

**UNIVERSITY OF SALFORD
COUNCIL
MINUTES OF THE MEETING HELD ON
30 JUNE 2011**

Present: Dr A Mawson (Chair)
Mr C Wells (Deputy Chair)
Cllr D Antrobus
Mr M Appleton
Mr I Austin
Mr K Brady
Mr T Britten
Prof M Bull
Dr M Burrows
Mr R Chotai
Mr N Collins
Mr P Crompton
Ms C Dangerfield
Mr J Greenough
Prof M Hall
Mr E Healey
Mr M Johnson
Mr N Renfrew
Prof H Takruri-Rizk
Ms R Turner

Apologies: Ms J Fawcett
Ms F Goodey

In attendance: Dr A A Graves (Registrar and Secretary)
Ms K Brown (Executive Director of Finance)
Mr P Cartwright (Head of Change Management – item COU.11.23)
Ms J Halliwell (Associate Director of Finance – item COU.11.17 – 23)
Mr P Hopwood (Head of Planning and Performance – items COU.11.21 and COU.11.22)
Mr C Larkin (Director of Communications – item COU.11.28)
Mr K Watkinson (Executive Director, Human Resources – items COU.11.30 and COU.11.33)
Mr M Rollinson (Head of Governance Services and Deputy Secretary)

COU.11.17 MEMBERSHIP

The Chair reported that Warren Smith had been invited to attend the meeting as an observer (prior to taking up his position as a member of Council on 1 August 2011) but was unable to attend as he was attending the funeral of former Vice Lord Lieutenant and former University Council member, David Wilson. Council noted Mr Wilson's distinguished past service as a member of the governing body which including chairing Finance Committee; Mr Wilson had also served as a member of the University College Salford governing body.

Council welcomed Eric Healey to his first meeting as a Council member and also welcomed Karen Brown who had taken up post as Executive Director of Finance on 13 June 2011.

COU.11.18 MINUTES (COU/11/15)

The minutes of the meeting held on 25 March 2011 were agreed as a correct record.

COU.11.19 CHAIR'S ACTION SINCE PREVIOUS COUNCIL MEETING

Council noted;

- i) that the Chair of Council approved an amendment to the fees schedule (approved by Council at its meeting on 25 March 2011) on 18 April 2011; this change was notified to all members (COU/11/16) and was reflected in a Secretary's note to the minutes of the Council meeting on 25 March 2011.
- ii) that the Chair of Council authorised a minor change to the detail of the Federation of Superannuation Schemes in Universities (FSSU – the precursor to the current Universities Superannuation Scheme) which affected a relatively small number of former employees. The University was a joint trustee in the Scheme (along with Capita) and the change was necessary in order to ensure that the Scheme remained compliant with the Finance Act, 2004.
- iii) that the Chair of Council approved the addition of Karen Brown, Director of Finance, as an authorised signatory (replacing the former Director, Simon Attwell) to give instructions (jointly or alone) in all matters concerning the £20million loan facility on behalf of the University of Salford to Barclays PLC. Council authorised the Chair of Council, the Vice-Chancellor, the Registrar and Secretary and the Director of Finance to act on this matter at its meeting on 9 July 2009.

Council endorsed the action carried out by the Chair on its behalf since the previous meeting.

COU.11.20 VICE-CHANCELLOR'S MANAGEMENT REPORT (COU/11/17)

Council received a report from the Vice-Chancellor updating members on developments since the previous meeting of Council on 25 March 2011. The Vice-Chancellor updated members on the following developments since he had drafted the report;

