# COUNCIL

**MEETING HELD ON 16th JULY 2012**

## APPROVED MINUTES

<table>
<thead>
<tr>
<th>Members</th>
<th>Meeting 1 12.10.11</th>
<th>Meeting 2 14.11.11</th>
<th>Meeting 3 30.01.12</th>
<th>Meeting 4 26.03.12</th>
<th>Meeting 5 14.05.12</th>
<th>Meeting 6 16.07.12</th>
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<td>Mr Apurv Bagri (Chair to 30.01.12)</td>
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**Key:** ✓ In Attendance  A Apologies  P Part Attendance  N/M Not a Member  * Conflict of Interest

<table>
<thead>
<tr>
<th>In Attendance</th>
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<tr>
<td>Mr Stephen Avery</td>
<td>Interim Chief Financial Officer</td>
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<tr>
<td>Mr Giulio Folino</td>
<td>President-Elect, Students’ Union</td>
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<tr>
<td>Miss Xan Kite</td>
<td>Assistant University Secretary</td>
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<tr>
<td>Ms Sarah Lawton</td>
<td>Governance Administrator</td>
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<tr>
<td>Ms Mary Luckiram</td>
<td>Director of HR for item 1-6 inclusive plus 12&amp;13</td>
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<tr>
<td>Mr Simon Mattison</td>
<td>Assistant Director of Finance (for item 8)</td>
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<tr>
<td>Ms Marion O’Hara</td>
<td>Assistant Director of Finance (for item 8)</td>
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<tr>
<td>Mr Frank Toop</td>
<td>University Secretary</td>
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<tr>
<td>Professor Richard Verrall</td>
<td>Pro Vice-Chancellor (Strategy &amp; Planning)</td>
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MINUTES SECTION A – OPEN FOR PUBLICATION

Part One – Preliminary Items

1. Highlighted Items
The highlighted items were agreed. Members noted there were a number of unstarred items, in particular, items 15, 16 and 20, that would be approved without discussion and members agreed to not star these.

The Pro-Chancellor announced that he would attempt to tighten the timescale of the meeting so that it finished within 2.5 hours.

The Pro-Chancellor welcomed Stephen Avery. This was his first day as interim CFO. He would be in post for six months and would not be a member of Council. The Pro-Chancellor also welcomed Giulio Folino, President Elect of the Students' Union who was observing the meeting prior to becoming a member in August.

The Pro-Chancellor recorded Council’s thanks to Professor Tumber, Acting Dean of the Schools of Arts and Social Sciences for the well organised visit provided for Council Members prior to the Council meeting. It had provided a good appreciation of the implications of the new Strategic Plan for a diverse set of departments.

Council agreed to take items 12 and 13 directly after item 6 and to reverse items 8.1 and 8.2.

2. Minutes
The minutes of the meeting held on 14th May 2012 were approved.

3. Matters Arising
Council noted the table of actions. The table would be amended to include a numbering system for reference in future.

   [Action: University Secretary]

Minute 10, 26.03.12, School Link System: Expressions of interest had been received from four Council Members. Any members who wished to add their interest should inform the University Secretary. The Pro-Chancellor and University Secretary would designate Members to areas.

   [Action: All]

Minute 6, 14.05.12, VC Report: A score card approach would be taken to reporting on the implementation of the Strategic Plan rather than in the Vice-Chancellor’s reports.

Minute 9.1, 14.05.12, Estates Strategy: The Estates Strategy actions under this heading would be brought back to Council in October 2012.

   This item is continued in the Closed Section of the Minutes.

4. Conflicts of Interest
Council agreed that Members would indicate any conflicts of interest at the time of the item to which those conflicts pertained.

5. Items Specially Brought Forward by the Pro-Chancellor
The Pro-Chancellor thanked Professor Hein Schreuder and Cherry Freeman for their nine years of service as Council members, which was distinguished by their commitment, dedication to duty and wise advice.
The Pro-Chancellor thanked Rob Scully for the professional way he had contributed to Council debates. Council members had learned much about the Students’ Union and student thinking as a result of his dignified approach and the open nature of his contribution. His term as Students’ Union President was ending and he would be replaced on Council by Giulio Folino.

