NEWCASTLE UNIVERSITY
COUNCIL
6 June 2011

Present: Mrs M O Grant (in the Chair), the Vice-Chancellor, Professor E Ritchie (Deputy Vice-Chancellor), Mr N E Braithwaite, Professor M F Cross, Mr T Delamere (President, Students’ Union), Mr J C FitzPatrick, Ms J Henderson, Mr M I’Anson, Sir Miles Irving, Mr P M Johnson, Mr S Lightley, Dr L Y J Liu, Professor D A C Manning and Mr S D Pallett.

In attendance: Professor S Cholerton, Professor C P Day, Professor C Harvey, Professor O R Hinton, Professor A C Stevenson and Professor N G Wright (Pro-Vice-Chancellors), Dr J V Hogan (Registrar), Mr R C Dale (Executive Director of Finance), Mrs V S Johnston (Executive Director of Human Resources) and Miss E M Niven (Administrative Officer).

Ms J Henderson was not present for item 134.

MINUTES

104. DECLARATIONS OF INTEREST

No declarations of interest were received.

105. MINUTES

Noted that since the minutes were circulated, point 13 of Minute 87 had been amended to read as follows:

‘13. The sabbatical officers expressed the concerns of the student body at the prospect of a £9,000 tuition fee and asked that students’ strong concerns and reservations were noted.

14. It was noted that a carefully costed approach was preferred.....’

Following agreement of this amendment the Minutes of the meeting of Council held on 28 March 2011 were approved as a correct record and signed.

106. HEALTH AND SAFETY

Received an oral report from the Executive Director of Human Resources on current health and safety issues affecting the University, including performance measures and actions taken.

Noted that:

1. Sir Miles Irving would step down from membership of Safety Committee on 31 July 2011. Mr Andrew Newman, Chair of Safety Committee, had asked for the Committee’s appreciation of Sir Miles’ contribution to the work of the Committee over many years to be noted.

2. An external audit of the University’s safety arrangements had recently been conducted. The results of this audit would be reported to the next meeting of Council.
3. The Executive Director of Human Resources was to meet with Mr Ian Shott to discuss the presentation of the University’s safety statistics. Safety Committee’s annual report would be presented to Council at its next meeting.

107. MATTERS ARISING FROM THE MINUTES

(i) Progress of business

Received a business tracking form.
[Circulated with the agenda as Document B. Copy filed in the Minute Book.]

(ii) Council induction (Minute 90, 28.3.2011)

Received the Council induction programme for 2011-12.
[Circulated with the agenda as Document C. Copy filed in the Minute Book.]

Noted that:

1. Given that there would be increased focus on the student experience and the steps taken to prepare for the first intake of students subject to higher fees, it was suggested that consideration should be given to moving the session with the Pro-Vice-Chancellor Learning and Teaching to an earlier point in the induction schedule.

2. It was confirmed that the Faculty Pro-Vice-Chancellors would undertake the session on the role of the Faculty Pro-Vice-Chancellors and the structure and operation of the faculties, schools and research institutes on a rotating basis.

108. CHAIR’S BUSINESS

(i) Question submitted by Professor David Manning

‘What are the implications, from the perspective of the University as a business, of recent decisions by the UK Borders Agency to strengthen controls on the English Language qualifications of applicants? Specifically, how do these decisions affect our ability to recruit from countries such as Nigeria or India, where we accept that adequate English is provided by the prior education of candidates and so an IELTS test is not normally required? What dialogue does the University have with the UKBA that helps us to minimise any negative impact of decisions that may be made?’

Received a response prepared by the Academic Registrar.
[Circulated with the agenda as Document D. Copy filed in the Minute Book.]

After noting that:

1. The changes made by UKBA had been introduced at short notice and part way through the admissions cycle which had caused a significant increase in workload for admissions staff.

2. The omission of countries such as Nigeria and India from the list of English speaking countries prepared by UKBA could have implications for subjects which depended heavily on these countries for their recruitment. The sector had responded promptly to this which had resulted in UKBA issuing updated guidance.
3. Internally the University was ensuring that admissions tutors were kept informed of the most recent guidance. In light of the late stage at which the changes had been introduced, the UKBA had indicated that it intended only a light touch audit of institutions this year. Further developments in this area were to be expected.

