COUNCIL
MEETING HELD ON 12th OCTOBER 2012
UNAPPROVED MINUTES

Members

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Key: ✓ In Attendance  A Apologies  P Part Attendance  N/M Not a Member

In Attendance

- Ms Paola Barbarino - Director of the Cass Development Office – for item 12
- Miss Xan Kite - Assistant University Secretary
- Ms Sarah Lawton - Governance Administrator
- Mr Kevin Gibbons - Director of Property & Facilities – for items 9 & 10
- Professor Steve Haberman - Deputy Dean Cass Business School – for item 10
- Ms Mary Luckiram - Director of Human Resources
- Mr David Street - Director, Development & Alumni Relations – for item 12
- Mr Frank Toop - University Secretary
- Professor Richard Verrall - Pro Vice-Chancellor (Strategy & Planning)

MINUTES SECTION A – OPEN FOR PUBLICATION

Part One – Preliminary Items

1. Highlighted Items
   The highlighted items were agreed. It was agreed that the report from the President of the Students’ Union, which had been circulated by email, would be taken under item 6. The President would report at each meeting in future.
2. **Minutes**
The minutes of the meeting held on 16\(^{th}\) July 2012 were **approved**.

3. **Matters Arising**
Council noted the table of actions and highlighted the following matters arising. It agreed that action was complete for:

- Matter Arising 17, Minute 8.1, 14.5.12, Outline Budget 2012/13
- Matter Arising 18, Minute 8.1, 14.5.12, Outline Budget 2012/13.

That the action would be completed by Spring 2013 for:

- Matter Arising 1, Minute 13, 16.11.10, Ordinance on Delegated Authority
- Matter Arising 8, Minute 12.5, 14.11.11, Risk Register

and

- Matter Arising 20, Minute 9.1, 14.5.12, Estates Strategy Overview: The following parts of the action were complete: Values Statement to be shared with students and preparation of a document for Council decision-making.

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. It was noted that Richard Gillingwater had declared an interest in respect of Item 10. He was a member of the Board of Helical Bar PLC, who were the landlords for 200 Aldersgate, which was the preferred building for the Cass Corporate Facing Premises.

5. **Items Specially Brought Forward by the Pro-Chancellor**
The Pro-Chancellor welcomed Mr Giulio Folino, President of the Students’ Union and Mr Stephen Avery, Chief Financial Officer to their first meeting of Council as members of Council. He congratulated Mr Avery on his appointment. It was noted that Mr Andrew Friend would begin his term as a Council member on 1\(^{st}\) January 2013.

Five members of Council had put themselves forward to be the named link between Council and the individual Schools of the University.

The Pro-Chancellor congratulated Professor Dinos Arcoumanis on his appointment as Ambassador-at-Large of the Hellenic Republic with responsibility for Energy Policy and New Technologies.

*Part Two – Major Items for Discussion or Decision*

6. **Reports**

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

(i) The six items that formed the focus of discussion for the University Executive Team and Executive Committee: (i) academic staff recruitment; (ii) undergraduate recruitment; (iii) student satisfaction; (iv) academic staff performance; (v) Professional Services review; (vi) Research and the Research Effectiveness Framework (REF).
(ii) UKBA and London Metropolitan University – the longer lasting impact on the HE Sector. A small number of students had transferred to City.

(iii) The appointments of the Chief Financial Officer, Mr Stephen Avery, and the new Dean of the City Law School, Professor Carl Stychin, and the offer of employment, subject to references, made to a candidate for the post of Dean of the Schools of Engineering and Mathematical Sciences and Informatics.

(iv) The QAA Review which would conclude with the second and last visit to the University in mid-October for one week.

(v) The good relationship with the City of London Corporation in supporting the City of London Academy, Islington in measures to improve governance.

(vi) The timetable for preparation for the 2014 Research Excellence Framework including the census date for staff eligible for selection of 31st October 2013 which meant that new staff need to be appointed by the end of March 2013 assuming they would require a six month notice period. Council asked what proportion of staff were likely to be submitted and the Vice-Chancellor responded that it was expected to be almost half of the staff, all of whom would have at least 3* rated outputs (compared with 38% of staff in the previous exercise – it was noted that different criteria for selection had applied to this exercise).

Andrew Halper joined the meeting at this point.

(vii) The cross-School campaign to raise City’s profile in Tech City with the aim of generating a new and rapidly growing market for business services; opportunities for collaborative research and impact; and enhanced student recruitment and employability.

