

Confirmed

The University of Manchester

BOARD OF GOVERNORS

Wednesday, 13 February 2013

Present:

Mr Anil Ruia (in the Chair),

President and Vice-Chancellor, Mr Michael Crick, Mr Stephen Dauncey, Professor Colette Fagan, Mr Mark Glass, Dr Reinmar Hager, Mr Robert Hough, Dame Sue Ion, Dr Caroline Jay, Cllr Afzal Khan, Mr Paul Lee, Mrs Christine Lee-Jones, Mr Nick Pringle, Mr Neville Richardson, Dr Brenda Smith, Mr Andrew Spinoza, Dr John Stageman, Dr Andrew Walsh, Mr Gerry Yeung (20)

In attendance: Registrar, Secretary and Chief Operating Officer, the Deputy Secretary, the Director of Finance, the General Counsel, the Director of Estates and Facilities and the Head of Compliance and Risk.

Note: The Board was saddened to hear of the recent death of Ms Kathleen Tattersall, formerly of the Board of Governors and the Chair of the Audit Committee between 2004 and 2011. On behalf of the Board of Governors, the Chair expressed his condolences to Kathleen's family. Plans had been in place to award the University's Medal of Honour to Kathleen in March, but it had been agreed with her family that the event would be rescheduled and the award would be made, posthumously, at a ceremony in May.

1. New member

Noted: That the Chair of the Board of Governors welcomed Dr Caroline Jay to her first meeting, following her election to the Board of Governors in Category 3 as a representative of the Senate.

2. 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. In addition, the Chair's membership of the Arts Council was also relevant in relation to the Whitworth Art Gallery.

3. Minutes

Confirmed: Subject to minor amendments, the minutes of the meeting held on 29 November 2012.

4. Matters arising from the minutes

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

Noted:

- (1) That Mr Robert Hough, Deputy Chair, had agreed to act as the designated lay member for any matters referred from the Gift Oversight Group, established under the Gift Acceptance Policy.
- (2) That the Chair, having previously been granted delegated authority by the Board of Governors in November 2012, had signed-off the University's GAAP accounts in January 2013, on behalf of the Board of Governors.
- (3) That the Chair expressed thanks, on behalf of the Board, to Dr Keith Lloyd for his service as Chair of the Finance Committee to January 2013. Mr Neville Richardson has succeeded Dr Lloyd as Chair of the Finance Committee, and Dr Lloyd would remain a member of the Committee until his retirement from the Board in August 2013.

5. Summary of business by the Deputy Secretary

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

6. Chairman's report

Received: A short oral report from the Chair of the Board of Governors.

Reported:

- (1) That the University had been awarded a Regius Professorship. A Regius Professorship is a rare privilege, with only two created in the past century. It is a reflection of the exceptionally high quality of teaching and research at an institution. A total of 12 Regius professorships were awarded by the Queen to mark her Diamond Jubilee. In the past, Regius professorships were created only when a university chair was founded or endowed by a Royal patron; each appointment is approved by the Monarch on ministerial advice. The inaugural Regius Professor of Physics at Manchester will be conferred on Professor Andre Geim. As well as being awarded the 2010 Nobel prize for his work on graphene, Professor Geim has produced many key results in other areas of physics that have caught the public's imagination, including development of 'gecko tape' and 'levitating-frog' experiments which won him the 2000 IgNobel prize.
- (2) That the Chair noted the external recognition achieved by two members of the Board, Professor Dame Nancy Rothwell and Dame Sue Ion, following their inclusion in the Radio 4 Woman's Hour Power List of the 100 most powerful women in the UK, 2013.
- (3) That the Chair provided an update on HEFCE matters, including further information on the funding decisions and distribution of resources as a consequence of the recent BIS Grant Letter <http://www.hefce.ac.uk/news/newsarchive/2013/name,76482,en.html>. HEFCE remained committed to seeking greater transparency from universities as to how their income was spent, and to ensure that efficiency and value for money remained under review. They would also continue to expect HEIs to exercise restraint in respect of staff pay, and to seek greater efficiencies in terms of research spend.

7. Secretary's report

Reported: That elections were underway within the Faculties of Humanities, EPS, and MHS to determine membership of Senate from 1 September 2013, from among members of the academic and research staff. A full report on the outcome will be provided at the next formal Board meeting in May 2013.

8. President and Vice-Chancellor's report

(a) The Report of the President and Vice-Chancellor to the Board of Governors

Received: The Report of the President and Vice-Chancellor to the Board of Governors.