(ii) CUC Plenary Meeting

Reported that the Chair and Chair Designate had attended the CUC Plenary Meeting in April.

(iii) Leadership Foundation HE Governance Summit: Now and Looking Ahead to 2020

Reported that Dr Lana Liu and Mr Simon Pleydell had attended the Leadership Foundation HE Governance Summit: Now and Looking Ahead to 2020 on 10 May 2011.

Noted that:

1. The summit had included a briefing from the Minister of State for Universities and Science, David Willetts MP. The summit had also included the launch of a ‘Framework for identifying governing body effectiveness in higher education’ prepared by the Committee of University Chairs and the Leadership Foundation.

2. Mr Pleydell had prepared some notes on the summit and these would be circulated to all members.

109. VICE-CHANCELLOR’S BUSINESS

Received the Vice-Chancellor’s report.  
[Circulated with the agenda as Document E. Copy filed in the Minute Book.]

(i) Deaths

Received a report on deaths recently announced by the University.

Resolved that Council record its deep regret and sympathy for the relatives concerned.

(ii) Fellow of the United Kingdom Academy of Medical Sciences

As noted in the Vice-Chancellor’s report, three members of staff had been elected as Fellows of the United Kingdom Academy of Medical Sciences. The Vice-Chancellor had asked the Executive Director of Human Resources to consider how such achievements could be recognised appropriately within the University.

(iii) Science City

The announcement of the new interim Chief Executive of Science City was expected in the near future. This individual would be in post until at least the end of March 2012 to coincide with the closure of One North East.

(iv) Regional Growth Fund

Following an unsuccessful bid in the first round of the Regional Growth Fund, the University and its partners were considering submitting a second bid to obtain funding for Science Central. While it was hoped that the bid would be successful, an
unsuccessful bid would mean there would a shortfall in funding for the phase one
development of the Science Central site. If this were to occur, the University and its
partners would reconsider their plans and would return to Council with a new
proposal for the site.

(v) Pay and Pensions

Noted that:

1. The negotiation process for the 2011 pay award was underway. The University
   and Colleges Employers Association (UCEA) had made an offer of an increase of
   £100 on all points on the common pay spine but this had been rejected by the
   unions.

2. With regards to pensions, Sir Andrew Cubie, the independent chairman of the
   USS Joint Negotiating Committee, had exercised his casting vote to approve the
   proposed changes to the scheme. The implementation date had not yet been
   announced but was expected to be 1 October 2011.

(vi) NUMed Campus in Malaysia

The Pro-Vice-Chancellor Medical Sciences provided Council with an update on
recent developments.

110. UNIVERSITY BUDGET 2011-12

   Considered a report from Mr Richard Dale, Executive Director of Finance on behalf of
   Executive Board.
   [Circulated with the agenda as Document F. Copy filed in the Minute Book.]

   After noting that:

   1. The consequences of the new tuition fee regime for student recruitment in September
      2012 were unclear and in order to prepare for this, the University had chosen to build up
      a financial buffer. Maintaining staff morale was a key priority. The University would
      continue to invest in the student experience, via Project 2012, and would prepare as well
      as possible for the implementation of the new fee regime.

   2. Income from HEFCE as a percentage of total income would decrease from 32.4% in
      2009-10 to 27.8% in 2011-12. This represented a 12% reduction in cash terms and a
      20% reduction in real terms. It was hoped that an increase in student fee income would
      compensate for this reduction.

   3. The University intended to invest £6.2m during 2011/12 in Project September 2012 with
      three quarters of this being spent on the academic projects and the remainder being
      spent on the estate.

   4. There was expected to be a slight increase in the staff headcount due to activities in
      Malaysia and Singapore. The University’s overseas activities would start to generate a
      surplus in the next financial year.

   5. The University intended to grow sources of non-regulated income such as income from
      overseas students, the numbers of which were expected to exceed 20% for the first time.
      It was also expected that the numbers of postgraduate students would exceed 30%
      which showed that the University was achieving its strategic objective in international
      student recruitment.
6. The University had recently learnt that it was placed 10th in the country for the amount of income it generated from its business activities (as defined by HEFCE’s HEIF allocation mechanism) which was considered to be a significant achievement.