The Pro-Chancellor reported that the Council Member appraisals were largely complete. The majority of Members had rated their own performance and that of Council as a whole at 4 (on a scale of 0-5, 5=performing very well) and none had awarded a score below 3. This revealed a stronger and more consistent confidence than in past years and a good and growing level of trust between Council Members and with the Executive. The Pro-Chancellor viewed this as a good starting point for improvement, noting the positive indicator revealed by the high attendance at Council meetings. The Pro-Chancellor planned to introduce a topic for strategic discussion at selected meetings. He encouraged the Executive to bring significant strategic topics to Council at an early stage of their development. Initial topics would be the student experience and international development. Council Members were invited to raise additional topics that they wished to discuss.

[Action: All]

The Pro-Chancellor highlighted graduation as a key element of the student experience and stated that he would encourage each Council Member to attend at least one graduation ceremony per year.

[Action: All]

Discussion of the Chair’s performance would be held in October in view of the short time that had elapsed since his appointment to the role.

Council approved the appointment of Andy Friend as a Council member. His appointment would be for 3 years and would commence in the new calendar year at a date to be determined by the Pro-Chancellor. Any Member that wished to meet Mr Friend, in advance, should contact the University Secretary.

[Action: All]

The search for the next new Council Member was underway and would focus on recruiting a member with experience of research. One Member asked whether there was a need for IT experience and the Pro-Chancellor stated that this was a skill that was being considered but was not currently being sought.

Part Two – Major Items for Discussion or Decision

6. Vice-Chancellor’s Report
The Vice-Chancellor highlighted several items from his report, in particular:

(i) The need to recruit an anticipated 400-500 high quality students through Clearing in 2012. Council Members questioned the operational arrangements for Clearing. This would require rapid responses and quick decision-making during an intensive period. The Vice-Chancellor outlined the series of steps that would be employed to respond including the production of a decision chart to assist in making decisions for the various subject areas. Council encouraged the Executive Team to undertake rigorous testing of the processes recognising that it was impossible to simulate the intensive Clearing period and agreed that the Deputy Vice-
Chancellor would discuss this with the Pro-Chancellor and Philippa Hird after the meeting.

**[Action: Pro-Chancellor, DVC, Philippa Hird]**

(ii) Progress being made on recruitment to five senior posts. This included the appointment of Professor Andrew Jones as Dean of the Schools of Arts and Social Sciences and Professor Steve Haberman as Dean of the Cass Business School for twenty months beginning on 1st January 2013. A verbal offer had now been made for the post of the Dean of the Conjoint Schools of Engineering & Mathematical Sciences and Informatics. The applications for the CFO post had provided some very good candidates.

(iii) The proposed change of title for Professor Arcoumanis to Deputy Vice-Chancellor (International & Development) and Professor Verrall to Pro Vice-Chancellor (Strategy & Planning). Council approved these changes.

(iv) The Self Assessment Document which would be submitted for the QAA Institutional Audit at the end of July.

(v) The work of the Senate Student Community Working Group, chaired by the President of the Students’ Union, which was addressing the student community issues and seeking to improve student satisfaction.

(vi) The Key Information Set data that would be published in accordance with national requirements in September.

(vii) The planned termination of the validation agreement with Ravensbourne and of part of the validation activity with City and Islington College.

(viii) The growing success of the Tech City digital media cluster in East London.

(ix) Increasing links with Russian institutions.

(x) The increase in appraisal completion rates from 69% to 82%.

(xi) The introduction of the Standard Academic CV, which included module valuation scores and was used for staff appraisal, progression and promotion.

(xii) Potential industrial action in response to the final pay offer of 1%.

(xiii) The printed copies of the Strategic Plan 2012-2016 which would now be made widely available. Council Members received copies of the document.

(xiv) The result of discussions with NHS London and the NHS Trusts in London about commissioning levels for 2012 which had provided a total of 130 new entrants in Adult Nursing compared with the 240 originally requested.

(xv) the approaching completion of the Finsbury Halls sale.

