

AGENDUM 1

The University of Manchester

GENERAL ASSEMBLY

Wednesday, 16 January 2019

Present:

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

The President and Vice-Chancellor, the Chair of the Board of Governors, Professor Clive Agnew, Ms Fatima Abid (General Secretary, Students Union), Ms Gillian Adams, Mr Tony Aggarwal, Mr Kabir Ahmed, Councillor Shoab Akhtar, Mr Norman Askew, Mrs Catherine Barber-Brown, Ms Mumtaz Bashir, Dr Emyr Benbow, Ms Emma Bilsbury, Mr Carl Blake, Mr Christopher J Boyes, Dr Ronald E Catlow, Mr Brian Clancy, Mr Alan Clarke, Mr Steve Connor, Dr William Hamilton Craig, Mr Peter J Dickinson, Dr Dawn Edge, Mr Berrisford Edwards, Mr Michael N G Evans, Canon Michael A Evans, Professor Colette Fagan, Councillor J Paul Findlow, Mrs Christie Finegan, Dr Claire Fox, Dr Reinmar Hager, Mr Jim Hancock, Professor John R Helliwell, Ms Michele Holden, Dr Alastair Holt, Dr James Hopkins, Mr Robert Hough, Mr Michael Jayson, Dr Steve Jones, Mr Leslie Jones, Mrs Helen Kreissl, Mrs Susan Lipton, Professor Silvia Massini, Mr J Anthony McDermott, Ms Brenda McMahon, Mr Andrew Medd, Mr Roger Milburn, Ms Sandra Milne, Dr Paul Mitchell, His Honour Judge Tim Mort, Dr George Neisser, Dr Alison Newby, Ms Wilma Osuh, Dr Rodger Pannone, Dr Thurai Rahulan, Professor Richard Reece, Mr John Schultz, Mr Mark Scoular, Dr Angela Sharma, Canon Maurice Smith, Councillor Andrew Snowden, Dr Jennifer Stark, Ms Helen C Stevens, Ms Katharine Sullivan, Mr Michael Taylor, Mrs Sandra Taylor, Mr Tim Turvey, Mr Asrar Ul-Haq, Mr J Peter Wainwright, Mr Roy Walters, Mr David Watson, Ms Janine Watson, Mrs Alice Webb,, Dr Janet Webster, Ms Roz Webster, Mr Ishaka Yakubu, Mrs Claire Yarwood, Mr Gerry Yeung and Honorary Recorder His Honour Judge Stockdale QC. (79)

In attendance: The Registrar, Secretary and Chief Operating Officer, the Director of Finance, Associate Vice-President for External Relations and Reputation, Director of Communications And Marketing, Mrs Donna Prince-hu, Mr Mark Rollinson, Deputy Secretary and Ms Diana Hampson, Director of Estates and Facilities who attended for Agendum 10.

1 National Honours

Reported:

- (1) On behalf of the General Assembly, the Chancellor offered congratulations to two members of staff who had been recognised for their achievements in the New Year's honours list:
 - The Head of the Alliance Manchester Business School, Professor Fiona Devine had been awarded a CBE for services to the social sciences.
 - Consultant in paediatric dentistry at Manchester University NHS Foundation Trust and Honorary Lecturer in Dentistry, Dr Claire Stevens had been awarded a CBE in recognition for her services to children.
- (2) A number of alumni had also been recognized for achievement in their fields and congratulations were offered to all those who had received awards.

2. Minutes

Resolved: The minutes of the meeting held on 20 June 2018 and accompanying action report were approved.

3. Matters arising

Reported: that matters arising were dealt with elsewhere on the agenda.

4. Membership of the General Assembly

Reported: details of membership changes since 1 September 2018.

5. Report from the Nominations Committee

Received: a report from the interim Chair of Nominations Committee, Jim Hancock (the Pro-Chancellor Gillian Easson was on an extended visit to New Zealand and expected to return in mid-2019. The Committee appointed Jim Hancock as Interim Chair for 2018-19 at its meeting in October 2018.

