October 2013 to 30 September 2017 and agreed to recommend it to the Board of Governors for approval as drafted and to authorise the University to sign-off the Power of Attorney for a further period until 30th September 2017.

13. University Union Relations Committee

Received: A report of the meeting between the University and the Union held on 27 October 2014.

Reported:

- (1) That the purpose of the Committee was to oversee the compliance obligations of the Union and to provide a route through to the Board on its democratic, campaigning, social and membership activities.
- (2) That the Committee welcomed the appointment of Ben Ward, formerly Interim Director, following his recent appointment as Union Director.
- (3) That the Committee made a number of changes to its Schedule of Work in order to better reflect the Union's priorities within the year.
- (4) That the Committee considered and approved the Elections By-law, noting that work was ongoing within the Union to review the existing by-laws to ensure consistency with the Union's constitution. This was part of a wider review of democratic decision making within the Union. This was noted as an important project for the Student Voice team in this year. The Elections By-law was provided for review by the Board of Governors, in readiness for its use in the spring elections.
- (5) That the Committee considered ongoing Estates issues in the Union, including the complex Trust arrangement that was in place over the Steve Biko building. Although progress was slow, work on this was ongoing. In order to accelerate this work, it was agreed that Union would work with University colleagues in Finance and the General Counsel's office to take this forward. The Union and Estates and Facilities had made good progress in respect of the Barnes Wallis building and in relation to the Academy, and a project team had been established to develop an additional floor in the Steve Biko, under the Estates Masterplan.
- (6) That the Union provided a comprehensive report on activities over the summer. The Union had turned around its financial position, following the operation deficit reported in the previous year, and now anticipated an operational surplus of £120k. In terms of the NSS, the Union scores had risen by 1% to 72%, and was only one of six unions in the Russell Group that saw their score rise. The Union was working with the University's Staff Training and Development Unit to access training for Union staff, and was working on the development of a People Strategy and on-line platform for staff training. In terms of democratic processes, the Union Assembly had brought forward a proposal to reaffirm the Union's existing twinning policy with the An-Najah University in Palestine. Although this was overturned by the majority at the Assembly, it had received sufficient support to transfer to an all student vote. At the time of meeting, complaints had been received by the Returning Officer in relation to the activities of the "No" campaign and voting was suspended while an investigation was underway.

- (7) That the Committee reviewed the Code of Practice on Freedom of Speech, noting that it had been amended to include the guidance issued by the Equality and Human Rights Commission concerning gender segregation. The revisions were approved and would the Code would be forwarded to PRC, and thereafter to the Board of Governors.

Close.