

## **UoS/DH/24/25/QTR2/Council Effectiveness Review 2025**

### **University of Salford, Council Effectiveness Review 2025**

#### **1. Background**

The University of Salford is seeking interest from suppliers to provide a Council effectiveness review, in line with the expectation of the Committee of University Chairs (CUC) [HE Code of Governance](#) that governing bodies must conduct a regular, full and robust review of their effectiveness and that of their committees. Also, under the internal terms of Council to sponsor an independent review.

The supplier who is successful will be chosen based on the most advantageous effectiveness review by February 2025 to commence no later than March and report by 15 May 2025.

#### **2. The requirements of the review**

Since the time of the last review (2019/20) several circumstances have changed both nationally and within the University. The external context is set by key factors which include:

- The changing national regulatory position.
- Innovations in governance being undertaken in some HEIs, including: a move to much more strategic and performance monitoring governing bodies; adopting new - and slimmer - decision making structures; use of digital platforms.
- In a competitive environment the need for governing bodies to be able to move quickly (whilst ensuring accountability) which frequently strains existing structures.

Internally:

- A new Vice-Chancellor has been appointed, alongside changes in personnel within his Executive Team including reintroduction of the Deputy Vice-Chancellor role which had been held in abeyance for the past few years.
- A refresh of the University's strategy and accompany delivery plans.
- The appointment of new independent members and co-opted committee members.

It is therefore proposed that the next review focusses on the effectiveness and maturity of governance arrangements in place to monitor and oversee performance in relation to academic affairs, such that University Council is effective in its primary responsibilities, and specifically Sections 3 (Academic Affairs) and 4 (Legal and Regulatory Commitments and Obligations), through consideration of:

**a) The effectiveness of governance structures and processes.** *Do Council members understand and focus on the right responsibilities? Are they getting the right information? Are they using the structures and processes available to enable successful oversight?*

**b) The effectiveness of interactions between the Council and the Senate (including recognition and understanding of the respective remits of for governance).** *Do the structures make it clear who does what? How is assurance and oversight achieved without over- or under- engagement?*

**c) Measurement of value added by governance, especially the contribution to academic strategy and the Council's scope and capacity to develop and contribute to this strategy at a formative stage.** *Is Council's contribution at the right level? Can Council decision making be made nimbler, to reflect the rapidly changing environment? How can Council support Senate as the academic authority? Is Council effective in its responsibilities in conjunction with Senate, ensuring general student welfare, and that principles of academic freedom are maintained?*

### **3. The proposed approach**

We would expect a supplier undertaking the review to work collaboratively with the University so that it is conducted in an open and transparent way, using consultants with demonstrable credibility. We are particularly interested in value arising from a diverse membership and inclusive governance practices.

It would be expected that they would obtain through interview the views of those involved (all Council members plus the Vice-Chancellor and other members of the Executive who have active involvement with the Council), plus any other individuals needing to be interviewed.

The review would include documentary analysis and observation of Council/committee meetings and a review of comparative practice in other relevant bodies.

### **4. Supplier evaluation**

Interested parties are invited to submit their questions and quotations by **12 noon on Monday 27 January 2025**, to the University Secretary's Office, [UniSecOffice@salford.ac.uk](mailto:UniSecOffice@salford.ac.uk) .

Submissions must include a price quotation and responses to the undernoted questions.

Suppliers may also be required to attend a virtual presentation meeting week commencing 03 February 2025. This presentation will be based on the written quotation.

## Questionnaire

### Quality

- Please demonstrate your standing within the higher education sector, including the professional expertise and qualifications of staff carrying out or supporting the work. We are particularly interested to see evidence of equity, diversity and inclusivity expertise and insight that you have brought to other similar contracts
- Please provide examples of previous similar work to demonstrate a high level of experience and expertise
- Please show how you would deliver an efficient and timely audit approach with good quality control procedures and integrity

### Method & Approach

Please demonstrate how the objectives of the review, as set out in paragraph 2, would be achieved:

**a) The effectiveness of governance structures and processes.** *Do Council members understand and focus on the right responsibilities? Are they getting the right information? Are they using the structures and processes available to enable successful oversight? Do Council members consider diversity of the membership and inclusive design is sufficient to deliver equity at the University?*

**b) The effectiveness of interactions between the Council and the Senate (including recognition and understanding of the respective remits of for governance).** *Do the structures make it clear who does what? How is assurance and oversight achieved without over- or under- engagement?*

**c) Measurement of value added by governance, especially the contribution to academic strategy and the Council's scope and capacity to develop and contribute to this strategy at a formative stage.** *Is Council's contribution at the right level? Can Council decision making be made nimbler, to reflect the rapidly changing environment? How can Council support Senate as the academic authority? Is Council effective in its responsibilities in conjunction with Senate, ensuring general student welfare, and that principles of academic freedom are maintained?*

### University Context

Please demonstrate your understanding of, or ability to gain understanding of, the culture of the University of Salford, its aims and core values, and the risks and opportunities faced by it.