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

7. **Strategy Implementation Plan**

Executive Committee had considered the Strategy Implementation Plan at two intensive away day meetings. The emerging Implementation Plan had also been
subject to significant discussion at SIPCo. A refined version of the Plan would be presented to ExCo on 25th July at which detailed timing would be considered to ensure that actions taken in parallel work streams were complementary. ExCo would also consider risk analysis in respect of the Plan at that meeting.

The Strategy Implementation Plan was divided into eight work streams, of which three were leading: Students, Academic Excellence and Research & Enterprise. Each work stream is being led by 2 or 3 members of ExCo, including the person with senior responsibility for each area. A Programme Office was being put in place to manage the implementation and to ensure that ExCo, Council and Council committees received the information they required.

Council Members noted that strong leadership would be needed to implement the Strategic Plan and it was essential that where there were problems implementing there were open conversations rather than relying on a paper driven approach.

Council Members also questioned the wording of the Academic Excellence work stream title, noting that it was culture change (not HR processes) that must drive the journey to academic excellence. Council agreed that it was important to get the wording in the Strategy Implementation Plan right and Council members were asked to address any comments to Professor Verrall or Kieran Murphy.  

[Action: All]

Simon Mattison and Marion O’Hara joined the meeting for the following item.

8. Out-turn 2011/12 and Budget 2012/13

8.1 Out-turn 2011/12 and Budget 2012/13

Out-turn 2011/12

The revised forecast now projected a surplus after exceptional items and strategic investment of £19.1M, compared to the mid-year forecast of £17.6M. The deficit before exceptional items and strategic investment was £1.2M, an improvement of £1.1M on the mid-year forecast. This largely related to a reduction in the restructuring provision. The forecast included £22.2M net profit on the sale of the Finsbury Halls, which was due to complete in July. A contingency of £0.2M existed for potential further cuts or clawback of HEFCE funding. A restructuring provision of £0.8M had been included, primarily to cover the costs of the voluntary severance scheme for academic staff. To date only £0.2M costs had been incurred but the majority of severances were likely to take place around the year-end.

Council noted the impact on the Out-turn and the Budget if the Finsbury Halls contract completed in the new financial year. It was now expected to complete a week or so late but still within the current financial year. While it was not problematic if it completed in the next year, Council encouraged the Executive to complete as soon as possible.

Budget 2012/13

The budgeted deficit for 2012/13 was £28.1M, compared to the outline budget deficit of £26.5M, a gap of £1.6M, which largely related to the inclusion of the early feasibility and design work for the Sebastian Street development estimated at £2.5M partly offset by a reassessment of expenditure associated with Phase One investment. Strategic investment was £19.2M and if this was excluded, there was an Operating deficit of £8.9M. The variance between the operating deficits for 2012/13 (£8.9M) and 2011/12 (£1.2M) showed that the underlying deficit had
increased by £7.7M. There were contingencies of £1M for HEFCE and £0.5M generally.

The estimate of capital spending for 2012/13 was £20M. Cash and short-term deposits were forecast to decline by £31.3M and to stand at £49.4M by 31st July 2013 (forecast 31/7/2012 was £80.7M) with a current ratio of 1.3 (31/7/12 – 2.4). No external borrowing was planned in 2012/13 but as the Strategic Plan was implemented it was expected that loan financing would be required by 2013/14 and steps to secure loan facilities would start early in the new financial year.

A risk analysis had been carried out separately for the Strategic Investment and the Operating Deficit showing the potential range of results around the expected result.

The Operating Deficit had increased from £7.9M at the SIP meeting. Council was informed that a contingency of £0.5M had been introduced, Professional Services budgets had been increased by £0.4M and there had been some smaller changes. Council was concerned at the increase in the Operating Deficit and wanted to ensure that the journey to an Operating surplus was not made more difficult or impossible by decisions made now.

Council was asked to approve the Strategic Investment Budget for 2012/13 of £19.2M but within an envelope of £17.9M to £20.1M and the Operating Deficit Budget (i.e. excluding Strategic Investment Budget) of £8.9M but within an envelope of £6.8M to £11.8M.

