

AGENDUM 1: Unconfirmed minutes

The University of Manchester

GENERAL ASSEMBLY

Wednesday, 20 January 2016

Present: The Pro-Chancellor, Mrs Gillian Easson (in the Chair),

The President and Vice-Chancellor, the Deputy President and Deputy Vice-Chancellor, the Chair of the Board of Governors, Mr Tony BK Aggarwal, Mr Kabir Ahmed, Councillor Shoab Akhtar, Councillor Ms Shan Alexander, Mrs Janet E Argust, Mr Edward Astle, Mrs Daniele Atkinson, Mr Tony Attard, Mrs Catherine Barber-Brown, Miss Mumtaz Bashir, Dr Josie A Beeley, Mr Nicholas Bent, Professor Sir Robert Boyd, Mr Christopher J Boyes, Councillor Dylan Butt, Ms Fiona Campbell, Dr Ronald E Catlow, Mr Brian Clancy, Mr Alan Clarke, Dr Mark Coleman, Dr William Craig, Mr Salil Deena, Councillor Mrs Cynthia Dereli, Professor Dian Donnai, Dr Anand Dutta, Professor Peter Eccles, Canon Michael A Evans, Mr Michael N G Evens, Mr Aeron Haworth, Councillor J Paul Findlow, Mr Paul Foley, Mr Peter Folkman, Mr Matthew Foulkes, Ms Jacqui Grant, Professor John Healey, Professor John R Helliwell, Mr Vidar Hjordeng, Dr James Hopkins, Mr Michael Jayson, Mr Leslie Jones, Mr John Kershaw, Councillor Mohammed Afzal Khan, Dr Kamie Kitmitto, Mrs Susan Lipton, Dr Neil McArthur, Mr J Anthony McDermott, Mr Andrew Medd, Dr John Gallacher, Mr Roger Milburn, Mr Anthony D Morris, Mr Ian Munro, Mr Steve Mycio, Dr Arthur Nicholas, Mr Robert M Owen, Dr Rodger Pannone, Mrs Jane Pickering, Professor Andreas Prokop, Dr Christine Rogers, Professor Martin Schroder, Mr John Schultz, Professor Liz Sheffield, Canon Maurice Smith, Mr Philip Smith, Dr Shaun Speed, Mr Andrew Spinoza, Ms Helen Stevens, Mrs Katherine Sullivan, Ms Louise Timperly, Ms Sally Toumi, Mr Ansar Ul-Haq, Mr J Peter Wainwright, Mr Roy B Walters, Mr Andrew Watson, Ms Janine Watson, Dr Janet H Webster, Dr Vincent Wilkinson, Dr Cornelia Wilson (81)

In attendance: The Registrar, Secretary and Chief Operating Officer, the Director of Finance and the Deputy Secretary. The Director of Social Responsibility, Ms Elaine Unegbu, Ms Becky Taylor, and Mr Gulwali Passarlay, all attended for *Agendum 7*.

1 National Honours

Reported: The Pro-Chancellor informed the General Assembly of the members of staff that had been recognised in the Queen's New Year's honours list.

Professor Paul O'Brien, Head of the School of Materials and Professor of Inorganic Materials in the School of Chemistry, received a CBE for services to Science and Engineering.

Professor Karen Luker, Queen's Nursing Institute Professor of Community Nursing and former Head of the School of Nursing, Midwifery and Social Work, was also awarded a CBE, this time for services to nursing.

Dr Amy Hughes, Clinical Lecturer in emergency humanitarian response at the Humanitarian and Conflict Response Institute, was awarded an MBE for services to humanitarian and emergency medicine.

Terry Priest also received an MBE for his work in the University's Faculty of Life Sciences. Terry has worked at the University for the past 41 years.

Also, individuals with close ties to the University in receipt of honours in the New Year's list included:

Norman Stoller who was knighted for 'philanthropic service'. In addition to supporting undergraduate access scholarships for disadvantaged students to attend The University of Manchester, the Stoller Charitable Trust has made significant contributions towards both biomarker and cancer research at the University.

Jean Oglesby was awarded a CBE for 'Services to Philanthropy in the North West'. The Oglesby Charitable Trust has supported a wide variety of programmes at the University, from leukaemia research and public health policy programmes across Greater Manchester to PhD scholarships and commissioned artworks across campus.

