

Confirmed minutes

The University of Manchester

## **BOARD OF GOVERNORS**

Wednesday, 16 May 2012

*Present:*

Mr Anil Ruia (in the Chair),

President and Vice-Chancellor, Dr Stuart Allan, Mr Stephen Dauncey, Mrs Gillian Easson, Professor Andrew Gibson, Mr Mark Glass, Dame Sue Ion, Mr Paul Lee, Dr Keith Lloyd, Miss Letty Newton, Professor Nancy Papalopulu, Mr Peter Readle, Mr Neville Richardson, Dr Brenda Smith, Professor Chris Taylor, Dr Andrew Walsh, Mr Gerry Yeung (18)

*In attendance:* The Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Deputy President and Deputy Vice-Chancellor, the Director of Human Resources, the Director of Finance, General Counsel, Dr David Barker, Head of Compliance and Risk. The meeting of the Board of Governors was held at Jodrell Bank and preceded by a Faculty of Engineering and Physical Sciences event. Professor Colin Bailey, Vice-President and Dean of the Faculty of Engineering and Physical Sciences, was also in attendance.

### **1. Declarations of Interest**

**Noted:** That the declaration of interest made by the Chair, Mr Anil Ruia, in relation to his role on the HEFCE Board and previously declared in the session, remained relevant to some items on the agenda. A new declaration was also recorded for the Registrar, Secretary and Chief Operating Officer, Will Spinks, who had joined the USS Joint Negotiating Committee as a representative of employers' members.

### **2. Minutes**

**Confirmed:** The minutes of the meeting held on 8 February 2012.

### **3. Matters arising from the minutes**

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

### **4. Summary of business**

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

## 5. Chairman's report

### (1) University Events

**Noted:** That the Chair reported on recent events held involving the University, including the celebration of the Manchester team's University Challenge title which pitted the winning team against a team of challengers from the University Community, and the event held for industry leaders, government officials and academics from The University of Manchester in London, to celebrate the award of the Queen's Anniversary Prize for the Dalton Nuclear Institute, awarded in November 2011.

### (2) Nominations Committee

**Received: The annual report of the Nominations Committee.**

**Noted:**

- (i) (a) The membership of the Committee is:

The Pro-Chancellor (Sir John Kerr) (*in the Chair*)

The following three members of the Board of Governors, appointed by the Board, from the categories of membership indicated:

Lay: Mrs Gillian Easson

Senate: Dr Stuart Allan

Staff: Mr Mark Glass

The following five lay members of the General Assembly, appointed by the Board on the nomination of the General Assembly:

Dr Ronald Catlow  
Mrs Janet Pickering  
Mrs Elizabeth France, CBE, FRSA  
Mr James Hancock  
Ms Kathleen Tattersall

- (b) The Committee's principal matters of business are:

- to recommend to the Board of Governors appointments and re-appointments to Category 2 of the Board (lay members);
- to recommend to the Board of Governors re-appointments to Category 3 of the General Assembly (lay or former members of the Board who are not otherwise members of the General Assembly);
- to recommend to the Board of Governors appointments to Category 9 of the General Assembly (lay members appointed by the Board);
- to recommend to the General Assembly co-optations to Category 10 of the General Assembly (members co-opted by the General Assembly);
- to recommend to the General Assembly the appointment to be made to the office of Pro-Chancellor;

- At regular intervals, to recommend to the Board on the representation afforded by the sponsoring organisations within Categories 5 through 8 of the General Assembly. The exercise was last conducted in 2008 and was repeated in 2012.
- (ii) To assist it in these tasks, the Committee received:
- statements of appointments terminating on 31 August 2012 in Category 2 and Category 3 of the Board of Governors and in Categories 9 and 10 of the General Assembly;
  - details of the full lay membership of the Board of Governors and the remaining membership of Categories 9 and 10 of the General Assembly, including data with respect to a broad balance within those memberships in terms of gender, ethnicity, and above all experience and expertise specifically as regards their benefit to the University;
  - details of the applications and testimonies from and concerning applicants within the “pool” of suitably experienced individuals established by the Committee.

**Resolved:**

- (i) Following detailed discussions, the Committee agreed to make the following recommendations for appointment/re-appointment:

For appointments/re-appointments to the Board of Governors in Category 2

- (a) That the following current member of the Board of Governors be re-appointed, for a further period of three years from 1 September 2012:

Mrs Brenda Smith

Biographical information is provided in Appendix 1(a)

- (b) That the following be appointed on the Board’s endorsement, for a period of three years from 1 September 2012, as a new member of the Board of Governors to fill the vacancy that will arise on the departure of Mrs Gillian Easson:

Mr Michael Crick

Biographical information is provided in Appendix 1(b)

For appointments/re-appointments to the General Assembly in Category 9

- (a) That the following current members of the General Assembly be re-appointed, for a further period of three years from 1 September 2012:

Mr Anthony McDermott

Mr Roger Milburn

Mr Philip Robson

Mr Michael Taylor

Mrs Janet Valentine

Mr Peter Wainwright

Dr Janet Webster

Biographical information is provided in [Appendix 2\(a\)](#)

- (b) That the following be appointed to the vacancy arising from a departure, for a three year period from 1 September 2012:

Mr John Schultz

Biographical information is provided in [Appendix 2\(b\)](#)

- (ii) A further report from the Nominations Committee, including recommendations from the Committee the Review of the nominating bodies within Categories 5, 6, 7 and 8, of General Assembly membership and in respect of Category 10 of the General Assembly membership, will be submitted to the meeting of the General Assembly on 20 June 2012, and subsequently revised for presentation to the Board of Governors on 11 July 2012. The report to the Board would also make a recommendation for membership of the Board of Governors in Category 2 (Alumni Association).

