COUNCIL

MEETING HELD ON 8th JULY 2016

UNAPPROVED MINUTES

Members

<table>
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<tr>
<th>Officers</th>
<th>Meeting 1 09.10.15</th>
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<th>Meeting 5 06.05.16</th>
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| Independent Members |                     |                     |                     |                     |                     |                     |
| Sir Brendan Barber  | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Dame Lynne Brindley | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Mr Andy Friend      | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Professor Iain Gray | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | A                   |
| Mr Adrian Haxby     | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Ms Philippa Hird    | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Ms Janet Legrand    | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Dr John Low         | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Ms Hunada Nouss     | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |

| Staff & Student Members |                     |                     |                     |                     |                     |                     |
| Mr Yusuf Ahmad       | NM                  | NM                  | NM                  | NM                  | NM                  | ✓                   |
| Mr Stephen Avery     | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Professor David Bolton | ✓✓✓✓✓✓            | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Ms Issy Cooke        | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Professor Steve Haberman | ✓✓✓✓✓✓           | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Professor Marianne Lewis | NM                 | NM                  | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Ms Mary Luckirm      | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |
| Professor Stanton Newman | ✓✓✓✓✓✓            | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             | ✓✓✓✓✓✓             |

Key: ✓ In Attendance  A Apologies  P Part Attendance NM Not a Member  S Sabbatical

In Attendance  Reason and Meeting Section
Ms Issy Cooke SU Presidency ended on 1st July 2016
Mr Kevin Gibbons Director, Property and Facilities for Items 12.4 and 13
Professor Andrew Jones Pro Vice-Chancellor (Research & Enterprise) (PVC (R&E))
Dr William Jordan University Secretary
Miss Sarah Lawton Governance Administrator
Mr Tim Longden Director of Marketing and Communications for Item 9.2
Ms Liz Rylatt CFO as of August 2016
Professor Carl Stychin Dean of The City Law School for Item 13
Mr John Unsworth Interim CFO
Professor Richard Verrall Pro Vice-Chancellor (Strategy & Planning) (PVC (S&P))

MINUTES SECTION A – OPEN FOR PUBLICATION

Part One – Preliminary Items

1. Highlighted Items
   Council agreed the highlighted items.

2. Minutes
   The minutes of the meeting held on 6th May 2016 were approved.

3. Matters Arising
   Council noted the table of actions arising from past meetings and that good progress had been made in addressing actions.
4. **Conflicts of Interest**
There were no conflicts of interest.

5. **Items Specially Brought Forward by the Chair**
- The Chair welcomed the newly elected SU President, Yusuf Ahmad, to his first meeting of Council as a member.
- The Chair thanked Issy Cooke, attending her last Council meeting, for her significant contributions as SU President and Council Member 2015-16 and also for her attendance as a member of SIPCo; a very successful initiative which would continue.
- On behalf of Council, the Chair congratulated the Students’ Union on its achievement in winning the NUS Award for Campaign of the Year for its work with the University to re-establish on-campus Friday Prayers for Muslim students.
- The Chair thanked John Unsworth, Interim Chief Financial Officer (CFO), for his considerable contribution to City since his arrival on 1st March. John had made a great difference to Council’s confidence in City’s finances during a period of uncertainty.
- The Chair welcomed Liz Rylatt who would assume the role of CFO on 15th August.
- The Chair had invited several former members of staff and Council to attend the previous night’s Plenary Dinner. This had worked well and the initiative would continue.
- All Chairs of UoL Colleges have been invited to a dinner to be held at City to celebrate City’s accession to the University of London (UoL). It was hoped that this would form the basis of a forum for discussion for UoL Chairs, as no such forum existed.
- City had been invited to join the “30% Club” and in response the Chair and Vice-Chancellor had requested a meeting with the Chair of the Club to learn more about the implications of joining. The Chair would keep Council informed of the outcome of the meeting. [Action]
- CGNC had overseen the appointment of Minerva (with the assistance of David Fletcher Ltd) to undertake an Independent Review of Council in the Autumn Term. Council Members would be invited to meet with the reviewers during the course of the Review.
- The Chair, Deputy Chair, Vice-Chancellor and University Secretary continued to work with Russell Reynolds on the recruitment of Council Members.
- Following discussion of the potential implications of the EU Vote for City at the previous night’s Plenary Dinner, a specific EU-focused risk register would be developed for consideration by ARC in September and Council in October. October Council papers would reflect further knowledge of the new operating environment for universities. It would be important for Council to take account of the risks posed by the EU Vote at that meeting but also to continue to exercise its responsibility to chart the way forward for City. [Action]

