COUNCIL
MEETING HELD ON 6th MAY 2016
APPROVED MINUTES

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<th>Members</th>
<th>Meeting 1 09.10.15</th>
<th>Meeting 2 27.11.15</th>
<th>Meeting 3 05.02.16</th>
<th>Meeting 4 11.03.16</th>
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**Key:** ✓ In Attendance   A Apologies   P Part Attendance NM Not a Member  S Sabbatical

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<th>In Attendance</th>
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<tr>
<td>Mr Yusuf Ahmad</td>
<td>SU President-Elect, observer.</td>
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<td>Mr Kevin Gibbons</td>
<td>Director, Property and Facilities for Items 11.3 and 14</td>
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<td>Professor Andrew Jones</td>
<td>Pro Vice-Chancellor (Research &amp; Enterprise) (PVC (R&amp;E))</td>
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<td>Dr William Jordan</td>
<td>University Secretary</td>
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<td>Miss Sarah Lawton</td>
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<td>Mr John Unsworth</td>
<td>Interim CFO</td>
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<td>Professor Richard Verrall</td>
<td>Pro Vice-Chancellor (Strategy &amp; Planning) (PVC (S&amp;P))</td>
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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 11th March 2016 were approved.

3. **Matters Arising**
Council noted the table of actions arising from past meetings.

Action 2, Minute 7, 10.10.14: Communications to staff about the changes in USS and NI contributions continued.
Action 6, Minute 2, 05.02.16: The PVC (Strategy & Planning) would organise a further visit to Imperial College, to which all lay members would be invited. [Action]

4. Conflicts of Interest
There were no conflicts of interest.

Council members would notify the Governance Administrator of any changes to the Register of Interests. The Register would be included in the July Council papers. [Action]

5. Items Specially Brought Forward by the Chair

- The Chair welcomed the SU President-Elect, Yusuf Ahmad, who would observe the meeting.
- An Open Letter to members of Council had been received from UCU, UNISON and Unite. The letter expressed concerns arising from the current Professional Services planning round. The Director of HR (DHR) noted that discussions with City’s Trade Unions continued about when the 30 day consultation period relating to this exercise had commenced. The DHR, along with the relevant Professional Service Director, would consider extending the consultation period if there was reason to do so. The DHR noted the need to ensure, in future, that when posts were at risk, relevant consultation documents were copied to the University Secretary when they were first issued to staff. The Executive did not anticipate any compulsory redundancies would arise following the present consultation.
- In her speech at the Lord Mayor’s Dinner, HRH the Princess Royal welcomed City to the University of London noting that City would bring great benefits to the federation. The Chair thanked the Executive, Events Team and all those involved in this very successful and enjoyable event.
- Statistics about grievances in the VC Report to Council in March had shown that there was 1 unresolved grievance relating to pay. There were in fact 7 separate, but linked, unresolved grievances which had been brought in October 2014.
- The University Secretary had been invited to attend the CUC Spring Plenary in April to lead a session on Academic Governance at City and the Chair congratulated him on behalf of Council for the success of the presentation. The event had shown that City was an example of current best practice in the sector in the engagement of its Council with academic governance.
- HEFCE’s letter of annual assessment of institutional risk confirmed City as an institution not ‘at higher risk’.
- The recruitment process for new lay members of Council was underway but the Chair was not in a position to make proposals to CGNC at this stage.
- Members would shortly receive the annual online Council Effectiveness Questionnaire, the results of which would be reported at the July Council meeting.
- For the first time in 7 years an external organisation would be appointed to undertake a Council Effectiveness Review. Council believed it was working effectively and so was undertaking a review for reasons of good practice, not because there was a requirement to address any governance issues. Findings from the review process would be considered at the 2017 Away Day.

6. Council Calendar
Council received the rolling Council Calendar and the following points were noted:

- The next Plenary Dinner would be held on Friday 7th July, to which recent past members and the former University Secretary would be invited. The topic would be an overview of 2015/16 led by the Vice-Chancellor.
• The DARO report, initially scheduled for today’s meeting would be presented to Council at its July meeting.