### **(3) The appointment of a Deputy Chair**

**Received:** A report on the appointment of a Deputy Chair.

**Noted:**

- (i) That when the Board met on 8 February 2012, the Chair invited lay members of the Board to express interest in the role of Deputy Chair. The role will become available on 1 September 2012, when the current Deputy Chair, Mrs Gillian Easson, would take up the role of Pro-Chancellor and Chair of the Nominations Committee.
- (ii) That the Deputy Chair, as an Officer of the Board, is appointed by the Board from among the members of the Board who hold membership in Category 2. The Deputy Chair will hold office on such terms and conditions as the Board shall determine. They may be re-appointed by the Board, but should not serve continuously for a total of more than six years unless, exceptionally, in the interests of the University, the Board approves a further appointment for an additional period of no more than three years.
- (iii) That the Deputy Chair shall, in the absence of the Chair, preside over meetings of the Board, and shall undertake such other duties as may from time to time be assigned to them by the Board.
- (iv) That at the Board meeting on the 8 February, the Chair requested that expressions of interest should be declared by 30 April 2012 and, subsequently, one expression of interest was formally declared to the Chair, by Mr Robert Hough.

**Resolved:** That Mr Robert Hough should be appointed to the role of Deputy Chair for an initial three-year term, with effect from 1 September 2012.

### **(4) The Fletcher review on the effectiveness of the governing body**

**Received:** A follow-up report on the implementation of the Fletcher review on the effectiveness of the governing body.

**Reported:**

- (i) Dr David Fletcher, an independent HE Consultant was engaged by the University to undertake a review of the effectiveness of the Governing Body. He has considered all relevant documentation and completed a series of individual and group interviews with Board members.
- (ii) Dr Fletcher's Report was considered by the Board at the meeting on 8 February 2012, and in a special session within the Planning and Accountability Conference in March 2012.
- (iii) That a revised report on the implementation of the Review was considered. The Board was asked to note the main conclusions reached at the Conference, and to approve the proposals for implementation outlined.

During the Conference session the following themes emerged:

- The Board re-emphasised its desire to increase opportunities for strategic engagement, and to further contribute to strategic issues as they develop within the University.
  - The Board requested further opportunities to engage with members of the Senior Leadership Team, and in particular, the Vice-Presidents and Deans.
  - Risk and its oversight by the Board was noted as an important issue, and one that was worthy of regular monitoring. Although matters of risk are routinely brought to the Board's attention through the President and Vice-Chancellor's report, the presentation of risk registers to the Audit Committee, and their regular transmission to the wider Board of Governors, would enable the Board to monitor this more effectively as circumstances changed.
  - Finally, the Board agreed that opportunities should be sought to raise the profile of the Board's work among the wider University.
- (iv) That since receipt of the report the University has sought to bring in the assistance of Board members to assist with the revision of the People and Organisational Development Strategy, and with respect to Estates Planning. Professor Martin Humphries delivered the most recent Strategic Briefing in April, and Professor Colin Bailey will be attending the Board meeting in May. The Audit Committee, at its meeting on 1 May 2012, considered the draft risk map, currently in development, and the current risk register and accompanying map, and has forwarded them to the Board for the May meeting. References to the work of the Board have appeared in the President's Weekly Update, and other communication opportunities will be explored in advance of the next session.
  - (v) That in follow-up, the Chair of the Board of Governors would be undertaking a series of one-to-one interviews with members of the Board, in order to discuss the recent review and their own input and contributions to board effectiveness. Separately, the Deputy Chair would be in contact with members to collect feedback on the performance of the Chair.

**(5) Chair of UMI3**

**Reported:** Dr. Krishnamurthy Rajagopal (Raj) was offered a 3 year term of appointment as Chair of the UMI3 Board. At that time Dr Rajagopal asked for a two year appointment and an option for the third year, as he wanted to see how things went before making a longer commitment than 2 years. Dr Rajagopal had indicated

that he would like to continue for a further year, to 1 May 2013. This proposal had received widespread support within the University, and the Chair therefore reported the action he had taken, on behalf of the Board, to approve the extension of his term.

## 6. Secretary's report

### (1) CUC Code of Practice

**Noted:** That the Board previously adopted the CUC Code of Practice on 28 April 2005. Further to the Fletcher Review of governing body effectiveness, the latest available revision was provided for adoption.

**Resolved:** The Board of Governors adopted the version of the Code, dated March 2009. Copies of the Code will be circulated to Board members annually, when the booklet on membership and responsibilities is produced.