Council approved the Pro-Chancellor, the Chair of SIP and Hunada Nouss to work with the Executive to finalise an agreed budget that could be brought to the October meeting for Council final sign off. The budget envelope set out above was approved and Council anticipated signing off a final budget figure for both the Operating Deficit and the Strategic Investment within that envelope.

8.2 **Strategy, Implementation and Performance Committee**

The Committee received the minutes of the meeting on the 20th June 2012.

The Chair noted that the operating budgets were under pressure while the Strategic Investment Budget spend would be dependent on the University’s success in appointing staff and achieving project timescales. It was important that the two budgets were accounted for separately.

There were two pieces of work that needed to be completed.

Firstly, there was an outstanding matter arising in respect of the Budget: “the Executive should understand and articulate the opportunities to apply the brakes and determine who would apply them and when”.

[Action: Interim CFO]

Secondly, it would be sensible to review the long term financial forecasts again to ensure that the recovery from an operating deficit to a surplus was realistically achievable in the agreed timelines. It would also be useful to review the Strategic Investment spend. [Secretary’s Note: In this context the following action is outstanding: “Council continued to attach considerable importance to achievement of the 6% operating margin target as a measure of the sustainability of the strategy into the future and, accordingly, asked the Executive to bring forward proposals to ensure that, after taking account of inflation, this target would be met within the parameters and timetable of the Strategic Plan.”]

[Action: Interim CFO]
9. **NSS**

Council received an update on the National Student Survey (NSS) 2011 results, progress on the programme action plans to improve the ongoing NSS scores and other surveys and feedback including Your Voice (YV) and Postgraduate Taught Experience Survey (PTES). NSS 2011 took place from February-April 2012 and again invited all final year undergraduate students to rate 22 aspects of their learning and broader experience and provide related comments. For 2012, an additional question had been added on the Students’ Union. An overall response rate of 72% was achieved (2011 69%). The results would be published in August 2012. The NSS provided the University with one of several sources of information about student satisfaction and informed the direction of its educational enhancement activities.

There was a Strategic Plan Performance Indicator (PI) for NSS (PI 1.1), and it contributed to the Good University Guide Key Performance Indicator. Each subject had Strategic Plan milestones for NSS and the work would be undertaken within the Strategic Plan work streams. Council noted that progress with NSS and other student satisfaction measures and initiatives would, from now on, be reported as part of the Strategic Plan implementation.

Council members asked how the Executive Team planned to manage the potential perception that introducing staff with a greater research-focus would reduce the focus on the student experience. Council was assured that this risk was recognised and was a priority focus. Communications and actions must provide constant reinforcement of the message that a greater research capability would improve the student experience. New professorial appointments were being made on the basis that educational activity was mandatory for all academic staff. Council noted that there was a need to ensure that improvements to the student experience continued and were publicised to counter a potential student view that academic excellence was all about staff.

Council members expressed concern that students had anxiety around employment. Employment was a key strength of City University London. The Executive Team explained that these concerns were being picked up in work placements (especially in the NHS) and that this impacted City disproportionately because of the high proportion of students in placements. Programme level action being taken on employment would be considered at an early stage in the implementation of the Strategic Plan.

A member noted that City’s students were united in their desire to be professional and that this presented a significant opportunity to unite students across the University.

SIP had considered the IS resource required to bring student satisfaction levels up to those at our comparators and the Chair of SIP asked how we would know that the quantum of resource applied was adequate. The DVC explained that both quantitative and qualitative measures were found in student feedback and the literals were informative. Also the Student Experience Committees/Forums were helpful in determining this.
Part Three – Other Matters for Discussion or Decision

10. INTO Review
Council discussed a review of the Joint Venture’s performance. Council noted that the INTO JV fitted with Strategic Plan requirement for increased international student recruitment.

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

11. Olive Tree
It was noted that there was evidence of increased awareness internally and externally of the Olive Tree Programme and increased participation of the Olive Tree Director in educational and research activities at City.