6. **Council Calendar**
Council received the rolling Council Calendar and the following points were noted:
- Further consideration would be given to the topic for the November Plenary Dinner. Equality and Diversity was the favoured option and would link well with the work of the Remuneration Committee.
- The date of the November Plenary Dinner clashed with that for the THE Awards, which might result in the absence of some members of the Senior Team.
7. **Vice-Chancellor’s Report**

The Vice-Chancellor highlighted several items from his report. In discussion the following points were noted:

- The vote to leave the EU had come as a shock to the vast majority of City students and staff, particularly staff and students from the EU, and action was being taken to give as much reassurance to staff and students as possible. Negotiations on the terms of the UK’s exit would proceed over the next two years and this would provide City with opportunity to raise issues of concern and to influence debate.

- City had been ranked 18th (4th in London) in the *Guardian University Guide 2017*. The improvement from 37th place last year made City the highest climber in this year’s top twenty and positioned City for the first time as a “Top 20” UK university. The increase student satisfaction, especially among Journalism and Accounting & Finance students, had helped drive City’s improvement.

- The Vice-Chancellor congratulated Kevin Gibbons and his staff in Property & Facilities who won the award for *Outstanding Estates Team* at the recent *THE* Leadership and Management Awards. City had also come away from the evening with second place in the *Outstanding Leadership and Management Team* category.

- City had been accepted as a member of the Knowledge Quarter, an influential partnership of 73 academic, cultural, research, scientific and media organisations located within a one-mile radius of King’s Cross station who had within their purpose the creation and dissemination of knowledge.

- On 26th May a Written Ministerial Statement had been laid in the House in support of loans for postgraduate taught students. This was an excellent development for City.

- International Politics Professors Ronen Palan, Anastasia Nesvetailova and Richard Murphy, had secured a major research grant (5M Euros, 638,000 Euros to City) from the EU Horizon 2020 programme. The research, by a consortium of eight European universities aimed to develop a better understanding of the political and regulatory context to tax evasion and avoidance.

- Preparation for Stage II approval of the new engineering degrees was underway.

- City would, for the first time, open College Building for the Open House London 2016 event on the weekend of 17th and 18th September.

- City’s summer graduations were to be held in the Barbican on Monday 18th, Tuesday 19th and Wednesday 20th July.

8.1 **President of the Students’ Union Report**

The President highlighted items from her report. In discussion the following points were noted:

- The development of a Vision 2020 had offered the opportunity of rebranding the SU and its website. The new identity was based around two underlying themes: flags representing the diversity of City’s student population; and the cornu horn used by the Romans for communicating orders in the chaos and confusion of battle.

- An internal audit of the SU’s governance structures and financial management had been successfully completed.

- A new SU Executive Team had been elected.

- The SU Trustee Board’s appointment of Yousuf Joondan as interim SU CEO. Yousuf had vast SU experience and joined City from a previous interim senior management role at Canterbury Christ Church SU.
• The SU had had an excellent year in respect of student societies, which had continued to increase engagement across all areas.
• The outcome of a survey of “Research Students Who Teach” with one of the highlights being that the majority of respondents in each School (69-82%) were happy with the teaching opportunities offered.
• The SU President thanked Sir Brendan Barber for mentoring her over the past year and Janet Legrand for her continuing support as an SU Board Trustee.

8.2 Vision 2020: The Future for City Students’ Union
Council received the SU Vision 2020, “City Students’ Union: a high quality, sector-leading Students’ Union”. In discussion the following points were noted:
• An extensive programme of work would need to be undertaken to embed the vision in all the work of the SU.
• Council congratulated the SU on producing an excellent, very well crafted and impressive document, which demonstrated a commitment to inclusivity and broadmindedness.

Part Three – Major Items for Discussion or Decision

9. University of London (UoL)

9.1 UoL Update
The University Secretary gave a verbal update on the University of London timetable, noting that the Privy Council would consider City’s new Supplemental Charter and Statutes in July and that the target date for City to join the University of London remained 1st September 2016.

The Director of Marketing and Communications, Tim Longden, joined the meeting for the following item.