### (2) Membership of the Manchester University Press

**Noted:**

- (i) That the University through Ordinance XIX and General Regulation XVI, constituted and empowered a Press Board to manage the Manchester University Press.
- (ii) That the formal line of reporting for the Press Board, as stipulated in General Regulation XVI.3, is to the Board of Governors, through the Finance Committee, at least once each year. This will be via the Subsidiary Undertakings Sub-Committee (a sub-committee of Finance Committee). The terms of reference of the Subsidiary Undertakings Sub-Committee were previously amended to reflect this responsibility.

**Resolved:** That the Board of Governors approved Mr Edward Mitford's membership of the Press Board, from 1 September 2012 to 31 August 2015, *vice* Mr John Skelton and a further term of membership for Dr Jan Hennessey, from 1 September 2012 to 31 August 2015.

### (3) Policy on Research Data Management

**Reported:**

- (i) That the Board was asked to approve a Research Data Management Policy for the University, augmenting the general provisions set out in the University of Manchester Code of Good Research Conduct. The policy had been developed in consultation with faculties and Schools and was agreed by Planning and Resources Committee at its meeting on 3 April 2012, and Senate at its meeting of 2 May 2012.
- (ii) That there was growing recognition that a systematic approach to research data management and preservation is fundamental to good research practice. It was also clear that research data acquired using public funding should be treated as a public good, and made openly available to other researchers wherever appropriate. At the same time, the trend across many disciplines to work with increasingly large datasets had exacerbated the practical challenge involved in managing data effectively. Although the primary responsibility for good research data management rests with

individual researchers, it was therefore clear that universities have an institutional responsibility to ensure good practice – indeed research funders increasingly impose data management obligations on institutions as a condition of financial support. Against this background, RCUK has agreed a set of common principles for data policy and individual research funders have published formal guidelines.

- (iii) That as part of its responses, the University had developed a Research Data Management Policy (Policy) for the University. The draft Policy had been developed with input from a broad range of stakeholders within the University. It aimed to establish broad principles, and will be augmented, in due course, with detailed procedures and guidance.

**Noted:** That there was a brief discussion about the use of the term “relevant data” within the Policy, and some concern that this had the potential to mislead. Professor Chris Taylor, who as Associate Vice-President (Research) had brought forward the policy, agreed that further guidance would be developed to accompany the policy on launch and that the guidance would address this particular point.

## **7. President and Vice-Chancellor’s report**

### **(1) The Report of the President and Vice-Chancellor to the Board of Governors**

#### **Reported:**

- (i) That at the Board Planning and Accountability Conference it was concluded that the University’s progress over the last year could be considered as ‘satisfactory’ overall (albeit with some notable highs and lows). Given the challenges in 2011 with many changes within the UK higher education sector impacting, as well as the ongoing uncertainty which comes with the much wider and ongoing global economic difficulties, the President warned against accepting this situation, however tempting. ‘Satisfactory’ performance would not be sufficient for the University in order to meet its strategic objectives. Against this backdrop considerable attention has focused on the development of the University’s Strategic Plan in support of its Strategic Vision which was agreed by the Board on 23 November 2011. Following the extensive exercise inviting comments from across the University what I hope is the final draft of the Strategic Plan was brought forward and recommended to the Board for approval. This incorporates changes recommended during discussions at the Board conference and subsequent feedback received.
- (ii) That the President and Vice-Chancellor reported that realising the University’s 2020 ambitions will demand significant investment and hence some areas of disinvestment, and a major change in performance if we are to differentiate the University from many other excellent universities in the UK and overseas. As a sign of its ongoing commitment to maintaining strategic momentum at the end of 2011 the University launched a number of major initiatives to meet its ambitions for Manchester 2020; this has been made possible because the University had managed to make significant ongoing savings and to generate further income. With many ongoing uncertainties ahead, it was essential that the University continued to seek further efficiencies and additional income streams. However, it was also essential that investments were made - particularly to support students and research. Reflecting this, the University had launched a number of major initiatives. The initiative to support existing staff, “Investing in Success - Developing Staff Potential”, recognised that the University’s greatest asset was its staff. Its future success depends upon the ability to select and retain the right people and invest in their potential and development. The University had launched President’s Doctoral

Scholarship Awards, which would support 100 new PhD scholarships in any discipline, and further funds have been devoted to improving the student experience, in addition to the investments made in the recruitment of staff in areas where high student numbers impacting student individualised learning. These included capital investments in new lecture theatres and refurbishment of existing ones, computer clusters and the RockCafe, and further strategic investments aimed at enhancing the student experience. In addition, the advertisement for about 120 new academic positions across the University at lecturer, senior lecturer and professorial levels had resulted in a very large number of approaches being made to the University, many of a very high quality. Each of these initiatives focus primarily on people - students and staff. The University wished to attract the most talented undergraduate and post-graduate students, irrespective of their background, and ensure that they have a high-quality experience in Manchester - the latter is particularly significant in the light of the recent NSS results. As the Manchester 2020 vision statement clearly articulates, the University was committed to recruiting staff of the highest international calibre and to supporting and nurturing its own future leaders in research and teaching, to attracting the very best PhD students from across the world and providing excellent support for its undergraduate students.