Reported:

- (1) That the 2012 round of Annual Performance Reviews (APRs), which was completed in December, had been effective in mapping areas of strong and weak performance across the University, and in providing a basis for evaluating performance against the key priorities identified in the strategic and operational plans. This had allowed detailed discussions about strategies for future performance improvement and more regular and rigorous accountability. The APR process forms the basis of the annual Stock Take Report, which the President and Vice-Chancellor presents to the Board's Planning and Accountability Conference early in each calendar year. In reflecting on the discussions in the APRs, a small number (currently five) of priorities for 2013-14 had been identified by the Senior Leadership Team. These have also been subject to discussion at a 'Heads' meeting (which includes all Heads of School, Directorates and equivalent units across the University). Currently, these were research grant and contract income, student satisfaction, student recruitment (including portfolio review), the people strategy and financing and delivering the estates master plan. However, identifying these did not mean that other objectives were of lesser importance, indeed the need to continue delivering compliance and projected financial performance was stressed.
- (2) That Board members noted from the proposed agenda for the 2013 Conference, that it was envisaged that the priority areas identified would be the subject of detailed discussion. The Conference programme had also been constructed to provide the Board with an opportunity to review performance against plan over the previous year, in this case 2011 – 12, and to advise on future priorities and targets.
- (3) That the President and Vice-Chancellor had commissioned Dr David North (Executive Director of the Sustainable Consumption Institute) to undertake a review of social responsibility at the University. David was, until recently, the UK Corporate Affairs Director for Tesco, a role that embraced corporate and community responsibility. His report comprised three key sections:
 - The key characteristics of successful social responsibility strategies;
 - Assessment of the University's current opportunities and challenges in SR to date;
 - Some recommendations on next steps.

The Report was considered at the Social Responsibility Governance Group in early December, which is chaired by the President and Vice-Chancellor and

which has a wide membership. Some of the key recommendations that were agreed by this group include:

- Ensuring that environmental sustainability is seen as a key component of social responsibility, rather than as a separate goal;
- Ensuring social responsibility is seen as a change programme rather than just a set of values that can somehow become embedded;
- Resourcing a central team to engage the rest of the University and the outside world - this includes turning the current half-time appointment leading on social responsibility into a full time role;
- Focusing on a smaller number of goals, likely to include:
 - Research;
 - Social leadership and responsibility;
 - Public and community engagement;
 - People;
 - Environmental Sustainability;
- Conducting a fresh consultation process on these more focused goals, including the identification of emblematic projects;
- “Relaunch” of our priority and actions in social responsibility.

The consultation would involve staff, students and external stakeholders, and will take place throughout February/March/April 2013 culminating in a major launch of our more focused approach to Social Responsibility in autumn 2013.

(4) Throughout the 2012 admissions cycle the focus has been to maximise the quality of the student intake and the associated fee income. At the time of the report to the Board the President and Vice-Chancellor noted that the indications were that the University would fall short of its recruitment target for home/EU UGs, albeit this shortfall would be mitigated in part by improved retention. The President and Vice-Chancellor was now able to report that the Higher Education Students Early Statistics Survey (HESES) Return submitted in December showed the following:

- The total home/EU full-time undergraduate student registrations were 20,873 against a target of 21,420 i.e. a shortfall of 548 (-2.6%). The shortfall in new home/EU undergraduate students of 774 was offset by higher retention and exceeding the target for overseas undergraduate students by 249 (5%).
- There was a 10% shortfall in the recruitment of taught full-time postgraduate students with registrations of 1,824 home/EU students (target of 2,039) and 2,730 overseas students (target of 3,041).
- The registration of 1,989 full time home/EU PGR students exceeded target by 21, the registration of 1,192 overseas PGR students undershot the target by 53.
- Overall the number of full time students registered was 33,378 against a target of 34,235 (-2.5%).
- The total number of part-time students, excluding over 3,000 MBSW (MBS Worldwide) students, of 4,640 is 29% above target, mostly recruited onto postgraduate programmes.

That as Board Members had previously been advised, the University had sought to reduce full-time student numbers. As a result, the 2012 reduction in student numbers was manageable at a University level and means that the institutional

target for a reduction would be achieved earlier than expected. However, the University was looking closely at how shortfalls occur across programmes and the reasons for this. This would be considered as part of the review of the programme portfolio which is currently underway. Data on Widening Participation (WP) had been more positive. The University has seen its highest ever proportion of registrations from disadvantaged low participation neighbourhoods (LPNs) postcode areas and the highest number of disadvantaged students progressing through the local Manchester Access Programme (MAP). Following a dip in WP performance during the competitive 2011 cycle this is welcomed, not least because 2012 is the first year the University had to report back on its new and more challenging Access Agreement with the Office for Fair Access (OFFA). As Board members will be aware WP data relate to one of the 13 high-level KPIs, and progress would be reported on in more detail as part of the Stock Take Report which will be submitted to the Board's Planning and Accountability Conference.