Part Two – Reports from the Vice-Chancellor and SU President

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

• The Vice-Chancellor notified Council of the death of Lisa L’homme, Deputy Director, Student and Academic Services. Her contribution to the University had been very highly valued and she would be much missed.

• Good progress was being made towards presenting the 2016/17 budget to Council for approval in July. HEFCE funding had been maintained at the 2015/16 level and income would therefore be £1.8M more than had prudently been assumed.

• Professor Theo Farrell, Head of the Department of War Studies at Kings’ College London, would join City as Dean of the School of Arts & Social Science on 1st September. The VC thanked Ms Philippa Hird for her contribution to the recruitment process.

• In The Complete University Guide City was ranked 1st in London and 10th in the UK for student satisfaction and 40th overall. The move to 10th position was from 93rd last year.

• City was shortlisted for Times Higher Education Leadership and Management Awards for Outstanding Administrative Services Team, Outstanding Estates Team and Outstanding Leadership and Management Team. The Awards Ceremony was scheduled to take place on 23rd June.

• From 2017 entry, City would offer three “Article 26” scholarships to applicants seeking asylum in the UK. The scholarships will take the form of fee waivers and small bursaries.

• City had received an automatic allocation of 2016/17 studentships and research funding of around £36,000 from the University of London Trust Funds. This was the first financial benefit of City’s membership of the federation.

• UCU’s ballot for industrial action in connection with the 2016/17 pay round had returned majorities for both strike action and action short of a strike. Council noted that action could commence from 23rd May. Plans were in place to safeguard the interests of City’s students.

• The Publications Team had been working in partnership with the Research & Enterprise Office to support the current ARQM exercise. It was noted that under two thirds of the University’s REF 2014 outputs were on City Research Online (CRO) but progress was being made.

• Building work had commenced on underused space in the courtyard in Tait. The space would be used for a multi-faith facility, SU offices, a café and learning spaces. It would provide access to the main campus. The developments would vastly improve the student experience at City.

• Clearing for 2016/17 entry would be critical for City as the University was likely to need to recruit around 34% of its target number of undergraduates through this route. The DVC & Provost would write a paper for Council to receive in the Autumn on the processes involved in City’s recruitment of undergraduates. [Action]

• New financial and management arrangements had been agreed in relation to the INTO Joint Venture which offered City a clean balance sheet without future liabilities, although there would be a loss in the current year.

8. President of the Students’ Union Report
The President highlighted several items from her report. In discussion the following points were noted:
• The SU Governance Working Group had met several times with University input from the Director of Student & Academic Services, University Secretary, HR Business Manager and the Head of Financial Planning and Reporting. The Governance Review would be discussed at the next CGNC meeting on Monday 9th May.

• At the SU awayday, which had taken place last week, there had been a strong focus on employability as a key issue for students. A more detailed update would be provided in July.

• A review of student officer positions had been undertaken, and this had resulted in a proposal that the VP Education take on responsibility for School-level strategic conversations and campaigns, allowing the President to focus on University-wide and Students’ Union strategic aims. A student motion had come forward for a VP Welfare & Community.

• Council congratulated the SU on its progress with Friday Prayers. The first official on-campus prayers had taken place on 1st April, with significantly more students attending than had been anticipated.

• The Chair was looking forward to attending the Learning Enhancement Awards (formerly the Student Voice Awards) on Monday 9th May and the SU President extended an invitation to all present to attend the event.

**Part Three – Major Items for Discussion or Decision**

9. **University of London – Update on progress and Special Resolution of Council**

Council received a paper setting out the progress made since the March meeting of Council towards City joining the University of London and noted the next steps in the process as set out in the paper.