- (iii) Considerable attention continues to be focused on the recruitment for the 2012 intake as changes to the financing of home undergraduates are likely to have an impact on which and how many students decide to go to university and their subject choices. The President and Vice-Chancellor was particularly concerned about the impact on the significant proportion of our students who are from less privileged backgrounds. To-date, the total number of UG applications to the University has decreased by 11%, from 53,999 to 47,942. Home/EU UG applications have decreased by 15%, from 43,501 to 36,823, while International UG applications have increased by 6% from 10,498 to 11,119. The decline in UG home applications was disappointing, but notable that home/EU UG Year 0 and 1 intake target has reduced by 11% in the last two years, from c7,700 in 2009/10 to c6,900 in 2011/12 and the University's home/EU UG applications were at a similar level to the 2009/10 cycle. Within the context of a significantly reduced home UG intake target, and the fact that the University still has 5 applications for every place, it is still anticipated that it would achieve its targets. However, in such an unusual year the President and Vice-Chancellor, and senior colleagues, would continue to monitor admissions data extremely closely, with a particular focus on student acceptances, and keep the Board informed of any concerns. The recruitment position for the incoming intake was a complex one. The University had invested much effort into improving NSS results, and the student choice pattern that emerges in future years would inform portfolio review.
- (iv) That a future meeting of the Board would consider the Review of the School of Education which had recently been completed. The Report of the Review had identified some strong research work and excellent provision at PGCE level, but had identified weakness within the undergraduate programmes. Outside the formal Review, proposals would come forward to the July meeting, from the Planning and Resources Committee, concerning an element of the School of Education's activity, the Centre for Educational Leadership (CEL).
- (v) That within the Faculty of Engineering and Physical Sciences, Professor Colin Bailey commented on the scenario planning they were undertaking in relation to recruitment, and the complexity of quota arrangements. Restrictions on visas had also caused uncertainty and difficulties in respect of the recruitment of students from India and Pakistan. The new fee structure would introduce additional uncertainties. Also, within the Faculty work on improving NSS results continued to be a focus.



- (vi) That the Estates Masterplan would return to the Board for consideration in due course. When considered it would also prompt the Board to discuss the University's future cash requirements.

**Resolved:** That the Board of Governors approved the Strategic Plan.

**(2) Compliance and Risk Update, including the presentation of Accident Statistics: Quarter 1 2012, and Health and Safety Minutes**

**Received:** A report from the Head of Compliance and Risk, Dr David Barker

**Reported:** That Dr Barker's report provided information on the accident statistics most recently recorded. In this report there had been a number of major injuries on campus, which was noteworthy and warranted further consideration. In considering this the Board reflected on the campaigns and other training the University might provide to encourage people, and particularly students, to take greater care. Each instance prompted a review of the circumstances in which it occurred and relevant procedures in each instance, recommending changes as appropriate, however the Health and Safety Committee and the Risk and Emergency Management Group would take this into consideration. Dr Barker also commented on the Health and Safety Policy, which was under review, and which would be brought forward for approval in due course.

**(3) Report to the Board of Governors on exercise of delegations**

**Reported:**

**(i) Award of the title Professor Emeritus**

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor approved the conferment of the title of Professor Emeritus/a on the following:

Professor David Adams, School of Languages, Linguistics and Cultures, Faculty of Humanities

(with effect from 1 October 2012)

Professor Sir Robert Boyd, Faculty of Medical and Human Sciences

(with effect from 1 February 2012)

Professor Nick Higham, School of Arts, Histories and Cultures, Faculty of Humanities

(with effect from 30 June 2011)

Professor Grenville Turner, School of Earth, Atmospheric & Environmental Sciences, Faculty of Engineering and Physical Sciences

(with effect from 1 April 2012)

Professor John Vickerman, School of Chemical Engineering and Analytical Science, Faculty of Engineering and Physical Sciences

(with effect from 1 June 2012)



**(vi) Promotion to Reader**

The University Promotions Committee have, on behalf of the Senate and the Board of Governors, approved a fast track recommendation that the following, who currently holds an appointment as Senior Lecturer in the School indicated, be granted the title of Reader:

*Faculty of Humanities*

Dr John McAuliffe                      Arts, Histories and Cultures  
(with effect from 1 April 2012)

**(vii) Promotion to Chair**

The University Promotions Committee have, on behalf of the Senate and the Board of Governors, approved a fast track recommendation that the following, who currently holds an appointment as Senior Lecturer in the School indicated, be granted the title of Chair:

*Faculty of Humanities*

Dr Francesca Gains                      Social Sciences  
(with effect from 1 April 2012)

**(viii) Promotion to Professorial Research Fellow**

The University Promotions Committee have, on behalf of the Senate and the Board of Governors, approved a fast track recommendation that the following, who currently holds an appointment as Senior Research Fellow in the School indicated, be granted the title of Professorial Research Fellow:

*Faculty of Engineering and Physical Sciences*

Dr Christian Schwanenberger              Physics & Astronomy  
(with effect from 1 April 2012)

**(ix) University Medal of Honour**

Acting on behalf of the Board of Governors, and on the recommendation of the University's Awards and Honours Group the President and Vice-Chancellor approved the following nominations for the University Medal of Honour:

Professor Margot Brazier  
Tristan Burke  
Paul Joyce  
Luke Kelly  
Michael McKenna  
Stephen Pearson

**(x) University Nominated Director for UMSS Ltd.**

Acting on behalf of the Board of Governors, the President and Vice-Chancellor approved the appointment of:

Mrs Jane Shelton as University Nominated Director of UMSS Ltd with effect from 1 August 2012 for a further three year term.