The cost of funding a new cohort of 10 students in September 2013 for a three-year course, including the cost of staff salaries and outward facing activities was expected to be around £350k per annum and a total of almost £1M net after allowing for contributions to the Director’s salary. ExCo agreed that it should be possible to raise most of this through philanthropic sources. Development & Alumni Relations (DARO) would aim to raise: £150k (2012/13), £275k (2013/14) and £400k (2014/15). Following this it was anticipated that a sustainable programme of fundraising would be in place, which was sufficient to support future cohorts of Olive Tree students. ExCo had agreed to allow preparations for the recruitment of students to go ahead for a new cohort of 10 students in September 2013.

Council asked whether fundraising for the Olive Tree would negatively impact on other activities that required fundraising in the University and noted the Vice-Chancellor’s assurance that the effect would be marginal. Dr Low had investigated the Programme and had found that it aroused genuine interest externally. Council agreed that the programme had strategic fit, but it was not a high strategic priority.

Council agreed to recommit to the Olive Tree Programme, but would require a further progress report. Independent members offered assistance including hosting fundraising functions.

*Action: DVC (International & Development)*

12. Staff Survey
In response to the Staff Survey a University-wide Working Group, chaired by Professor David Bolton, Deputy Vice-Chancellor, had been established. The remit of this Group, which had met four times since November 2011, was to investigate those findings which could most effectively be addressed through a University-wide response. Membership of the Working Group was drawn from across Schools and Professional Services and included Trade Union representation. The report to Council covered progress in the following areas: communication & knowledge sharing, change management, career development. The Working Group was also responsible for ensuring that local action plans were developed and implemented. A review of the individual School and Professional Service area plans by the Working Group had confirmed that these had many common themes including: communication, career/skills development, work-life balance and recognition.
The Director of HR noted that the upcoming appraisal round and focus group discussions concerning the implementation of the Strategic Plan would provide input for action plans and would galvanise activity. A further Staff Survey would be undertaken in 2013.

[Action: Director of HR]

13. **Single Equality Scheme Targets**
The University Strategic Plan 2012-16 contained the following targets:

(a) **Staff Equality & Diversity - Proportion of top 5% of earners who are female**

The aim was to track the sector median (27.7% 2010/11) as measured by the annual HR Benchmark survey. The survey was managed independently by DLA Piper. The measure was chosen because it was an output measure that would require a variety of inputs (e.g., equality of pay, promotion and progression routes, retention and external candidate attraction). The University achieved a median of 23.0% in 2011. The target level chosen was intended to provide an achievable level of stretch over the duration of the lifetime of the Strategic Plan. It was anticipated that the sector median will increase over time which would necessitate continuous improvement on behalf of the University, rather than achievement of a fixed target.

(b) **Student Equality & Diversity - Proportion of students from Black and Minority Ethnic (BME) backgrounds**

The aim was to maintain at least 47% of the total student population from a BME background. This proportion was based upon the ethnicity milestones/targets contained in the University’s 2012/13 Access Agreement. Performance against this target would be measured by data taken from the University’s annual HESA return of all registered students. This would be assessed at institution, School, Department and programme level. In 2009/10 the proportion of students at an institutional level from BME backgrounds was 46.9% while in 2010/11 it was 47.9%.

Council Members noted that implementing the Strategic Plan provided a good opportunity to improve staff equality and diversity scores. The Vice-Chancellor commented that there were a number of factors which resulted in male applicants being more mobile in pursuit of career opportunities. However, it was important that the HR Strategy focused on this performance indicator.

Members questioned whether the student equality and diversity ratio was a key target and how it had been arrived at, because it would seem that the University was already successful in this area. The DVC explained that it was an important target in the Access agreement and had been based on the HEFCE benchmark.

14. **Proposal to merge the Schools of Arts and Social Sciences into the School of Arts and Social Sciences**
Council considered a recommendation from Senate to merge the School of Arts and the School of Social Sciences into the School of Arts and Social Sciences. The Schools had been operating as Conjoint Schools since 2008 and most of the academic and administrative processes and systems were now merged and the Schools had successfully managed a process of integration and functioned for all practicable purposes as one entity.
Council agreed that the Schools of Arts and Social Sciences be merged to become the School of Arts and Social Sciences.