- i) two appointments to Head of School positions had been made. Prof Allan Walker had been appointed as Head of School of Art and Design, joining the University from Glasgow School of Art and Design. Prof Amanda Broderick had been appointed as Dean of Salford Business School, joining the University from the University of Durham;
- ii) the anticipated White Paper ("Students at the Heart of the System") had been published on 28 June. The Executive would be formulating its response to the White Paper over the following weeks and a full briefing would be given to Council at its next meeting in October. Key points for Council to note at this stage were;
 - from 2012-13, universities will be able to compete for about 85,000 student places (approximately one in four). Of this number, approximately 65,000 would be for applicants with 'A' level grades of AAB or better, with 20,000 made available to institutions with tuition fees of less than £7,500. There would be no restriction on institutions filling these contestable places but they did not represent additional numbers – the number of "non-contestable" places would therefore diminish;

- the market would be opened up to private providers and FE Colleges; students at any provider, whether public or private, would be able to borrow up to the maximum annual undergraduate tuition fee of £9,000 provided the institution consented to be part of the HE regulatory framework.

The Vice-Chancellor advised Council that contestability of places for AAB applicants and sub £7,500 programmes were both threats to, rather than opportunities for, the University; the University was part of the “squeezed middle” which most initial press reports had identified as being adversely affected by the changes. More detailed modelling would need to be done but it was clear that the Department for Business, Innovation and Skills would be reliant on HEFCE to operationalise the changes and implementation of some aspects of the White Paper (eg contestability of places at institutions with fees of £7,500 or less) would be challenging.

COU.11.21 **FINANCE REPORT (COU/11/18)**

Council received and noted the commentary on the third quarter financial accounts introduced by the Associate Director of Finance. Council was advised that the accounts showed that the University surplus was £2.4 million below the phased baseline budgeted surplus; the reason for this was the £2.85 million adverse variance as a result of a recent land valuation of Acton Square and most significantly, the Farmer Norton site.

Council noted that the following measures had already been put in place or were being put in place to mitigate the adverse impact of the revaluation exercise;

- improvement of bad debt position;
- improvement of student fee position (because of better than anticipated second semester recruitment);
- VAT recovery
- deferral of Capital Schemes
- removal of discretionary expenditure
- freeze on vacancies

With the measures in place, and based on the current situation, Council was advised that the Executive was confident that a breakeven position would be achieved on a historic cost basis. Council was aware of previously reported pressures on the 2011-12 budget and the potentially significant impact (in relation to both HEFCE and banking covenants) of returning a deficit position for two consecutive years. In response to questions from members, Council was advised that the banks who were potential providers of the loan facility to support the Campus Plan development had been apprised of the current situation and were comfortable with it. It was noted that lenders either had changed or were in the process of relaxing calculation rates for Banking Covenants.

In response to a question from a member about contingency planning should the 2010/11 outturn result in a deficit, the Associate Director of Finance reported that a £1.5 million historic cost surplus was forecast for 2011/12. This contingency could be supplemented by acceleration of planned Transformation Programme savings and more concentrated efforts to drive revenue.

In response to questions about specific details within the report, Council was advised;

- i) that the under-achievement on home undergraduate recruitment was principally a result of the University seeking to avoid significant penalties for over-recruitment; this was a difficult balancing act and universities which had over-recruited had been subject to substantial clawback;
- ii) the underperformance of catering was disappointing and an action plan to address this was being developed under the leadership of the Director of Student Life. Council was reminded that there had been more significant underperformance before the service was contracted to a private provider.

Council commended the work of the Finance team in responding to a significant, unavoidable adverse situation late in the year, and endorsed the approach to mitigating the risk of a deficit in 2010-11 as outlined in the report.

COU.11.22 FINANCIAL FORECASTS (COU/11/19)

Council received the Financial Forecasts which had been submitted to HEFCE in April. At its meeting on 25 March 2011, Council had delegated approval of the Forecasts to a sub-group of the Chair of Council, Deputy Chair of Council and Lead Member for Finance for report to the next Council meeting.