(viii) Union responses to pay negotiations: Unite had voted 63% in favour of strike action; Unison had voted 50% in favour of strike action; and UCU had voted 56% against strike action but in favour of Action Short of a Strike. Industrial action was not expected to cause significant disruption at City University London, but it was a potential risk.

(ix) The success of the Clearing Campaign 2012 and lessons to be learned which had been discussed in full at Strategy, Implementation and Performance Committee (SIPCo).

(x) The plans to refresh the Visual Identity. The Vice-Chancellor circulated boards showing the current identity and the suggested addition of “EST 1894”; the proposal to use some of the shapes in the logo in an abstract form; and a tightening of existing rules around the colour palette, font and photography style. Council was content with the proposals.

(xi) The Welcome Programme for new undergraduate students which had been greatly enhanced. The Vice-Chancellor thanked all those who had been involved, in particular the Students’ Union.

(xii) The completion of the Finsbury Hall sale.

This item is continued in the Closed Section of the Minutes.
6.2 President of the Students’ Union Report
The president highlighted several items from his report, in particular:

(i) The success of the Welcome Week.

(ii) The results of the new National Student Survey question on satisfaction with the Students’ Union where City University London Students’ Union (CULSU) had scored 11% below the sector average and 15% below the Russell Group students’ unions. CULSU was working to improve satisfaction and had raised a request for additional funding with the Executive Team as they perceived a correlation between the NSS results and funding for the Students’ Union. Council Members asked whether students had responded on the basis of the facilities or services of the Union. It was not possible to come to any conclusion on this but efforts would be made to highlight services and facilities improvements being made before the next survey.

(iii) The request that the University be alert to the need to avoid being too intrusive in carrying out UKBA monitoring requirements.

(iv) Collaboration with the Director of Property & Facilities on the Estates Strategy (see Minute 9 below).

Council asked what proportion of the student body engaged with CULSU and learnt that the election turnout had been 17%, which was average for the Sector, and that its clubs and societies had over 1,200 members which it hoped to increase to 3,000 members by the end of the year. CULSU was in the process of recruiting student representatives for 2012/13 and was experiencing an increasing interest following the recruitment of 500 student representatives in the previous year.

Council asked about the level of celebration of students involved in sport and noted that increasing efforts were being made to publicise achievements through awards and a prizes dinner. It was noted that further efforts were required to increase supporter attendance at sporting competitions. Council members offered to assist by attending celebrations.

The Chair reported that he would be working with the President of the CULSU in preparation for the Council discussion on Student Experience in March 2013.

7. Finance Update Report
The Chief Financial Officer (CFO) had agreed with the Council Budget Group to recommend to Council that the budget should be set as proposed at the previous Council meeting: a strategic investment budget of not more than £19.2M, which was within an envelope of £17.9M to £20.1M and an operating deficit of not more than £8.9M, which was within an envelope of £6.8M to £11.8M. This would be amended by the exceptional profit of £22.2M arising from the sale of the Finsbury Halls of Residence, which had been completed in early 2012/13 rather than in 2011/12. The Executive would take action in-year to address any financial under performance against budget by cutting in-year expenditure budgets. It was noted that the variation between the SIPCo June meeting figures and the figures presented to Council in July was due to a reclassification rather than a fundamental change in the figures.

Council noted that the preliminary results for 2011/12 showed a deficit for the year of £1.1M against a forecast deficit of £3.1M and an original budget deficit of £2.3M.
The external audit of those statements was nearing completion and no significant issues had arisen.

Council noted that the budget approval process this year had been less than satisfactory due to the timing of the departure of the previous Chief Finance Officer and it agreed that the next year's budget should be approved before the start of the Financial Year. Council approved the proposed budget for 2012/13.

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

8. **Progress in implementing the Strategic Plan**

8.1 **Strategy, Implementation and Performance Committee (SIPCo)**
The Committee received the minutes of the meeting on the 18th September 2012.

The Chair of SIPCo reported that substantive estates proposals costing under £3M would be considered at SIPCo and reported to Council on an exception basis only in future. SIPCo would also seek a mechanism to measure cultural progress made in the implementation of the Strategic Plan. SIPCo would also look at the possibility of developing a framework for predicting performance within the Key Performance Indicator/Performance Indicator (KPI/PI) framework.