- (5) That the University remained focussed on the recruitment for the 2013 intake, especially given the further changes to the Student Number Controls (SNC). These changes mean the admissions process remained challenging especially as the HEFCE does not confirm the SNC until well into the admission cycle. Within the context of the changing national picture and increased competition for students, the Intake Management Group, chaired by the Vice-President for Teaching, Learning and Students, was monitoring the situation closely and would keep the Board informed of any concerns. The University recognised that the 2013 recruitment process needs careful managing and would be demanding for our staff. In preparation, Schools have been encouraged to review their published offer UCAS grades and to ensure best practice in handling of applicants to maximise the chances of those to whom an offer is made accepting it. In-depth discussion of application data by the Senior Leadership Team would take place regularly so the pattern of recruitment can be closely monitored, allowing interventions to be agreed at an early stage if this was necessary.
- (6) That the President and Vice-Chancellor also made reference to the University's preparation for the forthcoming biennial staff survey and the 50% completion rate target previously agreed. The University had dedicated resource to the promotion of the survey, supported by local follow-up and monitoring of completion rates and hoped to comfortably reach the target agreed.
- (7) That the President and Vice-Chancellor made reference to REF (Research Excellence Framework) preparations within the University, and some recent grant successes which were anticipated. In terms of other publicity and external recognition, the Wonders of Life series had also received critical acclaim and the University Challenge team had made good progress having reached the quarter finals.
- (8) That Dr David Barker provided an update on compliance and risk matters. Within his report, Dr Barker made reference to the statement issued by the University following the conclusion of the inquests of two former staff members. At the Coroner's Inquest held in January Manchester, the Coroner concluded that Professor Tom Whiston and Dr Arthur Reader died from "natural causes" and that their deaths were not connected with their occupancy of offices in the Rutherford Building during their employment at The University of Manchester. The Coroner's independent judicial opinion supported the

conclusion reached by Professor David Coggon of the University of Southampton, who led the University's own independent review into these issues, and Professor John Neoptolemos of Liverpool University, who was instructed as an expert witness by the Coroner as part of the inquest process. The University recognised that this had been a long and difficult process for the families of former colleagues and expressed hope that they would be reassured by the Coroner's verdict.

Noted:

- (1) That the Board discussed the programme for the forthcoming Board conference and commented upon whether there was sufficient time within Session 3, presented by the Vice-President and Deans and the Registrar, Secretary and Chief Operating Officer, and whether the research session (which would focus on entrepreneurship) might also include posters of recent research work.
- (2) That the Board discussed the recruitment position in some detail, recognising that the University was performing relatively well against the sector average. The research intensive institutions had been able to maintain or improve their position relative to others, and although the changing patterns of recruitment might inform HEFCE priorities, it was not likely to affect government policy in respect of undergraduate fee levels. Some closer HEI collaboration, particularly for those subject areas that struggled to recruit might be a consequence over time. In addition, there were concerns from some quarters about the future profile of repayments which might lead to some turbulence in public funding of higher education. At ministerial level it was believed that the new fee position had broadly improved the financial position of universities, arguably without an appreciation of the challenging effects of the removal of capital funding streams on future sustainability and financing in some areas within the sector.

(b) Report to the Board of Governors on exercise of delegations

Reported:

- (1) Appointment of Head of Schools in EPS

Acting on behalf of Senate and the Board of Governors, the President and Vice-Chancellor approved the recommendation of the Dean of the Faculty of Engineering and Physical Sciences to appoint:

Professor Paul O'Brien as Head of the School of Materials for a five year period from 1 February 2013.

Professor Tony Brown as Head of School of Electrical and Electronic Engineering for a five year period from 1 February 2013.
- (2) Promotion to Senior Lecturer

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

Faculty of Medical and Human Sciences

Dr Louise Connell
(with effect tbc)

School of Psychological Sciences

Faculty of Engineering and Physical Sciences

Dr Steven Magennis
(with effect tbc)

School of Chemistry

(3) Seal Orders

Pursuant to General Regulation VII.4, the Common Seal of the University has been affixed to instruments recorded in entries no 1201 to 1240 (Seal Register 3).

9. Board committee reports

(a) Audit Committee, 30 January 2013

Received: The minutes of the Audit Committee meeting held on 30 January 2013, including the University risk registers and risk map and the University TRAC return.

Reported:

- (1) That the members were deeply saddened to hear of the passing of the former Chair of the Audit Committee, Kathleen Tattersall, OBE. Kathleen, a founder member of the Board of Governors in 2004, chaired the Audit Committee until September 2011, when she stood down from the governing body.
- (2) That the Committee considered a presentation from Dr David Barker, Head of Compliance and Risk, on the management of risk within the University. The risk registers of the Faculties and the Professional Support Services were also presented to the Committee to support the presentation.
- (3) That the Committee considered a report from Uniac on their UKBA audit, requested by the University, to provide assurance relating to the systems, procedures and processes in place to comply with the UK Border Agency (UKBA) requirements for Tier 2 licence holders - employers recruiting international staff from outside the European Economic Area (EEA) under the immigration Point Based System (PBS). As a requirement of holding such licence, the University is subject to external audit by the UKBA, which assessed the University's compliance against UKBA guidance.
- (4) That the Committee received a presentation from Mel Lythgo, the Head of Cost Accounting on the University's TRAC return. TRAC (the Transparent Approach to Costing) is the standard method now used for costing in higher education in the UK. TRAC developed out of work by the Joint Costing and Pricing Steering Group (JCPSG) and was introduced after the Transparency Review in 1999 – a government policy study overseen by the Science and Engineering Base Co-ordinating Committee. The return would focus institutional attention on the issues of under-pricing for external markets, work undertaken below the market

rate, and, in some instances, the recognition of instances where the market rate is below cost.