Council noted that assumptions made in developing the Financial Forecasts included;

- reduction in first year intake of home/EU full-time undergraduate student numbers from 2012-13. A prudent, cautious approach had been taken (assumption of 21% reduction in home undergraduate intake in 2012-13 and increased dropout rate of 15% between year 1 and year 2 and 20% between year 2 and year 3); indications were that this was a more prudent and cautious assumption than the sector average;
- in relation to HEFCE Teaching grant, complete withdrawal of Band C and D provision on a phased basis and a reduction in Group B funding to 50% of current levels, phased from 2012-13.

Council confirmed its commitment to achieving a surplus of 3-5% as a longer term objective but noted that previously agreed and significant investment plans for the period of the forecast meant that this could not be achieved in the short term. Council noted that, on current assumptions, the position improved towards the end of the five year period covered by the forecasts (c£6 million historic cost surplus forecast for 2014/15).

Council noted further that the situation in relation to future NHS funding continued to be uncertain but the forecasts represented a reasonable position based on current assumptions.

Council noted that the revisions to HE financing meant that there was a greater degree of uncertainty in forecasting with less stability in the system; Council agreed that it would need to ensure close monitoring of the current situation and noted the need for increased focus on controlling costs (already initiated through the Transformation Programme and the Savings Challenge).

Council endorsed the Financial Forecasts as submitted to HEFCE.

COU.11.23 BUDGET 2011-12 TO 2015-16 (COU/11/20)

Council received the University budget for 2011-12 to 2015-16 as recommended by the Executive. The Vice-Chancellor introduced the report and paid tribute to the work of the Registrar and Secretary and the Associate Director of Finance in the budget preparation process.

The Associate Director of Finance apprised Council of the approach and assumptions outlined in the report, in particular, the prudent assumptions in relation to staffing and non-pay cost savings (i.e. staff cost savings of £5 million (£2 million less than Transformation Programme target), non-pay cost savings of £6 million (£1 million less than Transformation Programme target)). The Registrar and Secretary advised that the budget incorporated the commitment to expenditure on Phase 1 of the Campus Plan as previously agreed by Council. Council noted the ability to fund any further strategic investment in 2011/12 and 2012/13 was limited without an improvement in revenue streams or further reductions in expenditure and the budgets did not therefore include any funding for further strategic investments until 2013/14. Council noted further that, under current assumptions, there was a significant increase in Operating Surplus and investment towards the end of the budget period (in 2015-16, £17 million and £7 million respectively) – no decisions had yet been made about the nature of this investment.

The Registrar and Secretary advised that the budget did not include any assumptions of disposal of assets because of the currently depressed nature of the property market; however, disposal remained an option to be considered in due course. In this context, the Registrar and Secretary reported further that the University had engaged commercial advisers to develop options for leveraging value from its estate and that the University was in the process of consolidating its land holdings in the north of campus, which would provide further opportunities to release value once the real estate market improved.

In response to questions, the Associate Director of Finance advised that the position in relation to liquidity in 2011/12 was tighter than in previous years because of the extent of investment in the estate. The banks who had been consulted about provision of investment finance had shown a positive response to the financing requirements (Annualised Service Cost was forecast at 3.38%, which was well within the HEFCE requirement (of no more than 4%)).

The Associate Director of Finance advised that, as presented, whilst the overall University budget reflected the anticipated changes in fees and HEFCE grants, the internal college and professional services budgets did not yet attempt to incorporate funding regime changes. Once there was more clarity on the impact and the effect on individual Schools, this would be reflected internally. Council noted that it was intended that more accurate population of these budgets would take place at mid-year review when 2011/12 student numbers would be known and there would be greater clarity than at present.

The Associate Director of Finance reported further that staffing savings had not yet been factored into the detailed local budgets. In response to questions, Council was advised that the Transformation Programme was producing efficiencies in processes and removing duplication which would facilitate reduction in both non-pay and non-academic staff pay costs. In addition, the Academic Portfolio Review (led by the Pro-Vice-Chancellor (Academic), Prof Huw Morris) was also identifying efficiencies on the academic front and increased focus would be placed on academic staff generation of income (e.g. through CPD or enterprise activity).