**(xi) Composition of Appeal Panels**

Acting on behalf of the Board of Governors, the President and Vice-Chancellor approved the composition of the following panels:

*Appeal against the termination of fixed term contract:*

Ms Helen Barton  
Mr Peter Gibbs

*Appeal against dismissal:*

Professor Helen Gleeson  
Mrs Amanda Saha

*Appeal against disciplinary sanction:*

Mr Ken Wood  
Ms Diana Hampson

*Appeal against a breach of University financial regulations & procedures:*

Dr Jacqueline Platt  
Professor Christopher Whitehead

**(xii) Seal Orders**

Pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to instruments recorded in entries no 1138 – 1163 in Seal Register 3)

**8. Board committee reports**

**(1) Finance Committee, 23 April**

**Received:** The summary report and minutes from the meeting held on 23 April 2012, including changes to the Financial Procedures, and a request for the Board to approve the Gift Acceptance Policy.

**Reported:**

- (i) That the Finance Committee received an update on the capital programme and noted the progress that had been made and that there were no financial risks associated with these projects at this time.
- (ii) That the Finance Committee confirmed their agreement to a process whereby they would be provided with updates on issues of most significance. The process will only be invoked on an occasional basis.
- (iii) That it was reported that the transaction whereby Bruntwood had become the major shareholder in MSP in order to achieve the redevelopment of the MSP main site. The University was now a 20% shareholder in MSP (reduced from 27%). A comprehensive list of “reserved matters” had been agreed which required approval from 75% of the shareholders, and this will protect the interests of the minority shareholders. Professor Rod Coombs was continuing as the University’s representative on the MSP Board.

- (iv) That in order to achieve the necessary deadlines, the Chair of Finance Committee had taken Chair's Action to approve the transaction (on the recommendation of the PRC Finance Sub Committee).
- (v) That the Finance Committee approved changes to the Financial Procedures in relation to the new Gifts Acceptance Policy and the introduction of electronic expense claim forms. These amendments did not require changes to the Financial Regulations.
- (vi) That the new Gifts Acceptance Policy was approved. It was noted that a new Gifts Oversight Group had been established to ensure information was provided to a wide group of people in advance of the acceptance of any gift and the policy was in line with national recommendations.
- (vii) That there had been a meeting of SUSC on 23 April 2012 and the Chair provided an oral update on the main items of business considered at the meeting.
- (ix) That the Finance Committee received the benchmarking analysis of the published financial results of a number of universities. Further work will be undertaken to identify a small number of key ratios which will provide the most useful information for management.
- (x) That the Finance Committee noted the management accounts for February 2012 at the meeting, and forwarded them to the Board of Governors.

**Resolved:** To approve the Gifts Acceptance Policy.

## **(2) Audit Committee, 1 May**

**Received:** A summary report and minutes of the meeting held on 1 May 2012, including the Committee's consideration of the University level risk map and accompanying risk register, and of the draft risk map currently in development (included as an appendix to the summary report and minutes).

### **Reported:**

- (i) That the Committee considered the review of the capitalisation threshold undertaken by the Director of Finance, and was satisfied with its conclusions to leave the current level unchanged.
- (ii) That the Committee received an update on the ongoing Data Protection work underway within the University.
- (iii) That the Committee received three reports from Uniac; the Accommodation Code of Practice (covering UoM Halls of Residence and those provided by private organizations), and on Employment Status Controls. Dr Tim Westlake, Director for the Student Experience attended for consideration of the reports on UKBA Compliance and on the Accommodation Code of Practice. In respect of the UKBA audit, though Uniac had concluded that there were significant opportunities to improve the efficiency / economy of the system of internal control and that there were significant weaknesses in the effectiveness of the system of internal control in their audit, they had been impressed with the speed and thoroughness of the responses received to date. The assurances received the University's Residential Services has received, in the past, from Opal Properties had not been sufficient for them to have full confidence in Opal's compliance with the Code. As well as continuing to liaise with them, the Director of Residential Services also asked Uniac to focus on their operations

this year. Uniac subsequently found twelve breaches of the Code of Practice during their testing. All breaches were relevant to the risk that non-compliance with the Code may result in harm to residents, legal action and/or reputational risk, and two were deemed significant. The University's Residential Services staff will undertake spot checks on the agreed action and include the Halls within their own audit over this summer. Uniac would meet with the Director of Residential Services in June to confirm that appropriate progress had been made and, in addition to the above, undertake a post audit review.

- (iv) That the Committee considered a report from Deloitte LLP, the external auditors, on the planning undertaken for the audit of the financial statements for the year end 31 July 2012.
- (v) That the Committee received a report from Dr David Barker on the preparation of University risk registers and the risk map. The Committee agreed that the Chair of the Committee would meet with the Head of Compliance and Richard Young, of Uniac, to discuss the operation of the risk management framework, to consider how the issue of dynamism within the registers might be addressed, and to consider the appropriate reporting of these issues to the Audit Committee and the Board of Governors. In addition, it agreed that the draft risk map for 2012, and the institutional register and map for 2011, would be presented to the Board as an appendix to the minutes of the Committee.
- (vi) That the Committee considered the final version of the return that had been signed-off by the Financial Sustainability Strategy Board, at the end of January 2012, to allow submission to HEFCE in line with their reporting deadline.