Noted:

- (1) That, in bringing forward the institutional risk map and risk register, the Audit Committee had also considered the underpinning risk registers and noted the improved position on previous years. Three significant risks had been identified in relation to home recruitment, international recruitment (as influenced by tighter visa regulation and changing demand), and risks arising from the failure to implement a performance orientated culture within the University. The first two, relating to student recruitment, affect the sector, and therefore affect individual institutions to a greater or lesser degree dependant upon their profile. The third risk, related to the University specifically, concerned the capacity of the University to achieve its ambition without ensuring that the performance of staff was developed and supported at all levels.
- (2) That members commented that the three risks identified above were not reflected to the same degree in each faculty. An explanation for this was that the registers had been developed at the Faculty level, recognising that the sectoral or institutional risk had the potential to impact differently on the Faculties, because of their differing disciplines and recruitment profiles. It was also regarded as important that the Faculties developed their own risk registers, rather than having them imposed or pre-populated, so that the risk registers could be used to inform action and management plans and that the risks were 'owned', acknowledged and addressed. The next stage of reflection within the University was an iterative process, where the distribution and prioritisation of the risks would be tested with Faculties.
- (3) That the Board noted that risks that were categorised as red, should always be reported at the highest level, so that the Board could assess whether the plans to mitigate or address the risk were sufficient.
- (4) That the Board discussed the presentation of the risks within the register, reflecting uncertainty as to whether the risks were truly 'net', or presented at the level after factoring in all action taken in mitigation. It was confirmed in discussion that the risks in the register were presented in net form, however, in respect of the risk of failure to deliver a performance-orientated culture, there was an obvious time lag as the anticipated improvements in that culture would take place over years - building upon the pilot work undertaken in Life Sciences and MHS. Over time, as these improvements were realised, it was anticipated that the risk level would diminish.
- (5) That the Audit Committee had judged that the prominence of the risk was critical, and that it was important to demonstrate that this risk was real such that action in respect of the people and development strategy received appropriate support and prioritisation. The Board agreed that the Audit Committee was the appropriate body to monitor this risk, and to alert the Board to any concerns it had about the University's ability to manage it.
- (6) That the Board noted the TRAC commentary and the year-on-year differences, and was pleased to note that TRAC was now being used to drive work and inform decision-making. In reflecting on the figures, it was noted that for many staff the time allocation reflects only the split, not the total number of hours,

and that therefore for some staff research time might be protected only at the expense of longer working hours.

(b) Finance Committee, 22 January 2013, 11 February 2013

Received: The minutes of the Finance Committee meeting held on 22 January 2013, and the extraordinary meeting of the Finance Committee held on 11 February 2013, to discuss the financing of the Estates Masterplan. Mr Guy Bagshaw from the University's advisors, NM Rothschild, was in attendance for this part of the meeting, with Diana Hampson, Director of Estates and Facilities.

Reported:

- (1) That Rothschild had been appointed as the financial adviser to the University to undertake the production of recommendations on the funding options available to the University (Phase 1). This report was considered at the additional meeting of Finance Committee which took place on Monday 11 February 2013, with Rothschild in attendance.
- (2) That 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.
- (3) That Finance Committee noted the management accounts for November 2012 at the meeting. However, the December management accounts were presented to the Board for review, having been received and reviewed by Planning and Resources Committee on 5 February 2013.
- (4) That BlackRock, the University's Fund Manager, had attended the meeting of Finance Committee. They had presented a paper that showed performance to date slightly below benchmark for the three-year period. Finance Committee expressed some concerns in respect of this and these would be followed up by the Director of Finance.
- (5) That at the meeting of Finance Committee on 11 February 2013, there had been an extended discussion on the final report prepared for the University by Rothschild. The Rothschild report provided an analysis of the University's financing capacity and set out three financing options for the University's ten year capital development programme and their pros and cons, namely:
 1. incremental bank debt on a project specific or annual basis (potentially expensive, and could be limited by market availability)
 2. a series of private placements (PPs) (where the cons included risk of favourable terms not being available, covenants would be required)
 3. a public bond issue (which had modelled based on three wide-ranging scenarios).

The advice indicated that bank debt was not considered to be a feasible option. Rothschild also noted that the decision between bond and PP debt was finely balanced, but that a bond would be more attractive as it would provide certainty of funding to implement the strategic plan. In considering this, Finance Committee had been unanimous in recommending the public bond, which provided certainty and reduced refinancing risk, and low interest cost.