Following considered and detailed deliberation, Council **resolved:**

to approve the budget for 2011-12 to 2015-16 as presented.

COU.11.24 PERFORMANCE REPORT (COU/11/21)

Council received and noted the report which presented the results for the third quarter Key Performance Indicators and Subsidiary Performance Indicators (i.e. for the academic year up to 30 April 2011).

Council members commended the very clear and transparent nature of the report. Referring to the fall in the University's position in the Guardian League Tables, the Vice-Chancellor reported that a review of performance (reviewing all subject fields and categories in the Guardian League Tables) was being led by the Pro-Vice-Chancellor (Academic). Whilst it was clear (as outlined in the report) that the method of calculation used in compiling the League Tables did not favour the University, the fall in position was being taken extremely seriously and Council would be apprised of progress at the next meeting. Council noted that the tight clustering of institutions in the table meant that relatively small improvements (including maximisation of data returns) could lead to significant increases in performance. Council noted the comments from the Senate nominee on Council about the deleterious effect on staff morale, of decline in performance as measured by league tables and encouraged the Executive in its efforts to improve the University's position.

The Registrar and Secretary drew members' attention to the excellent outcome of the recent Staff Experience Survey. Headline results included:

- overall satisfaction with current job is up to 80% from 73%;
- overall satisfaction with the University as an employer is up to 72% from 61%;
- overall satisfaction with the leadership and direction of the University is up to 58% from 37%;
- good understanding of the long term strategy of the University is up to 68%.

Council noted that these results represented a significant improvement from the previous survey (carried out two years previously) and placed the University in the top quartile of organisations (both public and private sector).

COU.11.25 CORPORATE RISK UPDATE REPORT (COU/11/22)

Council received and noted the latest information on the top twelve risks facing the University and the management actions identified to reduce risk to an acceptable level.

The Registrar and Secretary reported on two current, significant risks:

i) MediaCity Delivery Schedule

The main contractor, Overburys, had requested a four week extension to allow incorporation of the Media Asset Management System. Robust and substantial contingency planning measures had been considered by the Executive; the latest position was that, following rigorous negotiations with the contractors, a commercial agreement to mitigate the delay to a few days was in the process of being concluded.

ii) ICT Transformation Programme

The programme was now entering its most difficult phase, with migration of major enterprise programmes to the new data centre; a separate report on progress had been prepared (COU/11/24). This was an extremely complex operation and some snagging and delays were being experienced. The Lead Member for IT confirmed that this matter was being monitored by the IT Programme Board and appropriate mitigating action was being taken; although delays were being experienced, the programme was still on course for completion in mid-September and there were minimal cost implications. The Lead Member confirmed that issues of this type were not untypical at this stage of this stage of complex projects and the relationship between IT Services and its users remained positive.

COU.11.26 TRANSFORMATION PROGRAMME (COU/11/23)

Council received and noted an update on the University's Transformation Programme. In response to a question, the Registrar and Secretary reported that implementation of the Transformation Programme would reduce staff costs to 56 per cent of overall expenditure, placing the University in line with the average of 1994 Group institutions (a helpful comparator given the University's aspiration to be a top quartile University).

COU.11.27 ICT TRANSFORMATION PROGRAMME (COU/11/24)

Council noted that the report had been considered under COU.11.25 ii) above.

COU.11.28 UNIVERSITY BRAND

Council received a presentation from the Director of Communications on the University's brand design (a copy of the presentation was placed on the members' resources section of the Council website); the presentation followed on from the exposure of the principles behind the brand design (including the core proposition of "true depth" and the communications concept of "real world impact") at the previous Council meeting.