**Decisions**

Council **approved by special resolution:**

i) To amend the name of City to ‘City, University of London’ and to request that Her Majesty approve the change of name as noted;

ii) To adopt a Supplemental Charter in the form as appended to the paper circulated to Council (subject to the deletion of the comma in “The City, University” at paragraph 2 of the Supplemental Charter) in substitution of City’s existing Supplemental Charter of 2006 (which shall be revoked) and subject to any amendments required by Her Majesty; and

iii) To amend the Statutes in the form as appended to the paper circulated to Council and to request that Her Majesty approve the revision of the Statutes as noted subject to any amendments required by Her Majesty.

It was also noted that on 6th April, the Chair had written to Professor Madeleine Atkins at HEFCE to ask that “City, University of London” becomes designated as an institution eligible to receive HEFCE funding with effect from its accession to the University of London. An update would be provided at the next meeting. **[Action]**

10. **UUK Advice Note on EU Referendum Activities**

Council considered the UUK guidance to universities in England and Wales on the forthcoming European Union referendum debate. In discussion the following points were noted:

• It was legitimate for a University to take a public position on the referendum and to use University resources to do so only if its Council had endorsed the decision to do so, taking account of its charitable objectives. At City, Council
had approved City’s support for continued EU membership at its March 2016 meeting.

• Student engagement with the referendum was being overseen by the SU and the Europe Group in the Centre for European Surveys. The University was following the guidance issued by the government with regard to promoting student voter registration.

11. Vision and Strategy

11.1 Vision and Strategy 2026
Council considered the latest draft of the Vision & Strategy 2026 (V&S26). In discussion the following points were noted:

• Between late March and mid-April there had been further consultation on the draft V&S26 with students, staff, businesses and stakeholders. There had also been discussions of the draft document through established committees e.g., the Education & Student Committee and with the Trade Unions.
• The focus on ‘quality & partnership’ and the proposed values had been widely welcomed by staff. There was more scepticism about the focus on growth.
• The research agenda was ambitious and exciting by sector norms and envisaged the establishment of new disciplines at City.
• The proposed Academic Output KPIs were ambitious and so there will be risks attached to their delivery. City would be competing with other institutions that would also be investing in student employability, student completion, student experience and the intensity of excellent research’.
• An ‘All staff’ event was planned for late June, following the Vice-Chancellor’s further programme of roadshows in May, to reinforce messages and facilitate greater sharing of priorities across Schools and Professional Services.
• The working V&S document would then be amended and developed to make it more accessible to several external audiences. It would be published formally in September.

The Chair noted the huge amount of work that had been carried out and the significant improvements to the draft that had been achieved since its last iteration. He thanked the PVC (S&P) and the Director of Strategy & Planning for all their work on the document.

Decision
Council approved in principle the revised draft Vision & Strategy 2026.

11.2 Update on Financial Five Year Plans
Council noted the updated capital and revenue financial plans and the approach to investment proposals. In discussion the following points were noted:

• A significant reduction in the proposed investment at Bunhill Row meant that the surplus now required to support borrowing for investment was substantially lower than indicated in previous iterations of the paper.
• The proposed £60M of borrowing could be attributed to the proposal to develop Sebastian Street (subject to a valid business case).
• The financial disciplines associated with borrowing, however, would still be required of City: generating an annual surplus would become an obligation.
• It would be helpful to stress test the emerging plans and to develop a sensitivity analysis which showed the impact on forward projections of different scenarios, such as student recruitment figures falling 5% short of target.
• The surplus in the current five year operating plans would need to increase by £2.5M to £3.5M pa in the early years to support the proposed level of investment.
• Professional Services and corporate costs across Schools and central departments, currently stood at £73M, 32% of income.
• There was a marked increase in surplus and cash generation from 2019/20 onwards, which indicated that further borrowing for investment might be feasible at that time.

