

The University of Manchester

GENERAL ASSEMBLY

Wednesday, 17 January 2018

Present:

Present: The Chancellor, Mr Lemn Sissay (in the Chair)

The President and Vice-Chancellor, the Chair of the Board of Governors, Mr Tony BK Aggarwal, Professor Clive Agnew, Councillor Carl Austin-Behan, Dr Paul C Banford, Dr Emyr Benbow, Mr Carl Blake, Mr Christopher J Boyes, Professor Margaret Brazier, Mr Adrian Bull, Councillor Dylan Butt, Ms Fiona Campbell, Dr Ronald E Catlow, Mr Brian Clancy, Ms Kathy Cowell, Dr William Hamilton Craig, Professor Peter Eccles, Professor Susan Edwards, Mr Michael N G Evans, Professor Colette Fagan, Councillor J Paul Findlow, Mrs Christie Finegan, Mr Peter J Folkman, Councillor Colin Foster, Mr Matthew Foulkes, Professor Ian Greer, Dr Reinmar Hager, Mr Jim Hancock, Dr Simon Hayward, Miss Laura Hill, Dr Andrew Horn, Mr Robert E Hough, Mr Michael Jayson, Dr Kamie Kitmitto, Mrs Helen Kreissl, Mrs Christine Lee-Jones, Mr Gareth Lewis, Mrs Susan Lipton, Professor Damien Longson, Professor Silvia Massini, Mr J Anthony McDermott, Ms Brenda McMahon, Mr Andrew Medd, Mr Roger P Milburn, Ms Sandra Milne, Mr Anthony D Morris, Dr George Neisser, Ms Wilma Osuh, Dr Rodger Pannone, Dr Raj Patel, Dr Thurai Rahulan, Mr Saqab Rasul, Mr Keith Richardson, Mr Nigel Schofield, Professor Martin Schroder, Mr John Schultz, Dr Lucy Smyth, Mr Andrew Spinoza, Ms Helen C Stevens, Ms Katharine Sullivan, Mr Michael Taylor, Mr Tim Turvey, Dr Gianpaolo Vignali, Mr J Peter Wainwright, Mr Roy B Walters, Mr David Watson, Ms Janine Watson, Dr Janet Webster, Ms Roz Webster (72)

In attendance: The Registrar, Secretary and Chief Operating Officer, the Director of Finance, Interim Director of Communications and Marketing, Mr Mark Rollinson, Deputy Secretary. Dr James Hopkins attended for Agendum 10.

1 National Honours

Reported:

(1) On behalf of the General Assembly, the Chancellor offered congratulations to the following staff members, recognised for their achievements in the Queen's 2018 New Year honours list:

- Professor Caroline Dive, the Deputy Director of the Cancer Research UK Manchester Institute, had received a CBE for her services to cancer research. Her work on developing simple blood tests to capture cancer cells could help researchers understand how lung cancer changes as it grows and spreads, and how it can become resistant to treatment.
- Professor Diane Coyle had also been made CBE for her services to Economics and the Public Understanding of Economics. She is author of several books and was previously Vice Chair of the BBC Trust (to April 2015), a member of the Migration Advisory Committee (2007-2012) and the Competition Commission (2001-2009).

- Professor Chris Griffiths had received the OBE for his contribution to dermatology. Professor Griffiths is Foundation Professor of Dermatology at the University and Consultant Dermatologist at Salford Royal NHS Foundation Trust. He has a particular interest in psoriasis and also leads a large research programme on skin ageing and is the founder of the skincare company CG Skin.
 - Professor Pippa Tyrell who had received the MBE for her services to stroke medicine and care. Professor Tyrell is Professor of Stroke Medicine and an Honorary Consultant in Stroke Medicine at the Comprehensive Stroke Centre at Salford Royal Foundation Trust.
 - Honorary Professor Vikas Shah, of Alliance Manchester Business School had also been made an MBE. Professor Shah is a multi-award winning entrepreneur. His senior positions include CEO of film company Fifty Three Degrees North, and managing director of leading commodities and textiles trader Swiscot Group.
- (2) The Chancellor also offered congratulations to a General Assembly member, Adrian Bull, External Relations Director of the National Nuclear Laboratory who had been awarded an MBE for his work on the development of public understanding in nuclear research.

2. Minutes

Resolved: The minutes of the meeting held on 21 June 2017 and accompanying action report were approved.