Anthony Preston was awarded a CBE for services to business, entrepreneurship and philanthropy. The founder of animal care firm, Pets at Home, Anthony volunteers his time to the University by serving on the Advisory Board for the Alliance Manchester Business School.

2. Minutes

Resolved: The minutes of the meeting held on 24th June 2015 were approved.

3. Report on issues raised at the last meeting

Received: A paper providing further information on the questions posed and the answers received at the meeting of the General Assembly, held on 20 January 2016.

4. Membership of the General Assembly

Reported: The Registrar, Secretary and Chief Operating Officer reported that since the last meeting of the General Assembly the following had been elected, appointed or co-opted to membership with effect from 1 September 2015:

In category 3

Ms Dapo Ajayi
+ Professor Sir Robert Boyd
Mr Gary Buxton
+ Mr Michael Crick
+ Professor Colette Fagan
+ Ms Jan Hennessey
+ Dr Caroline Jay
+ Mr John McGuire
Dr Christine Roger
Professor Liz Sheffield
+ Dr Brenda Smith
+ Mr Andy Spinoza
Professor Mike Sutcliffe
+ Mr Roy Walters

In category 9

+Mr Anthony McDermott
+ Mr Roger Milburn
+ Mr Philip Robson

+ Mr John Schultz
+ Mr Michael Taylor
+ Mrs Janet Valentine
+ Mr Peter Wainwright
+ Dr Janet Webster

In category 10

+ Mr Kabir Ahmed
+ Dr Josie Beeley
+ Canon Michael Evans
+ Dr Kai Hung Lee
+ Mrs Susan Lipton
+ Mr Ian Munro
+ Canon Maurice Smith
Mr Asrar Ul-Haq

In category 11

Dr Shaun Speed

In category 12

+ Mrs Daniele Atkinson
+ Miss Laura Hill
Dr Reinmar Hager
Dr James Hopkins
+ Dr Kamie Kitmitto
+ Dr Pamila Sharma
+ Dr Tracey Speake

In category 13

+Mr Chris Boyes
Miss Emefa Bonsu
Dr William Craig
Mr Mark Dunwell
Professor Peter Eccles
+ Mr Tony Morris
Dr Cornelia Wilson

+ indicates a member re-appointed

The current membership of the Assembly is available on line at
<http://www.manchester.ac.uk/governance>

5. University publications and information sources

Reported:

- (1) That the University was discontinuing production of UniLife, in favour of a new biannual University magazine. This was intended to be an expression of the spirit of exploration, discovery and innovation that defines The University of Manchester, and the first edition was circulated with the papers for this General Assembly meeting

- (2) That additionally, the 2016 edition of our Facts and Figures booklet – the definitive overview of the University’s attributes and impact – was made available. It forms part of an expanding suite of presentations, films and publications to assist with promoting the University at events and other activities.
- (3) That the Media Relations team have also compiled a 2015 review of the year for the website, news pages and social media at the close of the calendar year. This is available online at the following location: <http://www.manchester.ac.uk/discover/news/the-2015-review-of-the-year/>

6. Report from the Nominations Committee

Received: A short update report from Mrs. Gillian Easson, the Pro-Chancellor and Chair of the Nominations Committee, on the ongoing work of the Committee, was provided at the meeting.

Reported:

- (1) That the Nominations Committee is the body responsible for maintaining lay membership of the Board and the General Assembly, and also plays a role in determining the representative composition of the Assembly.
- (2) That the Nominations Committee has several roles and tasks, one of which is to recommend lay members for appointment to the General Assembly. The statutes and ordinances state that they should serve initially for 3 years after which they are eligible for up to a further four 3-year terms, giving a maximum length of service on the General Assembly of 15 years. By way of comparison, members of the Board can normally serve for up to 9 years in 3 year terms. A key factor which the Nominations Committee must take into account when making its recommendations on membership is the formal role of the General Assembly: as stated in our Royal Charter this is to present the University and its achievements to the wider community and to receive the views thereupon from that community. We therefore need to have a broad range of people in terms of communities and organisations.
- (3) That General Assembly members had previously raised the issue of the diversity of our membership at previous meeting, and the Committee subsequently received some suggestions from members were followed-up in recent nominations. In addition, in seeking appointments from the representative bodies that make up the Assembly, the Committee have asked appointing bodies to be mindful of diversity issues in their selection.
- (4) That additionally, the University has been providing unconscious bias training for relevant staff, and following discussions with the Chair, this training has been extended to the Nominations Committee members. The session will include: a review of the research around the nature of unconscious bias, the impact of our decision making around recruiting, performance management, and ‘what works’.
- (5) That the Committee has endeavoured to ensure that the overall range of expertise across categories of lay membership continues to reflect the needs and aspirations of the University, as well as helping to fulfil the requisite responsibilities for proper institutional governance, and to ensure that the overall lay membership of both the Board of Governors and the General Assembly is representative of the diversity of the University and of the communities served by it. The nominations it brings forward in any year are