9.2 UoL Accession Marketing and Communications Plan
Council noted the UoL Accession Marketing and Communications Plan. In discussion the following points were noted:
• The key objectives were to maximise opportunities to build an external profile among City’s stakeholders and to engender a sense of community and pride in City.
• 2016 would be a year of celebrations, communicating the tangible and immediate benefits of UoL membership to staff and students. The focus would be on “Accession Day” as a major event for external communication.
• Council members would be invited to all planned events and would be included in all related communications. [Action]

9.3 University of London Benefits Realisation
Council considered a summary of the benefits of joining the UoL along with a plan for their realisation. In discussion the following points were noted:
• An increase in student numbers was not listed as a benefit but numbers would be monitored to see if there was an impact following City’s accession.
• The PVC, Strategy & Planning would continue to update the benefits table and continue to present it regularly to Council for the next two years. [Action]

The Director of Marketing and Communications, Tim Longden, left the meeting.

Council considered the White Paper, published alongside a draft Higher Education and Research Bill, which was making its way through Parliament. In discussion the following points were noted:

- The direction of the White Paper and Bill had been framed within the overall government aims of increasing social mobility and national productivity, and closing the skills gap reported by employers. At the same time as the White Paper, BIS had published a Technical Consultation on the Teaching Excellence Framework (TEF).
- City’s Vision & Strategy 2026 (V&S 2026) had been developed taking into account the White Paper and preceding Green Paper. The initial metrics for the TEF were City’s proposed three Academic Output KPIs (employability, progression, satisfaction). The Strategy’s financial plan reflected the White Paper proposals on regulated fees, and the investment plan contained funding to address key elements of the proposed TEF metrics.
- The outcome of the recent EU Vote put the parliamentary schedule for the Bill in doubt, and so implementation of some of its measures, including fee uplifts, might be delayed or modified. The DVC would keep Council informed of progress. **[Action]**

11. **Vision and Strategy 2026**

Council considered the latest draft of the V&S 2026 along with a “Plan on a Page” which highlighted City’s purpose, vision, strategic priorities, values and academic output KPIs. In discussion the following points were noted:

- Little of the content had changed since the last iteration, which had been considered by Council at its May meeting.
- The “Plan on a Page” was broadly commended and the Executive confirmed that once it was finalised it would be widely distributed across the institution and externally.
- Council’s approval was not sought at this stage, as following the decision to leave the EU, the V&S 2026 would be reviewed over the summer.

12. **Vision and Strategy – Supporting Strategies**

12.1 **People Strategy**

Council considered a revised version of the People Strategy. There were now four strategic themes: planning; talent management & development; leadership & development; and staff experience. These themes would be enabled by priority actions and monitored via a set of performance indicators to be agreed by the Executive. In discussion the following points were noted:

- The People Strategy would be coordinated by Human Resources but would not be an HR strategy. Rather it would be led by a wider management team to ensure it was embedded throughout City.
- The Annual Planning Round would become more strategic and would evaluate progress on the People Strategy and the Executive would oversee this process.
- The People Strategy had been widely welcomed by staff who had also been encouraged by the strong management support for the current Athena SWAN application.
- Issues that might be considered further in the People Strategy included: the development of a longer-term strategy for successful staff engagement; and the role that academic staffing plans played in the overall achievement of the V&S 2026. **[Action]**
Decision
Council approved in principle the People Strategy. Council noted that the Strategy would be subject to further refinement during the next few months, in the light of any revisions to the V&S 2026 and the development of institutional KPIs/PIs in support of the V&S 2026.

12.2 Five Year Financial Plans to 2020/21
Council noted a paper setting out the five year financial plans to 2020-21, which had been built up from School and Professional Services Plans and City’s Investment Plan, and which SIPCo had considered and endorsed at its meeting on 16th June. The plan delivered a surplus of 8% a year, which would be sufficient to enable the Investment Plan to be realised, resulting in a retained surplus of 2% pa. The main driver of this was a growth in student numbers, which amounted to 14% over the period of the plan. In discussion the following points were noted:
- Council approval for the plans was not sought at this stage, given the outcome of the EU Vote.
- SIPCo members reported that the plan was based on a robust financial model and represented a well-judged balanced package.
- The plans would be further reviewed over the coming months and would be considered again by SIPCo at its meeting in September. [Action]

12.3 Five Year Investment Plan to 2020/21
Council noted the Five Year Investment Plan to 2020/21, which SIPCo had considered and endorsed at its meeting on 16th June. In discussion the following points were noted:
- Council approval for the plans was not sought at this stage, given the outcome of the EU Vote.
- The plan would be further reviewed over the coming months and would be considered again by SIPCo in September [Action]