3. Membership of the General Assembly

Reported: by the Registrar, Secretary and Chief Operating Officer, that since the June meeting of the General Assembly the following have been appointed or co-opted to membership with effect from 1 September 2017:

In category 1

Mr Alex Tayler

In category 3

+Mr Brian Clancy
Professor Aneez Esmail
+Mr Colin Gillespie
+Mr Nick Hillman
+Mr Robert Hough
+Mr Robin Phillips
+Mr Neville Richardson
+Mr Anil Ruia
Professor Nalin Thakkar

In category 4

Ms Catriona Bartlett
Professor Colette Fagan
Mr Jack Houghton
Ms Sara Khan

Professor James Thompson

In category 5

Mr Adrian Bull
+Ms Fiona Campbell
Ms Kathy Cowell
+Mr Alex Davidson
+Mr Stephen Falder
+Mr Paul Foley
+Mr David Frost
Dr John Gallacher
Mr Damien Longson
Ms Brenda McMahon
Mr James Potter
+Professor Mark Pugh
Mr Roger Spencer
Mr Tim Turvey
+Mr Damian Waters

In category 6

+Dr Emyr Benbow
+Ms Emma Bilbury
Ms Claire Ebrey
Mr Mark Dickson
Mr Peter Haslehurst
+Professor John R Helliwell
+Mr Michael Jayson
+Mr Leslie Jones
+Mr Andrew Medd
Mr Simon Moorehead
Dr Job Obiebi
Mr Keith Richardson
Dr John Roberts
Mr Christian Spence
+Mr Matthew Taylor

In category 7

+Ms Lily Barton
Professor Margaret Brazier
+Dr Ronald E Catlow
Professor Peter Hahn
+Dr Thurai Rahulan
+Dr Liane Smith
+Ms Katharine Sullivan

In category 8

+Cllr Shoab Akhtar

+Cllr Dylan Butt
Cllr Paul Dennet
+Cllr J Paul Findlow
+ Cllr Grace Fletcher-Hackwood
+ Cllr Colin Foster
+ Cllr Kieran Heakin
+ Cllr Alan Quinn, JP
Cllr Peter Smith
Cllr Andrew Snowden
+ Cllr Denise Ward
+ Cllr Chris Wills

In category 9

Cllr Carl Austin-Behan
+Mr Tony BK Aggarwal
+Mr Andrew Watson

In category 10

+Mr Nicholas Bent
+Mr Steve Connor
Mr Trevor Rees
+Mr David Watson

In category 11

Dr Jackie Carter
Dr Andrew Horn

In category 12

Mr Carl Blake
Ms Norma Hird
+Mr Shumit Mandal
Ms Sandra Milne
+Ms Roz Webster

In category 13

Ms Gillian Adams
Mr Jim Hancock
Dr Simon Hayward
Dr George Neisser
Dr Raj Patel
Ms Janine Watson
+Helen Stevens

+ indicates a member reappointed

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

4. Standing Orders

Reported:

- (1) In common with a number of similar bodies across the sector, the General Assembly had not previously adopted formal Standing Orders;
- (2) A HEFCE review into governance at another institution had been critical of the lack of Standing Orders at its Court (the equivalent body to the General Assembly).
- (3) As a consequence, draft Standing Orders based on those used by the Board of Governors had been proposed for adoption.

Noted:

- (1) The Standing Orders did not explicitly refer to attendance via video or telephone conference and that, if technically and logistically feasible, this possibility would be useful for some members.

Resolved:

- (1) In accordance with good governance principles, the Standing Orders be adopted.
- (2) The potential for attendance through video or telephone conference be investigated further and reported back to the next meeting.

Action: Deputy Secretary

5. Report from the Nominations Committee

Received: a report from the Nominations Committee, as follows.

- (1) Membership of the Committee and principal matters of business.
- (2) The Committee's intention to make recommendations to the General Assembly for appointments and/or re-appointments to the General Assembly in Category 10 at its next meeting in June 2018.
- (3) The Committee also received:
 - statements of appointments ending on 31 August 2018 in Category 2 of the Board of Governors;
 - statements of appointments ending on 31 August 2018 in Categories 3, 9 and 10 of the General Assembly
- (4) Following detailed discussions the Committee agreed to make a number of recommendations for re-appointment. These will be reported to the next meeting of the Board of Governors (21 February 2018), for their consideration. These findings will then be reported to the next meeting of the General Assembly on 20 June 2018.
- (5) Additionally, two members had indicated that they wished to step down from the General Assembly on 31 August 2018, which would mean that there were two vacancies, one in category 9 and one in category 10. The Committee will recommend to the Board of Governors, that recruitment to these vacancies be paused, until the General Assembly Effectiveness Review has been completed.
- (6) Details of membership of the General Assembly, Category 7 (Members appointed by the

following bodies):

The British Academy
The London Institute of Banking & Finance
The Manchester Literary and Philosophical Society
The Royal Academy of Engineering
The Royal Aeronautical Society
The Royal Society of Arts
The Royal Society of Chemistry

- (7) During the year, the Academy of Medical Sciences declined the opportunity to continue to be represented on the General Assembly, and so the number of institutions in this Category had reduced to seven.
- (8) The review of General Assembly and related Ordinances proposed in the Governance Effectiveness Review provided an opportunity to review membership, and so the Academy will not be immediately replaced with another Institution.
- (9) As reported to the June 2017 General Assembly meeting, the Governance Effectiveness Review report included a recommendation that a review group be established to consider the role of the General Assembly and how its effectiveness might be improved. Nominations Committee had agreed to take on this review and approved terms of reference and a work plan for the review at their recent meeting.
- (10) As part of the review, a questionnaire was circulated to General Assembly members before Christmas, in order to gather their views and suggestions, which form a vital part of the review. Additionally, consultation sessions had taken place immediately prior to the General Assembly meeting, to enable members to further discuss their views and opinions on the effectiveness of the General Assembly.
- (11) Further details about the progress of the review will be provided at the next meeting of the General Assembly on 20 June 2018.