7. The new purchasing system, Procure to Pay (P2P), was now in use within six units and would go live across the University by the end of the calendar year. It was expected that the new system would lead to significant efficiencies.

8. It was important to acknowledge the contribution of the Professional Support Services in helping to achieve a good budget outcome.

9. It was considered that, if the University was to make significant cuts in its expenditure during the next financial year, it would put the delivery of a quality student experience from September 2012 at risk. It was anticipated that a surplus of approximately 5% would be generated by the end of the current financial year. This was in excess of the control range which was set at 2-4% which was deliberate in order to create the headroom needed to prepare for September 2012.

10. There was considered to be a degree of prudence in the budget. There were opportunities for the income generated from research activities and overseas students to be higher than had been identified in the budget. Pay awards and overseas student numbers were identified as key risks over which the University had limited control.

11. Finance Committee had discussed the budget and had made no changes. The budget setting process was thorough and Council could be assured that an appropriate process had been followed.

12. The fact that the University’s general reserves were expected to increase from £105.6m in 2010 to £128m in 2012 was considered to be significant. It was essential for the University to deliver on its plan as represented by Project 2012 and it could use its reserves to address strategic issues as required.

13. Some consideration should be given to the possibility of redirecting money according to recruitment levels. It was confirmed that resources could be used to help buffer academic units should it be required.

14. It was noted that the Faculty of SAgE had created a surplus for a second year and all academic units in the faculty were now achieving surpluses.

15. Council endorsed the position that the control number for staff costs should be set at 55% of income.

**Resolved that:**

(i) *The Budget for 2011-12, as detailed in Document F, be approved.*

(ii) *The Registrar and his executive team be congratulated on having achieved significant efficiencies to help achieve a good budget position.*

(iii) *The Pro-Vice-Chancellor SAgE and his colleagues in the Faculty be congratulated on having achieved surpluses across all academic units.*
111. **TUITION FEES** (Minute 87, 28.3.2011)

(i) **Undergraduate tuition fee**

Reported that the Chair of Council, Vice-Chair, Deputy Chair and Honorary Treasurer, acting on behalf of Council in line with authority given at the 28 March 2011 meeting, had approved the recommendation of Senate that the undergraduate fee should be £9,000 from 2012-13.

(ii) **Project 2012**

Reported that Council, at its meeting on 28 March 2011, had resolved that it should receive details of the actions proposed in Project 2012 regarding the improvements to be made across the University prior to September 2012.

Received a report from Professor Tony Stevenson, Pro-Vice-Chancellor Planning and Resources on behalf of Executive Board.

[Circulated with the agenda as Document G. Copy filed in the Minute Book.]

After noting that:

1. Detail was requested on how the University could be confident that each academic unit was prepared for and could deliver the standard required by Project 2012. It was confirmed that a group had been established comprising the Faculty Deans, the Pro-Vice-Chancellor Learning and Teaching and staff with the Quality in Learning and Teaching (QuILT) section to monitor progress and to identify weaknesses.

2. In the diagram on page 5, the section entitled ‘Reward and Recognition’ appeared to have research activities as its main focus and it was suggested that it should be extended to encompass teaching activities. It was confirmed that Human Resources was continuing its work on reward and recognition in relation to teaching activities and how this could be evidenced for promotions. It was noted that ‘Reward and Recognition’ was also included as a project strand on page 3 which related solely to teaching and learning activities.

3. The diagram on page 4 made reference to FRS-equivalent recruitment and mentioned ageing and health, sustainability and social renewal as target areas for such recruitment. It was noted that, of these areas, sustainability and social renewal were not considered to be areas which were usually recognised by the Royal Society and there were many eminent academics in these disciplines who did not receive fellowship recognition. It was confirmed that the reference to “FRS-equivalent” was made in order to indicate the calibre of academic that was required, to signal the University’s ambition and to encourage staff internally. It was agreed that alternative methods of expressing this would be considered.

_Resolved that Council should receive regular reports on the progress of the Project 2012 during the next academic year._

112. **STRATEGIC RISK REGISTER**

Considered the updated Strategic Risk Register, as considered and endorsed by Executive Board, together with a paper from Dr John Hogan, Registrar.