11.3 Emerging Estates Strategy and Investment Plan – Update
Council considered the emerging Estates Investment Plan update and in discussion the following points were noted:
• The aim of the Estates Strategy continued to be to maximise the asset value at Northampton Square and to operate elsewhere only for genuine locational advantage. Further goals were to find efficiencies (for example, by reducing leasehold liability and making better use of space, particularly non-student areas); address the under-provision of student amenity and create a sense of community and place.
• No low-grade space was available for redevelopment, except the site at Sebastian Street. This would accommodate planned student growth and also, potentially, the relocation and integration of the City Law School. The estates team continued to work with the Law School to develop their strategic space brief for the site. Proposals would be firmed up by July and brought to Council then for approval. Work on site would be started by March 2017.
• The decision at Cass to focus on the development of the existing building had arisen because the case for further investment had not been sufficiently compelling. Current discussions focused on the contribution that development of the building could make to innovation at Cass as it developed its plans for an increase online learning, web presence and use of social media.
• The forward work plan for the estates team would include the development of further projects to address the current lack of space for student activities and help promote a sense of community for students at City.

11.4 Update on the People Strategy
Council received a verbal update from the Director of HR (DHR) on the People Strategy and in discussion the following points were noted:
• The People Strategy, which had been considered in draft by SIPCo on 21st April, was a strategy to create and sustain a positive workplace which would inspire and provide opportunities for people, where staff are valued and supported to give of their best. The Strategy would seek to place emphasis on “how” City does things as well as “what” it does.
• The People Strategy was consciously not the HR Implementation Plan. Achievement of the aims and commitments in the Strategy would require contribution of all staff and specifically leaders and managers.
• The next iteration of the strategy would reflect discussion at the April meeting of SIPCo and in particular its suggestion of identifying 4-5 key actions which would deliver real change at City and which would be clearly understood by staff and delivered by the University. This would involve the Executive in considering which of the proposed key actions they would own.
• The revised version of the People Strategy would be considered by SIPCo at its June meeting and by Council in July.

11.5 Update on the International Strategy
Council noted the paper which provided a draft of the International Strategy which had been considered by SIPCo in April, together with an Executive Summary of the plan. It was noted that the paper had not yet been updated to reflect comments made at the SIPCo meeting. In discussion the following points were noted:

- It would be useful for the International Strategy to demonstrate stronger linkage to the V&S 2026.
- It would be useful for the International Strategy to include discussion of opportunities arising from City’s membership of the University of London.

12. Tender for Short-term Lending Facility

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

13. HEFCE – Revised Operating Model for Quality Assessment

Council considered a paper summarising HEFCE’s Revised Operating Model for Quality Assessment. In discussion the following points were noted:

- The Annual Provider Assurance that would form a key element of the new system would depend very much on student outcome metrics. These were currently handled at City by the Executive under delegated powers and not by Senate. One question for determination would be how far the role of Senate should be reformed to take account of the HEFCE Revised Operating Model.
- The Student Voice was an important part of the current system and would also form a critical part of the HEFCE Revised Operating Model.
- The proposed Independent Review of Council might also have a contribution to make to City’s consideration of how to respond to the HEFCE Revised Operating Model.
- The Government’s broader reforms might also have implications for how the new system is implemented.
- Lay members who had attended Senate were asked to send their comments in relation to Senate’s ability to provide assurance to Council in relation to academic standards and quality, to the University Secretary. [Action]
- CGNC would continue to discuss this item at its meeting on 9th May and the Chair would provide an update at the July Council meeting. [Action]

14. Strategic Estates Projects Progress Report

Council noted the report, which provided a high level update on the projects approved or confirmed by Council as part of the revised Estates Investment Plan in January 2014. In discussion, the following points were noted:

- The Main Entrance Project was proceeding well, with curtain walling/roofing now being installed.
- As the University neared the completion of the 2012 Estates Investment Programme it was pleasing to note the high quality of financial management demonstrated by PAF and Finance teams.