8.2 **Progress Report from the Executive**
Council received a progress report on the Strategic Plan work streams together with an annex on staff movements and a property update. Council would receive a regular report on the implementation of the Strategic Plan at each meeting.

Substantial investments were being planned for Estates and Information Services. Positive feedback was being received on the effect of the joint leadership of each work stream by a Dean and a Head of Professional Service. The development of the cultural aspects of the Strategic Plan would be discussed at the next meeting of Executive Committee and much of this would draw upon the Academic Excellence and Succeeding with Students work streams.

8.3 **Performance Monitoring Framework & Risk Register**
The performance of the University would be measured and reported using the four KPIs and 29 PIs in the Strategic Plan. Progress reports would refer to relevant indicators and draw on available data as required throughout the year, but in addition Council would consider the full set of KPIs and PIs at the February meeting and receive an update report at the July meeting. SIPCo and ARC would receive the reports before Council and would consider aspects specific to their respective Terms of Reference. The two Committees would receive similar information initially but had agreed their respective roles in the process and that ARC would retain overall responsibility for risk.

The summary reports to Council would contain: an overview of progress against Performance Indicator milestones; commentary where Performance Indicators were not being met; and a discussion of current information on future performance and risks. “Risk Heat-Maps” would also be included, which would give an indication of progress against the Performance Indicator milestones by showing each indicator as red, amber or green, depending on the extent to which the milestones were being met. As well as providing an overview of progress against the Performance Indicator milestones, this Heat-Map would also be used as a tool to highlight the associated risks that form part of the Risk Register.
Council approved the Performance Monitoring Framework & Risk Register

Council asked what proportion of the Executive Team agendas were dedicated to monitoring Strategic Plan progress and was assured that a large proportion of the work of ExCo was dedicated to work stream reports, each member of ExCo being a leader of a work stream. The monitoring of work stream progress was business as usual for the executive leadership.

Council asked how rejections of employment offers by research stars were followed up and noted that the Deans discussed this with the Executive Team and HR in particular. Council also questioned the diversity of the new recruits and noted that this had been discussed with the search agents, Perrett Laver, and that the predominance of male recruits matched experience throughout the Sector. Possible reasons included history and branding, and that an increase in female applications would take time.

Council highlighted the fast pace of organisational change and noted that detailed resource-planning was being undertaken to ensure that appropriate time was devoted to the priority actions.

Council asked how aware staff and students were of the changes taking place beyond the work stream leadership teams. The Executive Team reported that communication had been on hold until the work stream plans were in place but would now be rolled out.

The Chair of SIPCo asked all Council Members to raise any concerns about the progress reporting mechanism with himself and/or the Chair of Council so that adjustments could be considered.

[Action: All Council Members]

Mr Kevin Gibbons joined the meeting at this point.

9. University Strategic Plan 2012-16: Our Estate & Facilities

9.1 Presentation
Council received a presentation including a short video showing the existing estate issues and the way in which proposed projects might transform the University. The video would be used in discussions with planners and local residents as well as staff and students of the University.

9.2 Principles for our Estate
Council considered a proposed set of principles governing the Estate Strategy. The Strategic plan contained a total of £129.4M investment in the estate. The following principles for decision-making in the estate development were approved:

(i) (Re-)create a sense of community and place that distinguishes City University London as a leading global university, in line with its vision for the future.

(ii) Continue to consolidate activity at Northampton Square campus except for specific locational reasons, maximising the value of City’s freehold property assets, whilst still being ready to take advantage of attractive opportunities that may arise.

(iii) Improve the quality and utilisation of space to further increase efficiency and drive value for money.
(iv) Engender a sense of pride for staff and students, by creating common facilities that enable the delivery of world class education, research, collaboration and reflection.

(v) Promote and emphasise City’s presence within its local domain at the edge of the City of London.

(vi) Improve and maintain the estate infrastructure and associated facilities to support the student experience at a time of increasing student expectations including environmental performance.

Council welcomed the principles and the video which clearly demonstrated the link between the Strategic Plan and the Estates Strategy. It noted that there was a need for a ‘wow factor’ initiative and additional work to maintain enthusiasm throughout the four year works period.

Council agreed that it required further information to understand the metrics for estates space requirement. The Pro Vice-Chancellor (Strategy & Planning) would present the HESA and HEFCE metrics to Council which would provide some of this information.