Reported: there were two principal items of business:

- i) Update on revision of Statutes and Ordinances
 - a) The report updated General Assembly on progress since the previous meeting in June 2018 when General Assembly reviewed amendments to Statutes as part of the process required by the Charter before Privy Council approval of amendments is sought.
 - b) In summary, the Board of Governors, whilst approving revised Statutes, had agreed that formal submission of revised Statutes to Privy Council should be delayed until February 2019 to enable Senate consideration of consequent revisions to relevant Ordinances (as required by Statutes). This process would enable the Board to consider any proposals for further amendments to Statutes, in light of the review of Ordinances.
 - c) The process of further review had been overseen and steered by the Senate Effectiveness Task and Finish Group-SETFG (on behalf of Senate) and the Nominations Committee (on behalf of the Board)
 - d) Following the review process outlined above the SETFG has proposed some further modest revision to the version of the Statutes considered by the Board at its July 2018 meeting. Specifically, this includes adding back and/or inserting slightly more detail to those Statutes relating to the Board of Governors (VI), Senate (VII) and Faculties and Schools (XV). An appendix to the report showed the latest version of the draft revised Statutes, with track changes shown against the version approved by the Board in July 2018 (and previously seen by General Assembly in June 2018).
 - e) Revised Statutes and accompanying Ordinances would be put to the meeting of Senate on 13 February 2019, following earlier engagement with the wider Senate community. Following review by Nominations Committee at its meeting on 14 February 2019, the opinion of Senate on the documents would be considered by the

Board at its meeting on 20 February 2019, with the Board being asked to recommend submission of approved revised Statutes to Privy Council.

- f) Work on revisions to Ordinances was ongoing. The detail about General Assembly membership contained in the current version of the Statutes was transferred in full to a new Ordinance, noting that this Ordinance will be subject to further revision when the review of General Assembly membership has concluded.
- i) Update on work on review of General Assembly
 - a) The report updated General Assembly on further work carried out on the review of General Assembly since the meeting in June 2018.
 - b) The report to the June 2018 meeting proposed, without specifying numbers, a reduction in overall size of General Assembly and a simplified composition moving away from the current position of multiple categories of membership. In its further deliberations, Nominations Committee had endorsed this direction of travel and had suggested the following broad parameters.
 - Overall membership of the General Assembly is reduced to between 80 and 100 members.
 - Internal (i.e. staff, Senate and student) membership should comprise between 25% and 33% of overall membership (noting the category of alumni membership should be classified as external).
 - As far as possible for external members, removal of specific categories in favour of a more generic appointed category.
 - Maximum length of membership should be limited to three terms of three years (rather than five terms of three years as at present), with the retention of the clause permitting further periods of continuous membership provided that these are separated by at least a year (this was reflected in the revised relevant draft Ordinance).
 - c) Nominations Committee would consider this matter further to enable a more detailed proposal to be brought to the next meeting of General Assembly.
 - d) The report updated members on recent engagement events and included suggestions for future events.

Noted:

- (1) Some members continued to express concern that the University was not engaging effectively with the General Assembly membership.
- (2) Other members commented that the University was making efforts to engage with General Assembly members in a more proactive manner and the session on “Our Future” had been very well received.
- (3) The comment that members who felt that they had expertise which could be valuable to the University should make this known.
- (4) In response to a question about the rationale for the proposed reduction in size of General Assembly, that other Universities had reduced size in an effort to produce a more effective and engaged civic stakeholder body.

- (5) The University was increasing its efforts to engage with alumni across the world (for example there were now 14 Alumni Associations in China).

Resolved:

- (1) To advise the Board of Governors that General Assembly had no further comment on the revisions to Statutes.
- (2) That, in view of the ongoing review of General Assembly, elections for General Assembly positions which become vacant in September 2019 be deferred for the time being.
- (3) To consider a more detailed proposal from Nominations Committee at its next meeting.