Resolved:

- (1) That following extensive consideration the Board was able to provide “in principle” approval for the funding shortfall to be met by way of a public bond issue and had agreed that the University should seek to put this in place by the end of July 2013 (or sooner).
- (2) That the Board requested that further work should be done to review the scenario and sensitivity modelling performed by Rothschild, to undertake more robust, destructive testing, and to determine the quantum of the bond and the duration of the term in order to avoid any coincidence of timings with current loans.
- (3) That subject to the financial modelling, formal approval for the financing plan would be sought at an additional meeting of the Board to take place at the Planning and Accountability Conference on 19-20 March 2013. This would enable additional analysis to be carried out whilst ensuring that momentum was maintained towards completion in July 2013. The University would also need to obtain a credit rating and the ‘in-principle’ approval provided by the Board would enable the University to take steps to secure this.

(c) Staffing Committee, 23 January 2013

Received: An executive summary and minutes from the meeting of the Staffing Committee held on 23 January 2013.

Resolved: To approve the recommendations of the Staffing Committee that:

- (1) The University proceeds with the process outlined in the agreed contracts procedure to deal with those staff considered to be at risk on open ended contracts linked to finite external funding for the period through 1 September 2013 to 31 January 2014;
- (2) The University continues to ensure that all suitable and appropriate alternative strategies for resolution, including redeployment and restructuring, have been properly considered.

(d) Remuneration Committee, 29 November 2012

Received: An executive summary and minutes from the meeting of the Staffing Committee held on 29 November 2012.

Reported: That the Chair reported on the outcome of the Hay review of Grade 9 non-academic roles, which had addressed the measurement of job scale in the first instance and offered proposals for implementation and which were approved by the Committee. Further assessments of market comparison and of performance reward would follow in the process and would be reported when considered at the next meeting. In addition, the Committee approved a new remuneration package for the Chief Executive of UMI³.

10. Report from Senate

Received: A report on the business initiated at the meeting of Senate held on 6 February 2013.

Reported:

- (1) That Senate had received a summary of Dr David North's review of social responsibility and reports on confirmed student numbers for 2012 (following the HESES return in December 2012) and recruitment numbers to date for 2013.
- (2) That Senate had received a progress report on the creation of a new School of Environment, Education and Development.
- (3) That members had received an update from the Vice-President for Teaching, Learning and Students on arrangements for a portfolio review of all undergraduate and postgraduate taught programmes. Members also agreed a number of minor amendments to the new undergraduate and postgraduate taught degree regulations, the need for which has arisen during their initial implementation, and agreed a recommendation to change the recording of advisor roles in Campus Solutions.
- (4) That the Vice-President (Research and Innovation) reported on preparations for the implementation of open access publishing, the HEFCE consultation on the implementation of the UUK Concordat to Support Research Integrity, preparations for the REF2014, and the launch of the Research Data Management Service.
- (5) That members had considered the outcome of the desk-based review of Senate effectiveness. This was presented as an analysis of Statute VII: The Senate. Senate noted that it has not undertaken a formal delegation process to delegate certain accountabilities to other groups within the University (i.e. responsibilities relating to recruitment, admissions and assessment; appointment of internal and external examiners; approval of new programmes; and approval and oversight of collaborative provision). It was therefore agreed that these formal delegations would be presented to the May meeting of Senate for approval.

11. Planning and Resources Committee

Received: A summary of matters discussed at the meeting of the Committee held on 11 December 2012.

Reported:

- (1) That at its meeting on 11 December 2012, the Committee considered the draft management accounts for the period ended 31 October 2012. The Committee also received the guidance notes on budgeting and planning 2013-19, noting that the planning process differed from previous years in that, for the first time, both the budget and projected years of the five-year plan would be generated, reviewed and finalised simultaneously in a one stage planning process, rather than a two stage exercise as in previous years. The Committee also considered and approved the University's response to the HEFCE consultation Review of TRAC: Consultation on streamlining requirements and increasing transparency of the Transparent Approach to Costing. During the period of this report, the Committee received the Minutes of the Finance Sub-Committee meeting held on 27 November 2012. The Committee noted the proposal to consider the provision of external funding for the capital programme in three phases, the appointment of Rothschild as financial advisor to the University to undertake Phase 1, and the establishment of a governance structure.