12.4 Strategic Estates Investment Plan 2016/21
Council considered the Strategic Estates Investment Plan 2016/21. In discussion the following points were noted:
- 2012-16 had seen unprecedented change in City’s estate, with a complex programme of investments delivered successfully against the following objectives – to provide high quality academic space; re-create a sense of community and place; and support School Strategic Plans.
- The drivers for investment in the 2016/21 plan were led by City’s V&S 2026, School Plans which together implied a significant increase in student numbers, and the need to assure financial sustainability. Estate drivers also included a relentless increase in property costs from construction to rents payable.
- The proposed programme of four high impact projects would directly address the core of City’s V&S 2026, “Better” and “Bigger”. By exiting leased buildings, selling others and reducing operating costs the plan would significantly contribute to the long term financial sustainability of the institution.

The Dean of the City Law School, Professor Carl Stychin, joined the meeting for Item 13.

13. Sebastian Street Business Case
Council considered the business case for the development of Sebastian Street and the City Innovation Centre in support of the V&S 2026.

This item is continued in Section B of the Minutes, Closed Business
14. Finance

14.1 Revised Forecast for 2015/16
Council considered the revised forecast for 2015/16. In discussion the following points were noted:
- The underlying forecast for core financial performance, £6.6M, 3.1%, was similar to the previous forecast and ahead of 2014/15 on a like-for-like basis.
- The reported result would be significantly better due to adjustments arising from the new FRS102 accounting standard, a surplus currently estimated at £15.7M.
- There was still uncertainty about City’s liability in 2015/16 for its share of the USS deficit. This would not be known until after 31st July 2016.
- Year-end cash flow was £5M better than forecast, because expenditure on two estates projects had been carried forward into 2016/17.

14.2 Proposed Budget for 2016/17
Council considered the proposed budget for 2016/17. In discussion the following points were noted:
- There was some uncertainty about the budget for 2016/17 following the outcome of the EU Vote, and the likely decrease in economic growth, volatile exchange rates and uncertainty in the financial outlook.
- City required a budget for 2016/17, however, as a basis on which to operate and which could underpin its day-to-day activities and decisions.
- The Executive continued to recommend the budget set out in the paper as the best basis for City’s operations in 2016/17.

Decision
Council approved the proposed budget for 2016/17.

14.3 QMPF Review of the Financial Model
Council noted the review, which had been considered by SIPCo on 16th June and which SIPCo had recommended to Council. The paper provided assurance on the integrity of the financial model and City’s ability to meet lending covenants in the event of a decision to borrow up to £60M.

14.4 Proposals for External Borrowing
Council considered an update on the plans for external borrowing and the proposed timetable and next steps to support the development and implementation of the borrowing programme. Council noted the intention to appoint professional advisors on a contingent basis.

Decisions
Council approved the outline timetable, which indicated that City would seek Council’s approval to raise external finance during November 2016, subject to a review of market conditions and the outlook for City.

14.5 Investment Management Review
Council noted the paper which set out the outcomes of the independent review undertaken regarding City’s Investment Policy and processes. The paper detailed management’s responses to the findings of the review and related issues.

Decisions
- Council approved the revised Investment Policy.
- Council approved the proposal to appoint a single Fund Manager across all investments and deposits.
14.6 **Provision of Short Term Credit Facility**
Council noted the paper which set out a proposal to set up a short term lending facility in the form of a revolving credit facility.

*This item is continued in Section B of the Minutes, Closed Business.*

14.7 **HEFCE Accountability Return July 2016**
Council considered City's HEFCE Annual Accountability Return, including a commentary and financial tables for 2016-17 to 2018-19. The financial plans for 2017-18 and 2018-19 formed part of the five year financial plans to 2020-21. It was agreed that because City was required to submit the return to HEFCE by 31 July, it was appropriate to include these latter years, but on the basis that they were subject to review.

**Decisions**
- Council approved the annual accountability return for submission to HEFCE by 29th July 2016.
- Council authorised the Vice-Chancellor and Chief Financial Officer to make any minor amendments that might be necessary to the commentary to reflect the outcome of the EU Vote, as the potential consequences of this for City became clearer.