[Action: Pro Vice-Chancellor (Strategy & Planning)]

Council noted that HEFCE had commented that City University London’s capital spend was low.

The President of the Students’ Union requested information about the alternative sports and club facilities to be provided during the works period. Council noted that the Director of Property & Facilities was beginning discussions on this issue and would involve the Students’ Union closely in its development. Council noted that a good working partnership with the Students’ Union was important to ensure that it shared a sense of ownership over the Capital Plan.

The Deputy Dean (and Dean-elect) of the Cass Business School, Professor Steve Haberman, joined the meeting to present the following item and take questions.

10. Cass Corporate Facing Premises
The Dean of Cass Business School, Mr Richard Gillingwater, introduced the proposal explaining the need to take an iconic space for the Executive MBA and the Executive Education Programme (Cass Exec) to compete in this market. Mr Gillingwater noted the positive effect the Cass Business School building had had on the performance of the School but the building was now full and had no capacity for growth.

Mr Richard Gillingwater left the meeting at this point (see item 4 above).

At its May meeting, Council approved the proposal to commence a property search, negotiate and enter into a new (minimum 10 year term) lease at a cost of up to £720k per annum (excluding VAT) and to fit out the premises at a total development ceiling cost of £3M (including VAT). The proposal was based on an indicative space requirement. Since then, the gathering of the detailed business requirement and the ensuing property search had delivered a preferred option, located at 200 Aldersgate Street. The costs associated with this property were higher than those originally put forward in May, due to the increased size of the space, which had been dictated partly by the business requirements but also by the range of suitable properties.
Cass Exec was performing well and had increased its turnover from £1M to £2.6M in the last financial year and was confidently projected to reach £3.6M this year. It had developed a more professional model for interaction with clients and a more balanced portfolio which now offered open programmes. This confidence was reflected in the School’s decision to enter the Programme into the Financial Times rankings for the first time this year. Feedback had been received that the market was growing through the purchase of executive education by companies that had cut back on internal programmes during the earlier part of the recession.

Council asked how the new research-excellent appointments would impact on the development of the corporate facing business and noted that a group of these for whom corporate links were vital were expected to play a large part in the initiative and these staff would expect the School to have these corporate links.

The Chief Financial Officer noted that the income figures were conservative and that additional surpluses were needed to ensure achievement of sustainability as set out in the Strategic Plan.

Council asked for information on projected market positioning and noted that the proposed actions would bring the Business School into a significant position amongst the higher education providers in the market, but would remain significantly lower than the private providers that dominated the sector.

Council reviewed the business case and approved an increase in the fit-out cost to £4.4M and the rent to £994k plus VAT per annum. Council agreed that the Executive Team could agree a deal in respect of St Martins Le Grand at a fit-out cost of £5.2M and a rent of £908k per annum (no VAT) in the event that a deal could not be agreed in respect of 200 Aldersgate.

Professor Steve Haberman and Mr Kevin Gibbons left the meeting at this point.

Mr Richard Gillingwater re-joined the meeting at this point.

11. HR Strategy
Council received the HR Strategy for 2012/2016 and the supporting Implementation Plan for the initial period of 2012/2014. Comments from Schools, Professional Services and from Trades Union representatives had been incorporated during the drafting process. The Implementation Plan sought to temper the ambition and scope of the proposed activities with a realistic assessment of the capacity of leaders/managers and of HR to deliver. The Implementation Plan was deliberately not fully populated. It would be further developed to take account of emerging discussions of priorities from the eight work streams for the implementation of the Strategic Plan and therefore the Implementation Plan was submitted to Council as a working draft.

Council questioned whether HR had the resources to achieve the Strategy and noted that these were in place but that the Strategy required reliance on the HR skills of the leaders in the institution and that additional resource would be required during the Professional Service Review. Council welcomed the operational model which would purchase additional temporary specialist resource for Strategic Plan projects when required. It was suggested that consideration should be given to the benefits of the HR Department being an early implementer of the Professional Services Review e.g., in assisting HR to carry out its role in promoting the Review.

[Action: Director of HR]
The Director of HR would involve the Students’ Union in the ongoing development of the implementation of the Strategy.

[Action: Director of HR]

Council noted that a simpler version of the HR Strategy would be helpful for Council and the staff. The Strategy should be focused on what was required of the University as a whole rather than the actions required of the HR service.