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 continued to be one of change and uncertainty for the sector (e.g. Brexit and the Augar, post-18 education review). The University recognised the potential impact on staff morale of a combination of external environmental factors and staffing and pension changes and had undertaken major staff engagement activity (e.g. the introduction of the Inspiring Leaders programme and the extensive consultation on “Our Future”).
- (2) There were some more welcome developments including increased government research and innovation funding and some generally more positive messages on international students.
- (3) Internal change had included the appointment of a new Registrar, Secretary and Chief Operating Officer, Patrick Hackett (in post since 1 October 2018) and a new Dean of Faculty of Biology, Medicine and Health, Professor Graham Lord (to take up post in February 2019). A revised, two School structure for the Faculty of Science and Engineering had also been approved.
- (4) There had been significant achievements by each of the five research beacons and numerous major research grants had been awarded. Other major new research developments included the creation of three new UMRI Institutes. Digital Futures was the University’s strategic response to the challenges and opportunities presented by the digital revolution; this was multifaceted and multidisciplinary work, crossing all faculties.
- (5) Teaching and learning and student metrics had generally shown improvement (e.g. 19th place in the Times Good University Guide compared to 25th last year); non-continuation rates were at 3.8% compared to the sector average of 7.5%. While there was more work to do to close the attainment gap for black and minority ethnic students, the gap had closed from 6% to 3% in 2017-18.
- (6) The Student Lifecycle Project continued to progress (and the General Assembly received a video presentation on the latest developments); the Project will improve processes and procedures across the student journey.
- (7) A number of students had achieved awards and recognition, including two students who had been made National Teaching Fellows for outstanding impact on student learning and the teaching profession.
- (8) The University was part of a new initiative involving all Greater Manchester HEIs and the Greater Manchester Health and Social Care Partnership; from September 2019, a dedicated fast track service would be available for students seeking mental health support.
- (9) The University’s record on social responsibility continued to be strong as demonstrated by a range of indicators, including receipt of a Gold Watermark for Public Engagement.
- (10) The University’s cultural institutions continued to be successful; the Museum was embarking on a new £12 million Courtyard Project, whilst Jodrell Bank was benefitting from a £20m capital

investment for its “First Light” project, the bulk of this coming from Heritage Lottery and government funds. Christopher Pressler took over as University Librarian in February 2019.

- (11) There had been significant staff achievements, including the election of several staff to fellowship of learned societies and academies.
- (12) There were a number of bilateral University partnerships with institutions across the world, with others in development.
- (13) Estates developments were outlined, including the completion of the redevelopment of the Alliance Manchester Business School (and the related hotel and Executive Education Centre), the Schuster Building extension, the completion of the improvements to Brunswick Park, the ongoing development of the Royce Institute building (due to open in 2019), progress with the Manchester Engineering Campus Development (MECD), progress towards the development of a new Paterson Building (following the April 2017 fire) in partnership with the Christie and Cancer Research UK and the opening of the Graphene Engineering Innovation Centre. The development of the North Campus was the subject of a later presentation from the Director of Estates and Facilities.
- (14) Over 4,000 people had participated in the Our Future consultation; this work had resulted in widespread reinforcement of the reasons for the University’s existence, its strengths and the importance of its core goals.
- (15) Operational priorities for 2019-20 included: enabling and empowering our people, progressing delivery of the research and business engagement strategy, improving key areas of teaching performance, being distinctive in social responsibility, enhancing financial sustainability and delivering major transformation initiatives.
- (16) Opportunities included: the Devo Health and Northern Powerhouse developments, the international arena (specifically links with Melbourne, Hong Kong, Singapore and China), data and digital developments, the potential for “Graphene City” and the North Campus development.
- (17) In summary, the University’s future focus was on driving up quality, enhancing staff engagement, ensuring sufficient discretionary income for investment, the North Campus development, developing international links and the University’s global reputation, commercialisation of research and maximising opportunities from 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 2017-18

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 2018. 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 tuition fees and the outcome of the Augar Review, student

- recruitment, the immediate and long term implications of Brexit, the current situation with pensions (particularly cost of future accrual and deficit), investment performance, research funding and the need to improve recovery rates, competition for students (at national and global level), inflation (especially in relation to pay and pensions), the North Campus development and the Our Future discussion referred to above.
- (5) In this context and in a challenging financial environment, the University needed to focus on cash management and cost control, managing uncertainty and realising opportunity (e.g in relation to distance learning, philanthropy and research grant income), potential international fee growth and further income generation.
 - (6) In summary, the sector was faced with a challenging climate and the challenges were particularly acute for research intensive, Russell Group universities like Manchester. There was a need to generate financial headroom to deliver planned enhancements to student experience and research aspirations and institutional agility would be required to navigate the current challenging environment.

9. Question and Answer Session

Reported: This item provided an opportunity for members to ask questions on any aspect of the financial statements and the presentation from the Director of Finance. The questions and answers provided at the meeting are enclosed in a separate report.

10. North Campus development and opportunities for Graphene

Received: a presentation from Diana Hampson, Director of Estates and Facilities on North Campus developments, including reference to further opportunities for Graphene.

11. Date of next meeting of the General Assembly

Reported: That the next meeting of the General Assembly would be held on Wednesday, 26 June 2018 at 3.00 pm.

12. Summation and close

Reported:

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.