- (2) That at its meeting on 11 December 2012, the Committee received a report of provisional full-time and part-time student numbers as at 1 December 2012, and provisional full-time year '0' and year '1' student numbers as at 1 December 2012. The Committee noted that the provisional full-time figures were not what had been hoped, but were as expected. The University would be significantly below its student number control target, reflecting the decision not to drop grades in order to fill places, but it was thought unlikely that the University would be penalized for this in the next year. The Committee noted the importance of 2013 recruitment and conversion.
- (3) That at its meeting on 11 December 2012, the Committee noted that, following the Annual Performance Reviews 2012, the Senior Leadership Team had identified five key priorities on which to focus for 2013-14:
 - Research income
 - Student recruitment (including portfolio review)
 - Student satisfaction
 - People Strategy
 - Delivery of the Estates Masterplan
- (4) That at its meeting on 11 December 2012, the Committee approved the figures to be included in the Office for Fair Access (OFFA) Monitoring Report for 2011-12, for submission to OFFA/HEFCE by 10 January 2013.
- (5) That at its meeting on 11 December 2012, the Committee noted that the HR Sub-Committee meeting held on 11 December 2012 had considered the HR and Equality and Diversity key performance indicators as part of the Annual Performance Review process. The Committee also noted that the Direct Labour Organisation review had been completed and would be implemented in the new year and that the 2012-13 pay offer was being implemented.
- (6) That at its meeting on 11 December 2012, the Committee received the Minutes of the Capital Planning Sub-Committee meeting held on 30 October 2012 and noted that at the meeting on 4 December 2012, the Capital Planning Sub-Committee had considered the environmental sustainability key performance indicators as part of the Annual Performance Review process.

12. University Union Relations Committee

Received: A summary of matters discussed at the meeting of the University - Students' Union Relations Committee held on 16 January 2013.

Reported:

- (1) That the Committee noted that the Financial Statements, previously seen in draft, had not been represented on this occasion. It agreed that the Statements should be presented to SUSC in April 2013.
- (2) That the Committee received an update report on the Review of the University Union relationship conducted in 2011, and noted that further work was required on the lease arrangements within the Union, before further consideration with Estates. The Chair agreed to set up a meeting between the relevant parties to ensure the issues were progressed.

- (3) That a Memorandum of Understanding between the Union and the University was agreed subject to the inclusion of a data sharing provision.
- (4) That the Committee reviewed the Code of Practice and proposed some minor amendments and some revisions to the timescales around the provision of accounts and returns. These changes would be made before the document was presented again to the Committee and then published.
- (5) That the Committee received the Union's bye-laws and outside the meeting agreed to review them in detail and provide any comments to the Secretary. A sub-group would then convene to review any proposed changes, before they were taken back for review within the Union.
- (6) That the Students' Union was considered which provided information on a number of Assembly ideas, which were being taken forward within University staff. It agreed that the Committee should regularly consider a progress report on these ideas, to ensure they were followed up appropriately. The Union reported that three student trustees had been identified and would join the Trustee Board in February. An external trustee, Jan Sowa, a former non-executive director at NUS Services Ltd, would also be joining. 2 additional external trustees were being sought. The University offered any assistance required in terms of induction. The Committee also considered NSS responses in relation to the wider University and the Union, via Q23. The Committee also received a report on the development of the Union budget.
- (7) That the Committee considered and approved the revised Strategic Plan. The Union had captured feedback accurately and sharpened the KPIs to produce an impressive document (attached as an Appendix).
- (8) That the Committee noted the difficulties caused through the closure of the Learning Commons and the demands upon it and the Library following its re-opening.

Close.



Strategic Plan

2013-16

University of Manchester Students' Union

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Union**

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Our Students' Union

This strategy sets out our ambition to be a thriving, active and inclusive Students' Union. We believe that with a powerful voice, we can adapt and deliver relevant change for students at The University of Manchester and be firmly at the heart of student life. We aim to be the voice of students at Manchester, effecting change and enriching student life together.

In 2011-12, we consulted with students about what the Students' Union should do. Now, in 2013, we are delighted to present the future of the Students' Union, outlined in a plan that will ensure our vision is achieved.

Our Strategic Plan has three themes and thirteen goals which link to our purpose, vision and values. Everything you read in this plan came from a review which involved a representative cross-section of over 1500 students.

Two Exec Teams were involved in its creation, and it was pulled together by the Exec Team and Staff Team in summer 2012.

Delivery began in January 2013 and we are pleased to be supported by the University in achieving this plan.

The Trustee Board are excited about leading a Students' Union that is now delivering for students at The University of Manchester. We're proud to have put the Students' Union on track to reaching its full potential and excited about what the future holds for students at the University.



Nick Pringle
General Secretary
2012-13

N. Pringle

To achieve our 2016 vision, the Students' Union will be working on many things but success will look like:

{ **Top Quartile** }

Election Turnout:
Russell Group ranking

2012 { **3rd Quartile** }

{ **83%** }

Student
satisfaction

2012 { **67%** }

{ **£750K** }

Commercial
surplus invested in
the Students' Union

2012 { **£530K** }

{ **50%** }

Students participating
in student activities

2012 { **30%** }

Our Purpose:

To be the voice of students at Manchester, effecting change and enriching student life together

Our Vision:

By 2016, we will be a thriving, active and inclusive Students' Union. With a powerful voice, adapting and delivering relevant change for students, at the heart of student life

Our Values:

Student Led

We are led by students in everything we do and actively develop student leaders

Diverse & Equal

We ensure accessibility, challenge inequality and champion liberation

Inclusive & Open

Our activities are welcoming to students from all courses, countries, backgrounds and levels of study, encouraging participation

Ethical & have Integrity

We actively seek to minimise any negative impacts of our work and stay true to our values

Creative & Fun

We encourage new ideas and enjoyment for our students, staff and partners

Ambitious, striving for excellence

We set ourselves stretching targets and seek to be the very best at what we do

Our Themes

Theme:

Activities & Development

Every year our students take part in a wide range of activities that enrich their experience at University. We support them to set up and run over 250 societies, 30 voluntary projects for the benefit of the local community and fundraising initiatives raising half a million pounds a year for charity. All the activities are led by students.

We will improve support for activity leaders, creating more leadership roles and offering students more excellent opportunities to build friendships and communities, all of which will enhance their skills for the future.

Theme:

Voice

The Students' Union is led by a team of elected students, who work hard to ensure that students are at the heart of decision making on issues that affect them. We train and support hundreds of students who take on representative roles to ensure that students' voices are heard in their courses and across the University.

We encourage and facilitate students to make positive changes for each other and the world around them and have a proud heritage of campaigning.

We will build on these strong foundations to ensure that every student can express their voice through the Students' Union.

Theme:

Insight, Innovation & Service Delivery

Our services and facilities, whether venues, catering, bars, shops or advice, seek to provide the best possible service for students.

We will ensure we have the insight into student life to create services and activities that offer excellent student experiences.

Theme

Activities & Development

Goal:

Provide outstanding student volunteering experiences

How we will achieve this:

Work in partnership with the University to provide clear information on volunteering opportunities
Increase financial resource available to support student-led activities

Increase space and flexibility of space for student-led activities
Develop the Students' Union staff team to provide excellent volunteer management and support for all volunteers
Offer excellent training for all student volunteers

Success:

Achieve the Investing in Volunteers quality mark

Goal:

Bring students together to create a strong student community and encourage students to make a positive contribution to local communities

How we will achieve this:

Support residents' associations as a key part of our student community
Work in partnership with the University to support students living in private accommodation to engage with local community initiatives including through community reps

Provide training and coaching to enable students to make a positive impact on the wider community
Support course, cultural and faith based societies to build student communities
Provide space, equipment and staff support to enable student media to flourish

Success:

In partnership with the University, establish a measure for social impact of student activity in the local community and improve against this measure year on year

Goal:

Provide a diverse range of accessible opportunities that students recognise as improving their employability and enhancing their personal development

How we will achieve this:

Working in partnership with the Careers and Employability Division, provide training and self-reflection tools to enhance employability of student volunteers

Develop accreditation opportunities for student volunteers and leaders to prove their personal development
Further enhance the long-term employability benefits for the 250 student staff employed annually

Success:

In partnership with the University Careers and Employability Division, establish a measure for impact of student activity on employability and improve against this measure year on year

Theme

Activities & Development

Goal:

Encourage a sense of social responsibility and citizenship in our students

How we will achieve this:

Develop and enhance meeting spaces to accommodate demand for student events

Engage students in the big issues through speaker events, campaigning activities and student media

Encourage Manchester students to be ambassadors for Higher Education and leaders in access work

Prepare students to be future socially responsible leaders through leadership and volunteering opportunities

Ensure a strong positive media presence emphasising the work being done by students in the local community

Success:

3000 students volunteering with Student Action and RAG

2012 { **1600** }

Goal:

Increase active student engagement in high quality accessible student activities through the development of existing opportunities and the creation of new ones

How we will achieve this:

Support students to set up new societies covering new interests, campaigns, communities and academic interests

Provide specialist staff support for student societies, enabling and challenging them to offer more and more ambitious activities

Support student activity leaders to increase the inclusivity of their activities, reaching out to students from all liberations groups, backgrounds and levels of study

Build on current activities to create new, high quality, mass participation Union events

Develop new and valuable volunteering opportunities for students through Student Action, RAG, widening participation projects and student media

Support societies through a funding model which encourages activity and supports society development

Success:

40,000 society memberships

2012 { **21K** }

Theme Voice

Goal:

Run and facilitate researched, effective and well organised campaigns that achieve outcomes and impact

How we will achieve this:

Support campaigning groups to increase the inclusivity of their activities, reaching out to students from all liberation groups, backgrounds and levels of study

Establish a system for measuring campaigning impact and measure improvements
Provide training for student activists
Focus resources on high impact campaigning

Success:

500 students trained in activist skills annually

2012 { 25 }

Goal:

Build a student rep system in which course reps are integral to improving the student experience

How we will achieve this:

Ensure partnership working between the Students' Union, University, schools and faculties
Provide a range of training and networking opportunities for reps
Partnership between student representatives and University staff producing year on year improvements in student satisfaction

Ensure course representatives are at every level on every programme across the institution and that the Union is in contact with them
Develop opportunities for reward and recognition of reps that have high levels of participation
Provide direct staff support to reps in planning and implementing their activities

Success:

In partnership with the University, establish a measure for student satisfaction with representatives and a measure for the impact of representatives, and improve on these year on year.