therefore informed by the existing skills and diversity mix of both bodies and seek to ensure appropriate levels of representation. The Committee accepts the expectations concerning equality and diversity in the CUC Code of Governance and appreciates that board diversity, in particular, promotes more constructive and challenging dialogue.

- (6) That in 2014, the Committee conducted a wide ranging search for new members of both governance bodies, using traditional advertising and a new approach, through identifying individuals with relevant skills through LinkedIn. The Committee made some excellent appointments last year, and are continuing to work through the pool of highly regarded applicants. This exercise was established to fill vacancies in this year. However, the Committee would welcome additional nominations for individuals with significant experience of leadership, particularly in finance, but also in business, law, health, education, the media and PR, and from within the public sector and not-for-profit sector. The Committee is seeking outstanding candidates with a track record of success and/or influence within public life. For the Board, any nominations submitted to the University should not routinely be discussed with the nominee, as vacancies are limited, and are influenced by the balance of the Board's existing membership and informed by the University's strategic needs. For the both the Board, and the General Assembly, we would look to encourage applications from women in particular in order to maintain an appropriate diversity balance.
- (7) That following Jim Hancock's retirement from the General Assembly, and consequently from the Nominations Committee, the Committee is carrying a vacancy in its membership. The nominations process for this vacancy was launched recently, and the Pro-Chancellor encouraged those interested in serving on the Committee to follow this up with the Deputy Secretary.

7. Annual financial statements, 2014-15

Received: For information, the University's Annual Financial Statements were provided. A presentation on the University's financial performance and the audited accounts was also made at the meeting by the Director of Finance.

Reported:

- (1) The Director of Finance provided a verbal report and presentation at the meeting by way of assisting members in their understanding of the salient features of the audited accounts.
- (2) The Financial Statements had been audited by Deloitte LLP in accordance with relevant legal and regulatory requirements and the auditors had found that the statements gave a true and fair view of the state of the University finances (and those of its subsidiaries) as at 31 July 2015.
- (3) That the operating surplus before transfer to endowments was £47.1m compared with £43.4m in the previous year. The retained surplus of £46.9m compared favourably with £45.0m in 2013/14.
- (4) That excluding FRS17 pension credits, the underlying surplus was £30.3m (3.0% of income) which compared with £30.6m (3.5% of income) in 2013/14. The University's total income had exceeded £1bn for the first time (£1,009.7m) and research grants and contract income including the RDEC (research and development expenditure credit) claims was £262.4m, ahead of the original target for 2015 of £250m set in 2004.

- (5) That in terms of the balance sheet, net assets were down 2.7% to £867.6m driven principally by a £51.9m increase in UMSS pension provision. The year-end cash position remained strong at £387.7m, despite continuing significant capital spend. A net cash inflow of £58.0m was reported from underlying operating activities and endowments up £14.6m reflecting market recovery – although this still remained particularly volatile.
- (6) That the financial results had met the standards previously set by the Board of Governors in terms of the University's financial performance; having delivered a surplus, provided year-on-year income growth, and provided for cash generation and conservation.
- (7) That in terms of the forward look, the new fee regime was continuing to work through the statements, with tuition fee income growing while the funding council teaching grant was falling. It was anticipated that QR (quality related research) funding could fall following the outcome of the Research Excellence Framework assessment and there were further funding changes likely as a result of the Higher Education Green Paper and the implementation of the Teaching Excellence Framework. The likely increases in USS (the Universities Superannuation Scheme) pension contributions and the removal of NI contracting out rebate would also put pressure on budgets and, externally, UK Government austerity measures were likely to continue for some time with no immediate signs of change. However, the University was currently on track to deliver budgeted surplus outturn for 2015/16 whilst investing in future growth.