### **(3) Remuneration Committee, 23 April**

**Received:** A summary report and minutes from the meeting of the Committee held on 23 April 2012.

**Reported:**

- (i) That the Director of Human Resources reported that HAY had now been appointed to undertake the evaluation of the Grade 9 non professorial roles. The results would be discussed by the Senior Salaries Review Group ahead of their meeting to forward recommendations to the Remuneration Committee for final approval later in the calendar year.
- (ii) That the Director of Human Resources presented the Remuneration Committee members with the details of the current salary levels of the Vice-Presidents and Deans; the Policy Vice-Presidents; the Registrar, Secretary and Chief Operating Officer and the President and Vice-Chancellor.
- (iii) That the remuneration of the President and Vice-Chancellor was discussed. The Committee noted that the President and Vice-Chancellor would not be seeking a salary increase. In considering this, the Remuneration Committee recognised and respected the President's wishes for a nil salary increase and this was agreed. However it was agreed, in view of her strength in leadership and the successes that she had overseen, that the Remuneration Committee would keep this under review.

**Resolved:** Following a detailed discussion on the proposals, the Remuneration Committee supported the proposed salary increases for the Deputy President and Deputy Vice-Chancellor, the Vice-Presidents and Deans (with the exception of the Vice-President and Dean for the Faculty of Engineering & Physical Sciences), the Policy Vice-Presidents and the Registrar, Secretary and Chief Operating Officer, to be set at the level of the national pay award, once determined. It was also agreed the increase would be backdated to the 1 April 2012. The Remuneration Committee also agreed in principle to a modest bonus payment to the Vice-President and Dean for the Faculty of EPS, reflecting the current economic climate and in recognition of performance.

#### **9. Students' Union and University Relations Committee (UURC)**

**Received:** A summary report and minutes from the meeting held on 22 February 2012.

**Reported:** That the Committee discussed the development of the Union's longer term strategy and its link to determination of the block grant, the Union's three-year "Fix-it" plan, and the Building Trust. The annual report of the Union would be presented to the Board of Governors at the meeting on 11 July 2012.

#### **10. Report from the Senate**

**Received:** A report on the business initiated at the meeting of Senate held on 2 May 2012.

**Reported:**

- (i) That the President and Vice-Chancellor reported on the development of the University's Strategic Plan, the outcomes of the 'Investing in Success' scheme, and on the close monitoring of student numbers for 2012.
- (ii) That Senate approved revised undergraduate and postgraduate taught degree regulations, a Policy on Timetabling Teaching Activities, and the University's first Student Charter. The Charter has been developed as a partnership between the University and the Students Union; it provides an overview of the Manchester experience and sets out how staff and students will work together to provide a superb higher education and learning experience.
- (iii) That the Vice-President (Research and Innovation) reported on the outcome of the REF Preparation Exercise.
- (iv) That Senate approved a Policy on Research Data Management (q.v. *agendum* 5 (3)) and the naming of the School of Arts, Languages and Cultures.
- (v) That the revised Policy on Gifts and Donations was noted and the annual report of appeals, complaints and student discipline cases for 2010-11 was considered.

#### **11. Report from the Planning and Resources Committee**

**Received:** A summary of matters discussed at the meetings of the Committee held in 6 March, and on 3 April.

## Reported:

- (i) That at the meeting on 6 March, PRC considered the summary reports of management accounts for the months of November and December 2011. At the time of consideration, the Committee noted the anticipated surplus of between £30m and 35m.
- (ii) That the Committee considered the TRAC return for 2010-2011 and noted that the costs that were attributed to research in the TRAC return were used to derive the FEC overhead recovery rates. The rates were inflated for two years and would be used in grant applications from 1 February 2012.
- (iii) That at the meeting on 3 April, the Committee considered a Block Grant Support Paper, prepared by the General Secretary on behalf of the University of Manchester Students' Union, asking PRC to consider increasing the recurrent investment in the Students' Union. The Committee agreed that a financial proposal should be developed as an interim settlement to feed into the 2012-13 budget process for general university overheads and that the Students' Union should develop a longer term five year Strategic Plan from 2013-14.
- (iv) That the meeting on 6 March also considered the letter from the Secretary of State for Business, Innovation and Skills to the Chair of the HEFCE Board, providing details of state funding for Higher Education in 2012-13.
- (v) That at the meeting on 3 April, the Committee considered the HEFCE Grant Letter for 2012-13. The Committee noted that the University's provisional HEFCE recurrent grant for 2012-13 would be £157.5m, a decrease in cash terms of £18m or -10% when compared with the 2011-12 allocation. This was a smaller reduction than the 19% for the sector as a whole. The key points were:
  - an overall reduction in T funding of 21%, largely as a result of the changes to Undergraduate fees and HEFCE's interim teaching funding methodology, compared to a sector reduction of 26%
  - mainstream funding for old-regime students was £61.5m; funding for high cost new-regime students was only £4.3m
  - stringent controls to prevent over-recruitment
  - the move from a relatively stable teaching funding system with tolerance zones to a system of funding based on actual numbers, with consequent adjustments to grant during the year
  - allocations were provisional as the Department for Business Innovation and Skills (BIS) had only provided indicative teaching and special funding figures for the 2013-14 financial year, which had a four month overlap with the 2012-13 academic year. If BIS funding to HEFCE was different from the indicative figures, then HEFCE reserved the right to review 2012-13 allocations
  - an increase in recurrent research funding of 2% compared with an unchanged sector allocation
  - the removal of funding for 2\* rated Units of Assessment, which had resulted in a decrease in mainstream QR funding of 2%, less than the sector average of 3%, due to the proportions of 3\* and 4\* activity
  - the University's proportion of the total Charity Support Fund had remained constant while the share of the Business Research element had increased substantially
  - in addition to increasing the sector Research Degree Programme (RDP) supervision funding by £35m, changes to the methodology to take into account the relative proportions of 4\* and 3\* activity had benefited the