15. **Changes to the School of Informatics** Council considered a proposal from Senate and agreed to restructure the two academic departments (Information Science and Computing) in the School of Informatics into one department, to be called the Department of Computer Science.

16. **Changes to the School of Engineering & Mathematical Sciences** Council considered a proposal from Senate to re-establish academic departments in the School of Engineering and Mathematical Sciences.

   - Civil Engineering
   - Electrical & Electronic Engineering
   - Mathematical Science
   - Mechanical Engineering and Aeronautics

Council agreed to the proposal.

17. **Northampton Square Projects Final Out-turn**

   The proposal was first accepted by Council in October 2010 with a budget of £14M approved in March 2011. Most of the programme had now been successfully delivered including: a new 150 seat Lecture theatre (Drysdale), new lecture rooms (Social Science), new, multi-purpose lecture rooms and Student Common Room (College), reconfiguration of Tait Level 2 to provide new clinical skills rooms for SHS, works at levels 4 and 5 in the Main Library, relocation of the Law library to the swimming pool area and fit out to the new leased office premises at No1 Myddelton Street.

   Improvements to the Social Science entrance and conversion of the CIC Building for the City Law School remained to be implemented by end of December 2012. With all contracts procured and many closed out, Property & Facilities was now in a position to finalise the outturn financial position at £13.2M.

**Part Four – Items for Information (or discussion if time allows)**

The following items were not starred for discussion and therefore not discussed and taken as read.

18. **Minutes for Note**

   The following minutes had been approved by the Chair but not by the Committee - with the exception of Senate 9th May, ARC 11th June and Remuneration Committee 25th June, which had been approved by the Committee.

   18.1 Audit & Risk Committee 11th June 2012
   18.2 Remuneration Committee 25th June 2012
   18.3 Senate 9th May 2012 and 27th June 2012
   18.4 Strategy, Implementation and Performance Committee 20th June 2012

19. **Papers for Information**

   The following sub-Committee papers were received for information.

   19.1 Students’ Union Standing Report (Senate)
   19.2 Student Community Working Group Action Plan (Senate)
   19.3 School of Health Sciences NHS Contracts (SIP)
19.4 Revised Organisation Charts

20. Senate Ordinance – Exceptional Approval

Council approved that Chair’s action could be taken by the Vice-Chancellor in respect of:

20.1 Graduate School Terms of Reference Regulation and the objectives and metrics of the School including any consequential changes to other Regulations
20.2 Examination Scheduling Policy
20.3 Any other regulations or policies needing to be approved before the start of the new academic year

Currently Senate could not delegate these matters. Senate and CGNC would review Senate’s Terms of Reference in the Autumn.

[Action: University Secretary]

20.1 and 20.2 could not be decided at Senate because further consultation was needed and Senate agreed to Chair’s action.

20.3 covered several policies that should have gone to Senate. Senate will be asked to approve these by email and the use of Chair’s action.

21. University Events

Council received a listing of upcoming events which might be of interest to members. Members would contact the University Secretary if they wished to attend an event.

[Action: All]

22. Date of Next Meeting

Friday 12th October 2012 from 9am to 12pm. The “Chairs” and the Vice-Chancellor would meet over a meal on the evening of Thursday 11th October 2012. Other members were invited if they wished to attend.

23. Other Business

23.1 Open/Closed Items

Council agreed that no alterations would be made to the open/closed classification of items for the meeting.

23.2 Professor Sir Drummond Bone

Council agreed that Professor Sir Drummond Bone should be given sabbatical leave from his position as a Member of Council for one year in view of an unprecedented number of events planned for the 150th anniversary of Balioi College.

23.3 Rob Scully

The Pro-Chancellor made a presentation to the outgoing President of the Students’ Union, Rob Scully, in recognition of his service to Council.

Part Five – Short Meeting of Independent Members

24. Short Meeting of Independent Members

There was a short meeting of the Independent Members.
Rob Woodward
Pro-Chancellor and Chair of Council
July 2012