[Circulated with the agenda as Document H. Copy filed in the Minute Book.]
After noting that:

1. Audit Committee had also considered and endorsed the Strategic Risk Register.

2. The changes to the tuition fee regime had necessitated changes to one of the strategic risks. The risk previously referred to as SR5I – Failure to meet student recruitment targets (home & international) had been split into two risks, SR5I – Failure to meet home student recruitment targets and SR5J – Failure to meet international student recruitment targets (numbers and diversity).

3. The overall rating of risk SR2C – Failure to achieve widening participation benchmarks and Access Agreement milestones, had been changed from green to amber to reflect the fact that it would prove more challenging to meet widening participation benchmarks once the new tuition fee regime was in place.

4. It had been noted that there were three risks (SR2A, SR4A and SR5J) which had the same gross and net scores and where controls were in place and working, the net score would normally be expected to be less than the gross score. Also SR4 – Failure to develop a significant international profile, was rated as amber which appeared to be in conflict with Key Performance Indicator paper (Document J) which rated the University’s international profile as green. It was agreed that risk SR4A should have been rated as green but it was suggested that there could be some circumstances where it was not possible for the University to put effective controls in place due to factors beyond its control and, in these circumstances it was considered appropriate for the net and gross scores to remain the same.

Resolved that, subject to the change noted in point 4 above, the Strategic Risk Register be endorsed.

113. STRATEGIC OBJECTIVES – KPIs : INTERNATIONAL PROFILE

Considered a paper from Professor Ella Ritchie, Deputy Vice-Chancellor on behalf of Executive Board, on the KPI ‘International Profile’.

[Circulated with the agenda as Document J. Copy filed in the Minute Book.]

Noted that:

1. In terms of its international activities, the University was moving into a more competitive environment in which it was less likely that students would automatically choose to travel to the UK to study. In this environment, partnerships, networks and visibility were important.

2. Work was underway to prepare a more focused internationalisation strategy which would be presented to the December meeting of Council.

3. The University was seeking to enhance its existing partnerships with bodies such as INTO whilst also developing a more coordinated approach between the faculties. A number of key posts had been established including Dean of International Business Development and Student Recruitment in the Faculty of Humanities and Social Sciences and Dean (Singapore Campus) in the Faculty of Science, Agriculture and Engineering.

4. The KPIs were set in 2009 and it was suggested that they should be reviewed to determine whether or not they were still appropriate. It was suggested that a discussion of the appropriateness of the current KPIs could take place alongside the consideration of the internationalisation strategy at the autumn meeting of Council.
5. It was important for all the services to be aware of their role in helping to enhance the student experience.

6. It was suggested that the University should look to North America as well as to countries such as India and China to identify potential recruitment opportunities. It was confirmed that the University was successful in attracting students from the United States and a good number of 14 Fulbright Scholars.

7. A wider discussion of the internationalisation strategy would be welcomed. Clarity over why the University undertook certain activities should be provided and a discussion on how the activities were coordinated was considered to be helpful. This was considered to be an area where Council members could make a valuable contribution.

8. The University should consider what message it wished to send out internationally and also how it would seek to counter some of the negative messages sent out as a consequence of recent government decisions in relation to Higher Education.

Resolved that Council receive the Internationalisation Strategy at its meeting in December 2011 and that a further discussion of the appropriateness of the current targets included in the International Profile KPI should take place at this meeting.

114. REPORT FROM AUDIT COMMITTEE

Received a report from the meeting of Audit Committee held on 19 April 2011. [Circulated with the agenda as Document K. Copy filed in the Minute Book.]

Noted that:

1. Audit Committee had asked for a review of the numbers of support staff and academic staff and had considered the ratios of and rate of increase in these two groups. The review was intended to ensure the University was achieving value for money from its expenditure on support staff.

2. It was important to consider the needs of the University’s overseas operations when reviewing support staff numbers and also to be aware that the category of non-academic included technical as well as administrative staff. At a recent meeting of Senate, the question had been raised as to whether academic staff received sufficient administrative and technical support.