6. Annual report on the work of the University

Received: 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.

Reported:

- (1) The past year had been one of ongoing change and uncertainty, including the ongoing and developing implications of Brexit, the introduction of a new regulator, the Office for Students (with effect from April 2018), ministerial changes and a period of adverse media coverage for the sector.
- (2) There were some positive messages including increased government research and innovation funding, the Industrial Strategy White Paper which played to many of the University's strengths and more encouraging messages in relation to international students.
- (3) That the stock-take and annual performance review process indicated that many targets had been met or were on track, a few had been exceeded and some not met; there was still a significant gap to bridge to match the performance of the best of our global competitors.

- (4) There had been a number of significant senior appointments, completion of several major capital projects and the introduction of a new approach to Annual Performance Reviews of Faculties and Professional Support Services.
- (5) The University's approach to income generation and savings/efficiencies, including staffing reductions (approximately 170 positions, all but two of which had already been achieved through voluntary severance, redeployment and natural turnover).
- (6) An update on the staff survey, including institutional and local action plans arising from the survey (93% of respondents considered the University to be "a good place to work", however it should be noted that the survey had been conducted before announcement of reductions in staff numbers in certain parts of the University). These plans included the introduction of the Inspiring Leaders Programme.
- (7) A summary of the outcomes of the external stakeholder survey.
- (8) An overview of developments relating to research beacons, a summary of major awards and staff and student awards.
- (9) The University had achieved major national recognition in a number of areas (for example, this included the highest rating in government's sustainable procurement framework).
- (10) Planned investment in the future, including over 100 early career President's Fellowships, modernisation of IT infrastructure, Investing in Success and the Student Lifecycle Project.
- (11) An overview of national and international opportunities; this included, North Campus which would be vacated upon the completion and occupation of the MECD site and provided significant opportunity. Consultation on options was underway, and views from General Assembly members were most welcome.
- (12) Operational priorities for 2018-19 included improving colleague engagement, progress towards our research targets, improving key areas of teaching performance (with specific focus on subject level Teaching Excellence Framework, distance learning and wellbeing), remaining distinctive in the University's approach to social responsibility, enhancing the University's financial sustainability (with focus on delivering the benefits of defined initiatives) and delivering major transformation initiatives (including modernising IT infrastructure, MECD and the Student Lifecycle Project).
- (13) In summary, the University's focus for the future included driving up quality, improving staff engagement, ensuring sufficient discretionary income to invest, realising the opportunity of North campus, developing international links, enhancing global reputation, further commercialising research and playing its full part in the "Devo Manchester" agenda.

7. Question and Answer Session

Reported: This item provided an opportunity for members to ask questions on any aspect of the University's work. The questions and answers provided at the meeting are enclosed in a separate report.

8. Annual Financial Statements 2016-17

Received: For information, the University's Annual Financial Statements.

Reported:

- (1) The Director of Finance provided a verbal report and presentation at the meeting to help members understand the significant features of the audited accounts.
- (2) The Financial Statements had been audited by E and Y LLP in accordance with relevant legal and regulatory requirements and the auditors had found that the statements gave a true and fair value of the state of the University finances (and those of its subsidiaries) as at 31 July 2017. The Financial Statements included enhanced information from Remuneration Committee and on senior staff pay and integrated the

required public benefit statement and risks into the relevant sections of the financial highlights narrative.

- (3) The Director of Finance provided an overview of financial performance in the previous year, and key information from the statements (including analysis of sources of income, tuition fee income, student numbers, research income and capital expenditure).
- (4) Risks and uncertainties included the current pension situation (in the context of a USS pension deficit increase of 8% over three years and in particular, the cost of future accruals); the potential tuition fee review; student recruitment (including international student recruitment) in a very competitive environment; the impact of Brexit; the introduction of the new regulatory regime; the politically volatile and uncertain environment; the need to maintain strong investment and endowment performance; and research funding (and the need to maximise contribution).
- (5) In this context, in a challenging financial climate, the University needed to generate financial headroom to deliver improvements to the student experience and to realise its planned research aspirations. Financial challenges for the University included ensuring robust and effective cash management and cost control, dealing effectively with uncertainty, realising potential opportunities (for example those arising from the Paterson Building fire), realising the benefits of distance learning, philanthropy and robust research grant recovery processes, and ensuring international fee growth and further income generation.

9. Question and Answer Session

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10. University History and Heritage

Received: a presentation from Dr James Hopkins, University Historian and Heritage Manager which covered the University's important and distinctive history, the past as a valuable asset and the basis for reputation and identity and the contribution of history and heritage in supporting the University's goals.

11. Date of next meeting of the General Assembly

Reported: That the next meeting of the General Assembly would be held on Wednesday, 20 June 2018 at 3.00 pm.

12. Summation and close

Reported:

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.

CLOSE.