Council approved the direction of the HR Strategy and asked that it be simplified. The revision would be undertaken by the Director of HR in consultation with Philippa Hird. The revised HR Strategy would be brought back to Council for approval.

[Action: Director of HR, Philippa Hird]

The Strategy would also be discussed by Remuneration Committee on 22nd October.

[Action: University Secretary/Director of HR]

Mr David Street and Ms Paola Barbarino joined the meeting at this point.

12. **Fundraising Presentation**

Council received a presentation from the Director, Development & Alumni Relations and the Director of the Cass Development Office.

It noted that the Cass Development Office was now well-established with a good track record including having records for 28,000 to 35,000 alumni. The Development & Alumni Relations Office which covered all other Schools in the University had considerable ground to make up following a period where there had been a lack of leadership. The DVC (International & Development) reported that he was greatly encouraged by increased levels of sharing between the two services.

Mr David Street and Ms Paola Barbarino left the meeting at this point.

**Part Three – Other Matters for Discussion or Decision**

13. **NSS Results**

Council received an analysis of the NSS results. Overall satisfaction had increased by 1% to 79% but the University was in a similar league table position to the previous year, at joint 106th. There were some pleasing signs of improvement but still too many relatively poor or static results. The Annual Programme Evaluations containing action plans and targets would be reviewed by Boards of Studies in November. Each evaluation would be reviewed by Academic Services and the Deputy Vice-Chancellor, who would then meet a selection of programme leaders and report on progress to the next Senate and ExCo. In addition, step changes in the offering to students had been set out in a new Education and Student Operational Plan 2012/13 and 2013/14 which had been approved by Senate on 10th October. These step change projects were a subset of the projects being taken forward in the Succeeding with Students work stream of the Strategic Plan Implementation Plan.

Council was concerned about the NSS results and the University’s national positioning in this regard and was also concerned about the level of individual staff commitment to improvement. The DVC felt that the Strategic Plan ambition was
realistic but it was noted that the survey covered the views of third year students and there would be a time lag between the improvements from the Strategic Plan being implemented and their effect on the NSS. Council might usefully consider the internal Your Voice Survey Year 1 and 2 results. Council agreed that it would focus on student satisfaction at its second evening meeting prior to Council in March 2013. It noted the very low ranking of Law with particular concern given that it was identified for growth in the Strategic Plan.

*Dame Lynne Brindley left the meeting at this point.*

14. **Pro-Chancellor’s Appraisal**
The Deputy Pro-Chancellor took the Chair (the Pro-Chancellor leaving for this item) to review the performance of the Pro-Chancellor. The Deputy Pro-Chancellor drew Council’s attention to the key duties of the Pro-Chancellor and invited comments which he would feedback to the Pro-Chancellor in an appraisal discussion.

*Action: Deputy Pro-Chancellor*

The Members unanimously agreed that Rob Woodward had been a good appointment as Pro-Chancellor and was giving generously of his time to the University and fellow Council Members, working extremely hard and communicating very effectively. His command of the business was very good and his initiatives to improve the conduct of Council business and to encourage respect between Executive and Independent Members were welcome.

Council Members agreed to ask Rob Woodward for more information on the ambassadorial role he carried out on behalf of the University.

*Action: Deputy Pro-Chancellor*

Corporate Governance and Nominations Committee (CGNC) would review the results of the Council Members appraisal round on 15th October and would bring back any points that required further discussion to Council in November. It was noted that the Pro-Chancellor had already covered the substantial points at the July 2012 meeting.

*Chair of CGNC*

**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.

15. **Minutes for Note**
The following minutes had been approved by the Chair but not by the Committee:

15.1 **Audit & Risk Committee 10th September 2012**

16. **Learning Development Projects Report**
Council received this report.

17. **Undergraduate Recruitment in 2012 – Background and Lessons Learnt**
Council received this report which had been reviewed by SIPCo and ExCo, together with the planned actions approved by ExCo.

18. **University Events**
Council received a listing of upcoming events which might be of interest to members.
19. **FOI Review**
   Council agreed that no alterations would be made to the open/closed classification of items for the meeting.

20. **Date of Next Meeting**
    Friday 23rd November 2012 from 9am to 12pm.
    
    On the evening of the 22nd November 2012 there would be a presentation and discussion on internationalisation followed by a meal. All Council members would be expected to attend and they would be joined by the co-opted members of Council Committees.

**Part Five – Short Meeting of Independent Members**

24. **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
October 2012