3. Audit Committee had also recommended further development of the risk assurance framework.

115. REPORT FROM FINANCE COMMITTEE

Received a report from the meeting of Finance Committee held on 31 May 2011. [Circulated with the agenda as Document L. Copy filed in the Minute Book.]

Changes to University Loan Agreements

Resolved that in respect of the two facility agreements dated 10 February 2003 and 3 August 2004:

(i) The amendments set out in the letters of variation from Barclays Bank were in the interests of and for the benefit of the University and were most likely to promote the success of the University for the benefit of the members as a
whole and that such terms and conditions of the letters of variation be and are approved and accepted.

(ii) Mr Richard Dale, Executive Director of Finance, and Mr Peter Johnson, Honorary Treasurer, be authorised to sign the letters of variation on behalf of the University.

(iii) Barclays Bank be authorised to act in all matters concerning the facilities as amended by the letters of variation upon instruction from the University, in its capacity as borrowers of the facilities, signed in accordance with the Bank’s mandate for any of the accounts of the University held with the Bank from time to time.

The remaining items in the report were noted.

116. EMPLOYEE OPINION SURVEY (Minute 128, 12.7.2010)

Reported that Council, at its meeting on 12 July 2010, resolved that following detailed analysis of the results of the Survey, a further report and an action plan be presented to Council.

Considered a report from Mrs Veryan Johnston, Executive Director of Human Resources on behalf of Executive Board.

[Circulated with the agenda as Document M. Copy filed in the Minute Book.]

Noted that:

1. Since the results of the survey had been reported to Council in July 2010, much work had been done to focus on the main areas of concern which had been identified. Previous surveys had shown that where staff were aware that action had been taken, this had generated more positive responses to future surveys.

2. Academic and service units had been encouraged to focus on 2 or 3 issues which they could address in a practical way. From the responses, it had been identified that the University could do more to help staff cope with change. This would have consequences for the University’s communication plans.

3. Examples of actions plans were available for consultation by members of Council on request.

4. The Staff Development Unit (SDU) could play a role in helping staff to identify when support might be needed. Heads of Unit had been reminded of the importance of maintaining a dialogue and consulting with staff during periods of change.

5. Information was requested on how the results of the survey had been communicated to staff. In addition to a newsletter which was sent to all staff, each Head of Unit had been asked to present tailored information to staff within their unit during a face-to-face meeting. The quarterly HR newsletters updated staff on the actions taken in response to the survey.

6. It was noted that, although the overall response rate was 54%, the response rate of different categories of staff was variable. As a result it was suggested that some of the generalised conclusions required further analysis.

7. The report made reference to areas where scores for bullying, harassment or discrimination were ‘higher than average’. It was suggested that the University should
make it clear to staff that every instance of bullying was unacceptable. It was noted that reported rates of bullying within the Accommodation and Hospitality Services had declined in the most recent survey and it was suggested that this was as a result of action taken to address the problem.

8. Staff within the Equality and Diversity Team were conducting an analysis of different groupings and were considering the responses from staff with disabilities and those from ethnic minorities.

9. It was acknowledged that more work needed to be done to encourage participation by ancillary staff.

[Secretary’s note: Following the meeting it was established that the proportion of employees who had reported experience of bullying and harassment had gone down from 7% in 2007 to 4% in 2010. The proportion of employees who had reported experience of discrimination had gone up from 7% in 2007 to 8% in 2010]

117. OVERVIEW REPORTS : ESTATE SUPPORT SERVICE AND INFORMATION TECHNOLOGY AND RESOURCES REVIEW

Reported that the Working Group on Governance had recommended that Executive Board should ensure that at least once a year Council and Senate receive overview reports on the key strategies within Vision 2021, in addition to the current reports on finance.

Received a report from Professor Tony Stevenson, Pro-Vice-Chancellor Planning and Resources on behalf of Executive Board.

[Circulated with the agenda as Document N. Copy filed in the Minute Book.]

Noted that:

1. Major improvement had been made in terms of the sustainability of the campus and space utilisation and the University should be congratulated on this.

2. It was noted that the University's Estates Support Service had been shortlisted for a Times Higher Leadership and Management Award in the category of Outstanding Estates Team.