15. Council Committees – Verbal Annual Reports 2015/16

15.1. Corporate Governance and Nominations Committee

The Chair of Corporate Governance and Nominations Committee (CGNC) gave Council a verbal report covering key actions in the last year and proposed areas for debate next year. These included:

- Honorary award nominations and the award of honorary degrees.
- Reappointment of Ms Philippa Hird, Sir Brendan Barber, Mr Andy Friend and Professor Iain Gray to Council for 3 years. Mr Hanif Barma reappointed as a co-opted member of ARC for 3 years.
- Appointment of new members of Council: Mr Adrian Haxby, Ms Janet Legrand and Dr Nicola Hodson (who later stood down from Council).
• The reappointment of Hon Apurv Bagri and the appointment of Professor Sir Drummond Bone as Honorary Rectors.
• The appointment of a new University Secretary.
• The implications of the Committee of University Chairs (CUC) Higher Education Code of Governance, published in December 2014, for the governance of the University.
• Changes to the Charter and Statutes following the decision to join the University of London.
• The Terms of Reference for an Effectiveness Review of Council to take place in 2016.
• At its next meeting CGNC would also consider the findings of its own Effectiveness Review and continue discussions about the HEFCE Revised Operating Model.

15.2 Strategy, Implementation and Performance Committee
The Chair of Strategy, Implementation and Performance Committee (SIPCo) gave Council a verbal report covering key actions in the last year and proposed areas for debate next year. These included:
• The delegation by Council to SIPCo the approval of the Annual Transparency Return to HEFCE (TRAC) 2014/15 which was approved by SIPCo in February 2016.
• The delegation to SIPCo by Council, following an approval in principle, of full consideration of a proposal to lead the CASTS Project Consortium.
• The consideration of regular updates on discussions concerning a revised agreement with INTO University Partnerships (IUP) which enabled SIPCo to provide advice to the Pro-Chancellor and the Executive.
• Consideration of strategic Estates proposals relating to the Strategy 2012-16, including: a capital case for the Tait Level One Student Amenity Project and the purchase of the freehold of 20 Myddelton Square.
• The attendance and contributions of Philippa Hird and Hunada Nouss at SIPCo who had taken up the open invitation issued to all independent members of Council.
• The membership over the past year of SIPCo of the SU President. SIPCo hoped that CGNC would agree that the incoming SU President should be a member of SIPCo for the following year.
• The extensive discussions of the new Vision & Strategy, which had dominated the SIPCo agenda. Next year it was anticipated that SIPCo would focus on monitoring the implementation of the Vision & Strategy 2026 and its subsidiary plans.

16. Research and Enterprise

16.1 Annual Commercialisation Report 2014-15
Council received the annual report on the University’s portfolio of spin-out and other related companies including an update on licence arrangements made during 2014/15. In discussion the following points were noted:
• In 2014/15 the number of active licence agreements for University IP had been 33, with most originating from SMCSE and the School of Health Sciences. IP income increased from £389k in 2013/14 to £463k in 2014/15.
• It would be useful to explore the support and opportunities which membership of the University of London might bring.
• Professor Iain Gray would meet with the PVC (Research & Enterprise) to consider future opportunities and an update would be given at a future meeting. [Action]
16.2 **Research and Enterprise Annual Report**
Council received the Research & Enterprise Annual Report. In discussion the following points were noted:
- Progress was being made in the use of City Research Online (CRO) but further improvement would be of great importance to City’s success in the next REF. Council acknowledged achievements, notably an increase in citations, which were critical to City’s standing in world rankings.
- Research income had increased slightly over the year, but the level of activity had increased significantly as had the number of staff applying for grants.

**Part Four – Items for information and not to be discussed unless starred.**
17. **Register of Collaborative Provision**
Council noted the register.

18. **Council and its Committees' Meeting Dates**
Council noted the future meeting dates.

19. **Minutes for Note**
19.1 Strategy, Implementation and Performance Committee, 22.02.16
19.2 Audit and Risk Committee, 7th March 2016
19.3 Senate, 16.03.16

20. **University Events**
Council noted the list of upcoming events.

21. **FOI Review**
Council agreed that the agenda would be amended to reflect that the paper for Item 12 “Tender for Short-term Lending Facility” was “Closed”.

22. **Date of Next Meeting**
Friday 8th July 2016.

**Part Five – Short Meeting of Independent Members**
23. **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
May 2016