University with a larger increase (24%) than the sector increase in funding (17%), although increases in unit funding had been capped at 130% of the 2011-12 funding levels.

Discussions were ongoing in the sector about the level of funding received from government sources: if this was less than 50% it would impact on the burden of procurement requirements.

- (vi) That at the meeting on 6 March, the Committee received an update on Project Diamond. The exercise was progressing well. No negative feedback had been received to date and the estate needs were progressing as quickly as practical. At the same meeting, it was reported that a meeting had been held with the UMSS Trustees on 24 January 2012 regarding the ongoing consultation in respect of pension changes. The proposals were unanimously accepted, including a proposal to phase in the employee increase, and a process was underway.
- (vii) That the Committee considered a report on the Mid-term Review of the IS Strategic Plan (2010-13) and noted that there had been good progress against the plan. They also noted that the plan was fundamentally robust for the rest of the planning period.
- (viii) That at the meeting on the 6 March the Committee received an update on the Stocktake Report, in preparation for the Faculties and Schools Conference, and received the schedule of APR meetings for autumn/winter 2012.
- (ix) That the Committee considered a summary of the provisional student number control (SNC) limit published by HEFCE on 20 January 2012, prepared by the Planning Support Office. The University's SNC represented the maximum number of new full-time HEFCE fundable undergraduate students (excluding medical and dental students) commencing study in the academic year 2012-13 who do not have AAB+ qualifications that the University might recruit without penalty. The University's provisional SNC figure for 2012-13 was 2,870.
- (x) That the Committee received a report from the Capital Planning Sub-Committee on 6 March. Among other items, the Committee noted that the University of Manchester had been confirmed as the single supplier invited to submit a proposal for funding a new £45 million national institute of graphene research and commercialisation activities, £38 million of which would be provided by the UK Government through the Engineering and Physical Sciences Research Council (EPSRC).
- (xi) That at the meeting on 6 March, the Committee considered the Risk Registers for the four Faculties and the Professional Support Services. A paper identifying the top five risks and some common risks in these areas was tabled. The Committee agreed that (i) Risk register holders should review the comparison of risks to determine if the outliers were such for reasonable cause or because different standards of assessment had been employed, in order to understand the rationale behind the score and whether there was a need for moderation (ii) Risk registers should be used actively in the management of the Faculty and PSS and be interrogated and scrutinized, and the process for reviewing the University's risk register should follow the same procedure as last year.
- (xii) That at the meeting on the 3 April, the Committee considered and approved the Draft Research Data Management Policy, prepared by Professor Chris Taylor, Associate Vice-President Research (forwarded to the Board of Governors).

- (xiii) That the meeting on 6 March considered a paper prepared by the Director of University-wide Language Programmes in the University Language Centre (ULC). PRC approved the sum of £338,706, in respect of the provision of support services for international students other than pre-session and bespoke course. At the meeting on the 6<sup>th</sup> March, the Committee approved the revised Gift Acceptances Policy and Processes, for onward transmission to Finance Committee and the Board of Governors.
  
- (xiv) That at the meeting on the 3 April, the Committee considered a report on the outcome of the Student Barometer Autumn wave 2011. The Committee noted the results gave a more positive message than the NSS. One contributory factor could be that the NSS scored on a 5 point scale, whereas the Barometer scored on a 4 point scale. In the last NSS, some 9% respondents scored the University 3, i.e. neither satisfied nor dissatisfied. All Schools had been given access to an interactive reporting interface to enable them to explore thoroughly the data that related specifically to the academic elements of the student experience. The Students' Union had also been given full access to the results.

**12. Any other business**

**(a) Re-appointment to the Board of Governors in Category 2**

**Mrs Brenda SMITH**

Brenda Smith is a media business executive, financially qualified and with extensive experience at executive board level within a FTSE 100 company. Previous experience includes the position of Deputy Chairman and Managing Director of Granada Television Ltd. She also served as a board member of the NWDA, and was a member of the North West Economic Forecasting Panel and Chairman of the North West Marketing Forum. She established her own business, Smithbiz Associates in 2007. SmithBiz offers advisory services to private equity and corporate finance in the media and technology sectors, and includes property development and rental services business. Brenda is also a member of the advisory board specialising in creative industries and digital media to North West Business Finance, which is responsible for investing c £200m in the key business sectors in the North West. Brenda is non-executive senior independent director of the Central Manchester University Hospitals Foundation Trust, and a member of its audit and remuneration committees. She has served as a member of the Board of Governors at the University since 2006, and as a member of the Finance Committee and the Subsidiary Undertakings Subcommittee since appointment.