Resolved that the Director of the Estate Support Service and her team be congratulated on their achievements and the significant improvements which had been made.

118. PRO-VICE-CHANCELLOR SAgE

Reported that:

(a) In accordance with Senate Standing Order X:

1. The Vice-Chancellor may recommend to Senate and Council the appointment of a Deputy Vice-Chancellor and any establishment of, or appointment to, a Pro-Vice-Chancellor post.

2. If Senate and Council approve the recommendation, a selection committee shall be established comprising:

The Vice-Chancellor (in the Chair)
Three members appointed by Council
Three members appointed by Senate

3. On the occasion of the committee being established to appoint a Pro-Vice-Chancellor for a faculty, at least three of the members of the committee must be members of the relevant faculty.

(b) Senate, at its meeting on 12 April 2011, after noting that:

1. Soundings had been taken within the Faculty to identify possible candidates for the Senate-appointed members of the committee. It was suggested, however, that it was desirable for soundings to be taken more widely and that Heads of Academic Units within the Faculty should also be consulted.

2. The timescale for the appointment process was tight and it was therefore desirable for the Vice-Chancellor to be granted permission to appoint the Senate-appointed members of the committee on behalf of Senate.

had approved recommendations from the Vice-Chancellor that:

(i) A Pro-Vice-Chancellor SAgE be appointed from 1 January 2012 in succession to Professor Oliver Hinton, subject to the agreement of Council.

(ii) Subject to Council's approval of the recommendation in (i) and further consultation with the Heads of Academic Units within the Faculty, the three members of the committee from the Faculty should be the three members appointed by Senate.

(iii) Following consultation with the Faculty, the Vice-Chancellor be given delegated authority to appoint the members on behalf of Senate.

[The Vice-Chancellor had subsequently appointed Dr Heather Finlayson, Dr Bryn Jones and Professor Paul Watson to serve on the committee.]

Considered the following recommendations:

(i) That a Pro-Vice-Chancellor SAgE be appointed from 1 January 2012 in succession to Professor Oliver Hinton.

(ii) That Council appoint the following as its members on the selection committee:

   Mr Mark I’Anson
   Professor Ella Ritchie
   Mr Ian Shott

Resolved that recommendations (i) and (ii) above be approved.

119. SELECTION AND APPOINTMENT OF CHAIRS AND READERS

Considered a report from Mrs Veryan Johnston, Executive Director of Human Resources on behalf of Executive Board.

[Circulated with the agenda as Document O. Copy filed in the Minute Book.]

Resolved that the recommendation in Document O regarding the procedure to be followed for the constitution of appointment committees for Chairs and Readers be approved, subject to point 3 being amended to read:
Council 6 June 2011

‘Committees should never ordinarily be comprised of one gender.’

120. NEWCASTLE SCIENCE CITY

Received a progress report from Professor Nick Wright, Pro-Vice-Chancellor Research and Innovation on behalf of Executive Board.

[Circulated with the agenda as Document P. Copy filed in the Minute Book.]

121. OFFA ACCESS AGREEMENT

Reported that Council, at its meeting on 28 March 2011, had resolved that details of the OFFA Access Agreement be communicated to members of Council.

Received a summary report from Professor Suzanne Cholerton, Pro-Vice-Chancellor Learning and Teaching on behalf of Executive Board.

[Circulated with the agenda as Document R. Copy filed in the Minute Book.]

A full version of the document submitted to OFFA was available, on request, from Mrs Lesley Braiden, lesley.braiden@ncl.ac.uk

122. MEMBERSHIP OF COUNCIL

Reported that:

(a) The Chair of Council, acting on behalf of Council, had approved the appointment of Mrs Heidi Mottram as a lay member of Council from 1 August 2011 to 31 July 2014.

(b) Ms Laura Perry had been appointed President of the Students’ Union and Mr Liam Dale had been appointed Education Officer for 2011-12. Ms Perry and Mr Dale would be members of Council for that period.

123. FEES SCHEDULE 2011-12

Considered the Fees Schedule for 2011-12 which had been endorsed by Executive Board and Senate.

[Circulated with the agenda as Document S. Copy filed in the Minute Book.]