15. **INTO Update**
Council received a verbal update on the INTO Joint Venture and noted that negotiations with INTO University Partnerships were ongoing. The PVC, International would provide Council with a further update in due course. [Action]

16. **Prevent Update**
Council noted HEFCE's initial assessment of City's Prevent action plan. The following points were noted in discussion:
- City had received HEFCE's initial assessment of its Prevent action plan as "needing improvement" in late May 2016. The Director of Student & Academic Services (S&AS) had met with the HEFCE Prevent Advisor to discuss the outcome in the context of the unexpected death of Lisa L'Homme, Deputy Director of S&AS, who had been City's lead for Prevent.
- The requirements needing urgent action related to City's policies on "Welfare Programmes" and "External Speakers". A new Interim Deputy Head of S&AS has been appointed and had taken the lead on Prevent and a clear path forward had been identified.
- The plan would be resubmitted to HEFCE in August 2016.

**Decision**
Council agreed to delegate to the Chair of Council the power to authorise the final submission of the revised Prevent action plan to HEFCE during August.

17. **KPI/PI Biannual Report**
Council considered the biannual report on the KPIs/PIs at institution level against the Strategic Plan 2012 to 2016 milestones. It was noted in discussion that this model of reporting had served City well and would continue to remain current for the year 2016/17. The challenge facing the Executive was to create a new model of reporting related to the V&S 2026. Work on this would commence at the beginning of the next academic year in consultation with SIPCo with a view to creating a clearer dashboard style report. [Action]
18. Governance Matters

18.1 Council Member Appointment
Following the recommendation of the Nominations Panel, CGNC had agreed to recommend Ron Zeghibe to Council as a new Council Member.

**Decision**
Council approved the appointment of Ron Zeghibe as a Council Member for three years with effect from 1st September 2016.

18.2 Appointment of a Chief Financial Officer
Council noted the appointment of Liz Rylatt as Chief Financial Officer from 15th August.

18.3 Honorary Award Nominations
Council approved three candidates for honorary awards.

*This item is continued in Section B of the Minutes, Closed Business.*

18.4 Remuneration Committee Annual Report
Council agreed to defer this item to the October meeting as there was insufficient time to discuss it at the present meeting. [Action]

18.5 Council Members’ Appraisal Returns
The Chair reported that all members had participated in the annual appraisal of Council and thanked them for their engagement in the process. The overall ratings were identical to last year’s, which was satisfactory. The overall rating by Council members of their individual performance sat modestly between “acceptable” and “really well” at 3.6 out of 5; and in terms of Council’s performance it sat between “very well” and “exceptionally well” at 4.2.

The Chair noted that this year the process had delved deeper into the performance of the sub-committees and in particular Senate, as many lay members had attended at least one of its meetings.

CGNC would review the detailed comments to see if there were improvements that should be proposed. [Action]

*The Pro-Chancellor, Mr Rob Woodward, absented himself from the meeting.*

18.6 Appraisal of the Pro-Chancellor
The Deputy Pro-Chancellor suggested that rather than work through the list of questions provided, members could look at the appraisal report from the minutes of July 2015 and consider if it still applied or if anything had changed. The Deputy Pro-Chancellor would provide feedback to the Pro-Chancellor following the meeting.

Council members were overwhelmingly positive in their comments. They felt that the Pro-Chancellor gave very effective leadership. He was approachable and accessible, maintained a good understanding of current sector issues, was extremely generous with his time and worked very well with the Executive. The Pro-Chancellor had contributed in great part to the success of City’s application to join the University of London, giving generously of his time both publicly and in a “behind the scenes” capacity. Members felt that the Pro-Chancellor had successfully reached out to and engaged with, staff, students and the community and continued to do so.
The Pro-Chancellor, Mr Rob Woodward, returned to the room and resumed chairing the meeting.

Part Four – Items for information and not to be discussed unless starred.

19. Strategic Estates Projects Progress Report
   Council received the progress report.

20. Risk Register
   Council received the register

21. International Strategy Update
   Council received the update.

22. Health and Safety Mid-year Report
   Council noted the report.

23. Council and its Committees’ Meeting Dates

24. Minutes for Note
   
   24.1 Corporate Governance & Nominations Committee, 9th May 2016

   The following were deferred to October 2016:

   24.2 Remuneration Committee, 7th June 2016
   24.3 Strategy, Implementation and Performance Committee, 16th June 2016
   24.4 Audit and Risk Committee, 20th June 2016

25. Register of Interests
   Council noted the register of interests and would notify the Governance Team of any changes. [Action]

26. FOI Review
   Council agreed that no alterations were required.

27. Date of Next Meeting
   Friday 7th October 2016.

Part Five – Short Meeting of Independent Members

28. Short Meeting of Independent Members
   There was a short meeting of the Independent Members, which was not minuted.

Rob Woodward
Pro-Chancellor and Chair of Council
July 2016