**(b) New appointment to the Board of Governors in Category 2**

**Mr Michael CRICK**

Michael Crick is an English journalist, author and broadcaster. He was a founder member of Channel 4 News back in 1982, and later became the Channel 4 News Washington Correspondent. He joined the BBC in 1990, and worked on Panorama before joining Newsnight in 1992. He has won two Royal Television Society awards, one for his coverage of the 1988 US election, and another in 2002 for a Panorama special programme on the life of Jeffrey Archer. He started work on the BBC's Newsnight programme in 1992, acting as political editor from 2007 to his departure in 2011. Upon leaving the BBC, Crick returned to Channel 4 News as their chief political correspondent. Crick is the author of several books, including biographies of Arthur Scargill, Jeffrey Archer and Alex Ferguson - which were all bestsellers - and of Michael Howard and Michael Heseltine.

**(a) Re-appointments to the General Assembly in Category 9****Mr Anthony McDermott**

Currently a part-time OFSTED Inspector, and was previously a teacher of Chemistry and Physics. He is experienced in the management of change and staff restructuring, as well as the recruitment, selection and retention of teaching staff.

**Mr Roger Milburn**

Currently a Director of Arup, is responsible for the Arup business in the Northwest of England and has provided engineering design input for several large masterplans. Projects under his control include urban regeneration schemes, railways, airports, highways, bridges, waterways, environmental and traffic studies. He also maintains strong links with the School of Engineering.

**Mr Philip Robson**

Former commercial Director at Nexia Solutions, formerly Director of NIS Holdings Ltd and a director on the boards of its five group companies, which work in the areas of nuclear power, food process, security(X-Ray), nuclear waste and environmental clean-up and general industrial automation. He is a Chartered Engineer with a background in the design and development of special purpose process plant and machinery. Former Deputy Chair of the Board of Governors and Chair of the Finance Committee at the University of Central Lancashire.

**Mr Michael Taylor**

Educated at Lancaster Royal Grammar School, Michael Taylor studied Sociology at the Victoria University of Manchester. He is the editorial director of Insider Media, a Manchester-based business media and events company. He is a regular contributor to the BBC Radio Manchester business programme on business issues and is a public speaker/lecturer on financial and business issues. Prior to joining Insider Michael worked for various publishing businesses in London before returning to Manchester. He has advised the University careers service on a project concerning graduate retention and in 2011 agreed to join the board of the Alumni Association. He is active in various community groups in Marple, where he lives with his wife and their five sons.

**Mrs Janet Valentine**

Janet Valentine is a former member of support staff of the Victoria University and University of Manchester, having worked within the universities over a period of 24 years. During the final four years of her work she was seconded to the TUC working on a range of educational projects in workplaces. Since taking voluntary severance from the University in 2007, she has acquired a PGCE for the post-compulsory sector from the University of Huddersfield and a Certificate in Teaching English to Speakers of Other Languages (TESOL) from Trinity College London, and has gained membership of the Institute for Learning (IfL), National Institute for Adult and Continuing Education (NIACE) and the Workers' Educational Association (WEA). She has taught on a range of public service and health service related programmes up to Foundation Degree level within two local colleges and has also taught ESOL to employees of two national public transport companies.

**Mr Peter Wainwright**

Consultant to Lambert Smith Hampton (Manchester), Surveyors and Valuers, having previously been its Chairman. He is a Board Director of the Manchester Chamber of Commerce and Industry, a Fellow of the Royal Institution of Chartered Surveyors and a former President of the Institution's General Practice Division.

**Dr Janet Webster**

Educated at undergraduate level at the University of Nottingham School of Agriculture, Janet Webster studied for a PGCE at the University of Cambridge, and subsequently gained a PhD from Glasgow University. She then spent four years pursuing post-doctoral research at the University of Leeds. Dr Webster joined the Joint Matriculation Board in 1980 as an administrative assistant, at a time of very strong links between the Board and the Victoria University of Manchester's teaching departments. Dr Webster then held the post of Subject Officer for Chemistry for 22 years before taking up the post of Principal Manager: Data Processing at the AQA (The Assessment and Qualifications Alliance), formed in 2000 from the JMB, AEB and the NEAB. Currently she is the Head of AQA's Results and Data Department.

**(b) New appointments to the General Assembly in Category 9**

**Mr John SCHULTZ**

John Shultz was Chief Executive of Stockport Metropolitan Borough Council between 1994 until his retirement in 2010. Educated at Oxford and a former diploma student at the University of Manchester, he has served as an adviser and director across a range of public and governmental bodies. He is currently the Independent Chair of the Strategic Programme Board at Trafford NHS, a consultant to the Association of Local Authority Chief Executives, and a Non-executive director and trustee for Disability Stockport Ltd. He is a Trustee of the Halle Endowment Fund and a Community Governor at Bramhall High School.