Received a report from Professor Suzanne Cholerton, Pro-Vice-Chancellor Learning and Teaching detailing the categories of student exempt from the new tuition fee regime to be applied in September 2012.

[Circulated with the agenda as Document T. Copy filed in the Minute Book.]

Resolved that the Fees Schedule for 2011-12 be approved.

124. EXECUTIVE BOARD : CHANGES TO MEMBERSHIP AND TERMS OF REFERENCE FOLLOWING THE GOVERNANCE REVIEW

Considered proposed amendments to the membership and terms of reference of Executive Board which had been approved by Senate subject to the agreement of Council.

[Circulated with the agenda as Document U. Copy filed in the Minute Book.]

Resolved that the proposed amendments be approved.
125. STANDING ORDERS OF COUNCIL

Considered proposed amendments to the Standing Orders of Council.

[Circulated with the agenda as Document V. Copy filed in the Minute Book.]

Resolved that the proposed amendments be approved.

126. COUNCIL’S DELEGATION OF POWERS AND AUTHORITY

Considered proposed amendments to Council’s delegation of powers and authority document.

[Circulated with the agenda as Document W. Copy filed in the Minute Book.]

Resolved that the proposed amendments be approved.

127. MEMBERSHIP OF NOMINATIONS COMMITTEE

Considered a recommendation from the Chair of Council, following consultation with the Vice-Chancellor, that Mr Peter Johnson be re-appointed as a member of Nominations Committee from 1 August 2011 to 31 July 2013.

Resolved that the above recommendation be approved.

128. SINGAPORE INSTITUTE OF TECHNOLOGY : GOVERNANCE STRUCTURES

Received a report from Professor Oliver Hinton, Pro-Vice-Chancellor SAgE on behalf of Executive Board.

[Circulated with the agenda as Document X. Copy filed in the Minute Book.]

129. CORPORATE GIFTS

Received a report from Dr John Hogan, Registrar on behalf of Executive Board.

[Circulated with the agenda as Document Y. Copy filed in the Minute Book.]

130. REPORT FROM THE STATUTORY COMMITTEE ON PROMOTIONS TO PERSONAL PROFESSORSHIPS AND READERSHIPS

Reported that, in accordance with agreed procedures, the Chair of Council, acting on behalf of Council, had approved recommendations in a report from the Statutory Committee on Promotions to Personal Professorships and Readerships.

[Circulated with the agenda as Document Z. Copy filed in the Minute Book.]

131. REPORT FROM FACULTY APPOINTMENT BOARDS

Reported that, in accordance with agreed procedures, the Chair of Council, acting on behalf of Council, had approved recommendations in a report from Faculty Appointment Boards.

[Circulated with the agenda as Document AA. Copy filed in the Minute Book.]

132. LEADERSHIP FOUNDATION : ‘GETTING TO GRIPS’ GUIDES

Reported that the following guides produced by the Leadership Foundation were available on the Governance website at:

http://www.ncl.ac.uk/executive/governance/council/documents/

Getting to Grips with being a Governor
Getting to Grips with Risk
Council 6 June 2011

Getting to Grips with Audit
Getting to Grips with Estates
Getting to Grips with Finance
Getting to Grips with Human Resource Management
Getting to Grips with Academic Standards, Quality and the Student Experience*
Getting to Grips with Internationalisation*
Getting to Grips with Research and Knowledge Transfer*

* new

133. REPORTED BUSINESS

Received a report of action taken in accordance with agreed procedures, approved where necessary by the Vice-Chancellor on behalf of Senate and/or the Chair of Council on behalf of Council, and by other University bodies and Chairs.

[Circulated with the agenda as Document BB. Copy filed in the Minute Book.]

RESERVED BUSINESS

134. VICE-CHAIR OF COUNCIL

Considered a recommendation from Nominations Committee that Ms Jacqui Henderson be appointed as Vice-Chair of Council from 1 August 2011 to 31 July 2014.

Resolved that the above recommendation be approved.

135. REPORT FROM REMUNERATION COMMITTEE

Considered a report from Remuneration Committee.

[Circulated with the agenda as Document Q. Copy filed in the Minute Book.]

Resolved that the recommendations in Document Q be approved.