The key elements of the redesign were:

- i) the removal of the lion; although the lion was a long standing heraldic device associated with the City of Salford, its use at the University was relatively recent;
- ii) the use of a unique primary font (based on Noah font) and the secondary font, Soho;

- iii) red and black as the logo colours;
- iv) the use of Manchester as a locator/identifier in the logo;
- v) that the locator/identified would not be used on signage/way finding information on campus.

The response from the clear majority of members present was extremely positive; the simplicity and clarity of the design was commended and the rationale for the use of Manchester as a locator/identifier accepted given Manchester's status as England's second city and the worldwide recognition of Manchester (not least through its association with Manchester United FC). The President Elect of the Students' Union (Ms C Dangerfield), whilst sympathetic to the need to optimise the recognition and profile of the University, expressed disappointment at the use of Manchester in the logo given Salford's long and proud history as a separate and distinct city. The Registrar and Secretary reported that Felicity Goodey (unable to be present at the meeting) had expressed similar concerns, particularly in the context of the BBC move to Salford Quays and their use of Salford rather than Manchester in publicity and branding; Ms Goodey had expressed the view that the Salford brand was likely to increase in prominence and recognition over the next few years and the use of the Manchester locator in the University's logo could detract from this.

The President Elect of the Students' Union also regretted the lack of student involvement in the development of the brand design. The Director of Communications reminded members that the presentation represented the culmination of over 12 months work and consultation with and formative input from students had been a key part of the final design. The Vice-Chancellor noted that, given the complexity of the work required (not least in establishing clarity and order to the University's "virtual real estate"), this would not have been a suitable project to be run as a student competition.

Members expressed support and sympathy for the view that the Salford brand would become increasingly prominent as the MediaCity development opened fully and the BBC moved in; however, in the short to medium term, the need for the Manchester locator in the brand was felt to be essential to increase awareness of Salford's location (particularly in international markets). The Vice-Chancellor emphasised the University's loyalty to both the City of Salford and the wider City-Region; the University had undertaken helpful, constructive discussions with the City Council in the course of finalising the brand proposal.

In response to questions, the Director of Communications reported that the brand design met all relevant accessibility requirements. Members from the City Council advised the Director of Communications that the design and installation of City Council signage at Chapel Street was imminent and encouraged the Director to liaise with relevant staff to ensure mutual understanding and consistency of approach.

Council resolved:

to approve the brand design proposal as presented.

The President Elect of the Students' Union asked that her opposition to the proposal be noted; the President of the Students' Union (Mr R Chotai) asked that his abstention on this matter be noted. The Registrar and Secretary reiterated Ms F Goodey's opposition to the proposal. All other members indicated approval of the proposal.

COU.11.29 **PRESENTATION FROM STUDENTS' UNION**

Council received and noted a presentation from the President and President Elect of the Students' Union (Mr R Chotai and Ms C Dangerfield respectively) on the work of the Students' Union. The presentation covered:

- Annual Report
 - Student involvement
 - Union achievements
 - representation and engagement
 - Student activities
 - "Rate Your Union" Survey

- New Democratic Structures (including representative fora)

- Strategic Plan 2011/14
 - Championing the Student Voice
 - development of active student communities
 - developing a robust and student focused Union

Council noted that the Student representation system appeared to be in robust health (almost 700 course representatives recruited of whom almost 300 had undergone training); the Students' Union Officers commented that the Union worked closely with academic colleagues in Schools to ensure adequate and effective student representation. The Union Officers spoke of the supportive approach adopted by the University under the leadership of the Pro-Vice-Chancellor (Academic), for example in the positive response to the Salford Bill of Student Rights developed by the Students' Union earlier in the academic year.

In response to questions, the President of the Students' Union confirmed that, in spite of the challenging financial environment, the Union's finances remained robust and the Union was well-governed (external accreditation of effectiveness through the SUEI initiative had been achieved).

COU.11.30 **STAFF DISCIPLINARY POLICY (COU/11/25)**

Council was advised that a revised Staff Disciplinary Policy had been prepared and received a report from the Executive Director of Human Resources summarising the principal differences. Council **resolved:**

to approve the revised policy.