Theme Voice

Goal:

Ensure that students are at the heart of decision making

How we will achieve this:

Provide excellent training and support for student representatives

Ensure that there are trained student representatives at the heart of decision making bodies in the University where decisions affecting students are made

In partnership with the University, ensure appropriate student representation on new committees and working groups when they are formed

Develop specialised approaches to engage specific groups of students including postgraduate and international students, distance learners and liberation groups

Take a whole Union approach to involving students in elections and referenda

Communicate how decisions in the Union and involving representatives are made and what impact decisions have for students

Success:

Students are involved in all key University decisions affecting their experience in appropriate ways, as recorded in the Students' Union annual impact report

Goal:

The work of the Students' Union Exec Team will be understood and highly valued by students

How we will achieve this:

Promote the Exec Team and their roles to all students before arrival, at welcome and on an ongoing basis

Provide excellent training and staff support for the Exec Team to ensure that they achieve their full potential

Communicate Exec Team achievements to the student body
Empower Exec Team members to spend at least one day a week communicating directly with students

Success:

At least 50% of students use their vote in Exec Team Elections

2012 { **20%** }

Theme Insight, Innovation & Service Delivery

Goal:

Continually understand the needs of students and stakeholders to inform everything we do

How we will achieve this:

Conduct qualitative or quantitative research on annual basis to better understand the changing demands of our membership

See the Union and University Relationship Committee contributing towards the development of Students' Union strategy

Support transparent and accessible democratic processes

Use insights from our work advising students to inform policy and representation work

Work with student representatives throughout the University to gather student views

Success:

95% mystery shopping satisfaction scores across the services

Goal:

Continually innovate and develop our offer and services to meet student needs

How we will achieve this:

Carry out annual planning to allow for capacity for new ideas

Invest in staff training and development to achieve great things

Ensure value for money in services provided across the organisation, both commercial and membership

Encourage students, student representatives and staff to innovate and provide resource to implement new ideas

Success:

10 invitations to share our practice and expertise at sector events annually

Theme

Insight, Innovation & Service Delivery

Goal:

Understand students' digital lives and develop ways to provide services and create communities for students digitally

How we will achieve this:

Conduct research into social media and technological trends and student lifestyles

Fully implement the NUS Union Cloud web platform

Develop new online services and online dimensions to existing services

Build a strong social media presence that students want to connect with

Offer up-to-date IT facilities and services

Success:

400,000 visits to the Students' Union Website annually

2012 {250K}

Goal:

Have an outstanding advice service that all students know about and that informs our policy and campaigns

How we will achieve this:

Work in partnership with the University to agree appropriate information exchange to support students through the complaints and appeals process

Provide staff with training and development to ensure that the advice and support offered is of the highest quality

Ensure opening times and access routes to the service are made more flexible to ensure everyone can access the support they require

Work with the University to clearly define advice provided by the Students' Union and how it complements University provision

Success:

85% of students involved in formal university procedures (e.g. complaints, appeals, malpractice, disciplinarys) are supported by the Advice Service

Enabling Strategies

People

Enabling Aim:

To have a robust People Infrastructure, recruiting and retaining specialist staff who are leaders in their field

How we will achieve this:

Invest in training and development for the Staff Team, creating opportunities for them to deliver excellent activities and services for students

Implement talent management approaches to ensure that we recruit and retain the best people for new roles

Facilities

Enabling Aim:

To have appropriate and accessible space and facilities available for all the Union's activities

How we will achieve this:

Set aside the financial resources to enable us to maintain and develop our physical spaces to ensure we can continue to deliver what students want

Conduct impact assessments to ensure that the future planning of building development exceeds statutory obligations on access

Finance

Enabling Aim:

Conduct robust financial planning, annually and strategically, and build a strong Trustee Board to ensure effective financial oversight

How we will achieve this:

Undertake accurate strategic and operational financial planning that is delivering robust management account information to enable review and development

Ensure that funding is placed in the right area of the Union's activities in line with the planned development

Enabling Strategies

Communications

Enabling Aim:

Effective communication that is tailored to the needs of our diverse student body

How we will achieve this:

Have a well resourced and specialist communications team that are able to communicate with individuals and groups of the student body through traditional and innovative channels

Evaluate and communicate the positive impact of the Students' Union for students, the University and the wider community

Environment

Enabling Aim:

To work in partnership with the University to minimise our environmental aspects and impacts

How we will achieve this:

Achieve a 25% reduction in landfill through alternative options for commercial waste, implementation of catering waste initiatives and reduction on paper waste

Provide specific training and development on environmental initiatives



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