8. Annual Report on the work of the University, 2014-15

Received:

- (1) The President and Vice-Chancellor, Professor Dame Nancy Rothwell, reported on the key developments over the year, making reference to the 'Review of the Year' contained within the Financial Statements.
- (2) The University's most recent 'Annual Review' was provided by way of further background information.

Reported:

- (1) That the President and Vice-Chancellor provided a summary of the University's current position in relation to the strategic plan and a stock-take of progress, details of the strengths, weaknesses, opportunities and threats, and of the University's future priorities.
- (2) That in terms of the Higher Education environment, the President and Vice-Chancellor made reference to levels of global competition, the outcome of the General Election in 2015, the Higher Education Green Paper and the introduction of the Teaching Excellence Framework. In addition, the President and Vice-Chancellor reported on the outcome of the Comprehensive Spending Review in November 2015, the limitations in terms of future capital funding for universities, pressures on pay and pensions and the position in terms of international students.
- (3) That information on progress to date highlighted the major growth in research income and improved citation levels, the achievement of student number targets, awards for social responsibility work, the University's strong financial performance and its national and international position. With reference to league tables, the President and Vice-

Chancellor noted that performance here was unsatisfactory and that the University was closely examining the compilation of the tables to identify where improvements might be made.

- (4) That the President and Vice-Chancellor commented upon the opportunities that the identification of Manchester as a Northern Powerhouse presents and the influence and role the University might have across transport, culture and science. The Royce Institute would also form a significant element of this and Manchester was extremely well positioned to benefit from the health devolution proposals.
- (5) That the President and Vice-Chancellor commented on the Estates Masterplan and the completed projects including; the Whitworth Art Gallery extension, the National Graphene Institute, the Manchester Cancer Research Centre and the redevelopment of the Simon Building. The University had received a number of awards for some of these projects and the implementation of the Manchester Engineering Campus Development, the Alliance Manchester Business School and Coupland 3, were ongoing. The President and Vice-Chancellor noted that the development of Oxford Road was continuing, in readiness for the closure of the road to general traffic between 6am and 9pm, between Hathersage Road and Grosvenor Street, and between Whitworth Street and Portland Street, scheduled later in the year
- (6) That the President and Vice-Chancellor made reference to the results of the recent External Stakeholders Review, which was positive and suggested strong levels of recognition for the University's research beacons but sought greater clarity on the undergraduate offer, international links, business and engagement and greater visibility of work in Humanities.
- (7) That the President and Vice-Chancellor reported on the priorities for this academic year. These included the acceleration of progress on research targets and the implementation of the post Research Excellence Framework strategy, a continued focus on student outcomes, the delivery of a distinctive and effective social responsibility programme, increased income derived from diverse sources, and a stronger profile and reputation.

9. Question and answer session

Reported: Following consideration of the main items there was an opportunity for members to address questions to the President and Vice-Chancellor and to members of the senior team. The questions asked and the answers received will be provided to the June meeting in a separate report.

10. Social Responsibility: Making a Difference

Received: Dr Julian Skyrme provided an update on key achievements in social responsibility. This was followed by interviews with Ms Elaine Unegbu, Ms Becky Taylor, and Mr Gulwali Passarlay, all of whom have engaged with the University through its key social responsibility programmes.

Reported:

- (1) That on behalf of the General Assembly, the Pro-Chancellor expressed sincere thanks to Elaine, Becky and Gulwali for attending and the inspirational stories that they had shared with the Assembly.

- (2) The Pro-Chancellor commented that the presentations were indicative of the strength of the social responsibility activities that were undertaken by staff across the University, and the capacity the University has to un-lock the potential of members of the local community and to provide transformational opportunities for advancement, development and learning.

11. Date of next meeting of the General Assembly

Reported: That the next meeting of the General Assembly would be held on Wednesday 22, June 2016, at 3.00 pm.

12. Summation and close

Reported:

- (1) That at the close of the meeting, the Pro-Chancellor, on behalf of the General Assembly expressed thanks to Mr Steve Mole, Director of Finance, who was attending his last meeting of the Assembly as he would retire from the University in April 2016.
- (2) That the Pro-Chancellor expressed thanks to all the presenters and to the General Assembly members in attendance for the contribution they had made to the meeting.