COU.11.31 **ANNUAL STATEMENT OF HEALTH, SAFETY AND WELL BEING (COU/11/26)**

Council received the statutory annual report on health, safety and well being covering the year 2010; the report outlined performance and some of the key achievements in respect of health and safety management.

In response to a question, the Registrar and Secretary confirmed that health and safety matters received appropriate and adequate attention during the commissioning and implementation of construction and redevelopment work on the University estate.

Council **resolved:**

to approve the annual report.

COU.11.32 EQUALITY AND DIVERSITY ACTION PLAN (COU/11/27)

Council received and noted the report setting out the approach to equality and diversity action planning (including the development of corporate and separate professional service action plans). Council noted that it would receive periodic reports on progress accompanied by relevant data and that the facility existed to escalate relevant matters to the Corporate Risk Register if need be. Council endorsed the approach, noting the need to keep close scrutiny over implementation of the plans.

COU.11.33 REPORT FROM COUNCIL ADVISORY GROUP (COU/11/28)

Council considered the report of the meeting of Council Advisory Group held on 9 June 2011, including the reports from the Lead Member meetings.

Council noted:

- a) in relation to the report from the Lead Member for Estates:
 - i) the need for Council to receive, in due course, clearly articulated business cases in relation to both the final shape of the accommodation project and the Sports Centre project;
 - ii) that the University had now submitted its opposition to the construction of private student accommodation on Adelphi Street as indicated in the report (Councillor Antrobus asked that his interest in this matter as the City Council Lead Member for Planning be recorded; Councillor Antrobus did not express an opinion on this matter);
 - iii) in response to a question, that the Registrar and Secretary would investigate the situation regarding access to the footbridge near the Meadows (adjacent to the site of the former Bridgewater Building) be investigated;
- b) in relation to the report from the Lead Member for Finance:
 - i) thanks to Julie Halliwell for her work as Acting Director of Finance in the period January – June 2011;
- c) in relation to the report from the Lead Member for Human Resources:
 - i) that UCU had now balloted its members for industrial action; the ballot closed on 14 September 2011

COU.11.34 **REPORT FROM NOMINATIONS AND GOVERNANCE COMMITTEE (COU/11/29)**

Council considered the report of the meeting of Nominations and Governance Committee held on 9 June 2011.

Council considered the recommendation that, in accordance with the best principles of corporate governance (i.e. ensuring that all members serving on Council have the requisite skills and experience to make a full contribution to the work of the Council), Statutes be amended to permit appointment of staff members through a nominations process. Council noted the views expressed by some staff and student members that such a change could be seen as disenfranchising members of staff, removing their ability to take part in a democratic process. Council noted the alternative view that elections encouraged the perception that members were “representatives” of particular interests (antithetical to principles of good governance) and further, that able and qualified individuals may be unwilling to subject themselves to an election process.

After consideration, Council **resolved**:

to change Statutes as outlined in the report with the proviso that the procedure to be followed allowed self nomination by any eligible member of staff for the particular constituency (i.e. either academic or non-academic staff currently eligible to participate as electors as set out in the current election rules).

The Registrar and Secretary was asked to liaise with the University's legal advisors to effect this change as quickly as possible.

Council **resolved** further that:

- a) in relation to Audit Committee:
 - i) Dr A Smith's membership of Audit Committee as a co-opted member cease at the end of his current term of office (July 2011) and the advice of existing members of Audit Committee be sought in helping to determine possible alternatives;
 - ii) Mr E Healey replace Mr I Austin as Chair of Audit Committee;
 - iii) the constitution of the Audit Committee be amended to provide for up to four appointed, independent members.
- b) in relation to Nominations and Governance Committee:
 - i) Mr J Greenough be reappointed as an appointed, independent member;
 - ii) Prof M Bull be reappointed as an appointed internal member;
 - iii) Mr W Smith be appointed as an independent member (as opposed to a co-opted member) with effect from his appointment to Council on 1 August 2011;
 - iv) further consideration be given to the ensuing vacancy for a co-opted member on the Committee and a report brought back to the next meeting of the Committee.

- c) in relation to Lead Members, that:
 - i) Mr J Greenough be reappointed as Lead Member for Performance.
- d) the provisional date for the Strategic Conference of Friday 11 May 2012 be confirmed; the Conference would not be residential and the reserve date of Saturday 12 May be removed (the venue for Conference was to be confirmed although the potential for this to be on campus, potentially at MediaCity, was noted).
- e) the existing guidance on Lead Members be confirmed as sound subject to the following minor amendments as set out in the report to the meeting:
 - Ordinance 3.3 delete “ensuring that the business area assigned to them is well-managed”, insert “ensuring that processes are in place to assure themselves that the business area assigned to them is well-managed”;
 - in the extract from the Code of Conduct, explicit reference to recognizing the difference between governance and management and the importance of an effective working relationship between the Lead Member and the Director, enabling effective liaison between relevant portfolio areas and Council.
- f) the draft statement of expectations/role description for independent members of Council be approved subject to the following minor amendments as set out in the report to the meeting:
 - Under Section 2 “Qualities sought in potential members of Council”, fifth bullet point to read “integrity, tact, discretion and maintenance of confidentiality, independence and objectivity”;
 - Under Section 3.2, insertion of Lead Member Performance portfolio;
 - Under Section 3.3, extension of the clause relating to time commitment to between one and two days on average, depending on the role of individual Council members.

Council also noted that invitations had been sent to a social event for Council and Executive Members and their partners to be held at the Vice-Chancellor’s home on 29 September 2011.

COU.11.35 AUDIT COMMITTEE (COU/11/30)

Council considered the report of the meeting of Audit Committee held on 2 June 2011. Council endorsed the appointment of PriceWaterhouse Coopers as the University’s internal auditors following the rigorous selection process outlined in the report. Council also endorsed and commended the work on development of an Anti-Bribery Policy noting that the Appendix relating to the Policy and Procedure on Public Interest Disclosure would be reviewed and resubmitted to the next meeting of the Committee.

COU.11.36 SENATE (COU/11/31)

Council considered the report of the meeting of Senate held on 8 June 2011. Council **resolved**:

- i) in relation to the School structure in the College of Arts and Social Sciences, that the new School be called “Humanities, Languages and Social Sciences” at least until the wider matter of sub-School structures had been determined;
- ii) in relation to the School structure in the College of Health and Social Care, that the two Schools be called “Health Sciences” and “Nursing, Midwifery and Social Work”;
- iii) to approve the Learning and Teaching Strategy;
- iv) to approve the appointment of Prof R Cook as Professor Emeritus.

Council also noted the revised Scheme of Academic Governance as approved by Senate.

COU.11.37 USE OF UNIVERSITY SEAL (COU/11/32)

Council noted the report outlining the use of the University Seal since the previous meeting.

COU.11.38 COUNCIL CALENDAR OF MEETINGS 2011/12 (COU/11/33)

Council noted the dates of Council and Committee meetings in 2011/12 including the date of the next Council meeting (Tuesday 4 October 2011 at 4pm).

COU.11.39 ANY OTHER BUSINESS

1. Vote of Thanks

The Chair reminded members that this would be the final meeting for Mr N Renfrew who was standing down from Council on 31 July 2011. Council paid tribute to the contribution made by Mr Renfrew to the work of the Council over his ten year membership. Mr Renfrew in turn expressed his enjoyment of his time as a Council member and his confidence in future leadership and governance of the institution during the forthcoming period of significant challenge for the University and the sector.

The Chair also offered his thanks to the outgoing Students’ Union President, Mr R Chotai, for his contribution to the work of the Council.