



Academic and Governance Services

Council

17/30 A meeting of the Council was held in Room 103 in Building L022, London Road campus on Monday 10 July 2017 at 2.15pm.

The President
 The Vice-President (Ms S. M. Woodman)
 The Vice-Chancellor
 The Deputy Vice-Chancellor
 The Pro-Vice-Chancellor (Professor G. Brooks)
 The Pro-Vice-Chancellor (Professor R. Van de Noort)
 The Pro-Vice-Chancellor (Mr V. Raimo)

Mr T. Bartlam	Dr O.B. Kennedy
Mr T. Beardmore-Gray	Miss R. Lennon
Professor J. Board	Mrs K. Owen
Professor L. Butler	Mr H.W.A Palmer
Mr K. Corrigan	Professor J.R. Park
Lord Crisp	Mr S.C.C. Pryce
Mrs P. Egan	Mr S.P. Sherman
Dr P. Erskine	Mr T. Spencer
Ms M. Hargreaves	Professor S. Walker

In attendance:

The Chief Strategy Officer and University Secretary
 The Chief Financial Officer
 The Director of Quality Support and Development
 The Head of Strategic Projects (for Minute 17/38 only)
 Professor C.L. Furneaux, Teaching and Learning Dean and member-elect of Council

Apologies were received from the Vice-President (Mr R.E.R. Evans), Dr B. Rawal and Mrs S.L. Webber.

The President welcomed Mr Tristan Spencer, President of the Students' Union, and Miss Rose Lennon, Welfare Officer of the Students' Union, to their first meeting of the Council.

17/31 The minutes (17/15-17/29) of the meeting held on 20 March 2017 were confirmed and signed.

17/32 Membership of the Council (Item 4.1)

Class 5

It was reported that, consequent upon the Class 5 elections for a member of staff from grades 6-9, Professor Clare Furneaux would be a member of the Council from 1 August 2017 for a period of three years in the first instance.

Class 7

It was reported that, consequent upon the Students' Union elections, the following would be members of the Council in the Session 2017-18:

Members:

Mr Tristan Spencer	President
Miss Rose Lennon	Welfare Officer.

17/33 Report of the Strategy and Finance Committee (Item 4.2)

The Council received the Report of the meeting of the Strategy and Finance Committee held on 12 June 2017 relating to items for report.

Resolved:

'That the Report of the Strategy and Finance Committee held on 12 June 2017 relating to items for report now submitted, be received.'

17/34 Documents sealed and to be sealed (Item 4.3)

The Council received a list of documents sealed and to be sealed.

Resolved:

"That the Council approve the action taken by the Officers and Members in affixing the University Seal to documents sealed since the last Ordinary Meeting of the Council and authorise the Seal of the University to be affixed to the documents to be sealed as now reported."

17/35 Fee Policy (Item 4.4)

The Council received a paper on the Fee Policy. The Council noted that the Higher Education and Research Act (2017) allowed the government to raise the maximum level of the tuition fee by the rate of inflation for universities participating in the Teaching Excellence Framework (TEF), subject to a statutory instrument being approved by a resolution of each House of Parliament. In this context and subject to Parliament's approval of the resolutions, the University Executive Board was minded to increase fees for undergraduate Home (UK) students for 2018/19, 2019/20 and 2020/21 entry in line with the rate of inflation, as determined by the government. The Council endorsed this approach and the University's commitment that no student would experience an increase in their tuition fees for the duration of their study, except for Home postgraduate research students where fees are linked to fee levels set by the Research Councils UK (RCUK).

The Vice-Chancellor noted that, in order for an increase in the fee to be effective for 2018/19, the government would need to secure the relevant resolutions before

the parliamentary recess in ten days' time; given this and the current controversy over the tuition fee, there was some doubt whether the facility to increase fees would be activated.

In response to a question from Mr Spencer, the Vice-Chancellor confirmed that the University's commitment not to increase a student's fees for the duration of their study was a principle which the University expected to maintain for the foreseeable future.

Resolved:

'That the paper on Fee Policy, now received, be approved.'

17/36 University Strategy (Item 5)

The Council received a paper on the University Strategy, prepared by the Chief Strategy Officer and University Secretary.

The Chief Strategy Officer and University Secretary explained that the paper outlined the principal themes which had emerged from discussions of the University's Vision, Ambition and Strategy 2026 by the Council, University Executive Board and Leadership Group. The principal themes were: measurable ambition, which included due regard to league table position; the achievement of recruitment targets, while maintaining the current quality of admitted students and ensuring the value added during a programme; a focus on projects with the greatest positive effect, with reference to the University's strategic priorities; and rigorous prioritisation which had realistic regard to affordability and organisational capacity and drove the successful completion of projects.

In response to questions from several lay members, the Chief Strategy Officer and University Secretary affirmed the need for the University to maintain a clear sense of its own identity, purpose and ambition, and suggested that targeting specific league table rankings could be arbitrary and a distraction from the University's true purposes and substantive ambitions. He acknowledged that the University needed to have regard to league table rankings, given that they were a significant influence on students' perceptions of universities and an index to the University's comparative performance.

In response to a question from Mr Palmer, the Vice-Chancellor noted that demographic factors over the coming years, together with the UK's departure from the EU would entail a reduction in the numbers of well qualified university applicants in the UK; in consequence, it would be unrealistic to expect the University to be able generally to increase the standard of its entry. In this context, the University's commitment to 'adding value' during a student's programme would become increasingly important. The University was participating in a HEFCE-funded project on Learning Gain, which helped to identify factors which led to improved attainment. Professor Park noted that league table position informed student choices, and that a reduction in the University's league table ranking could lead to a negative cycle whereby a lower entry standard led to lower proportions of 'good' degrees and graduate-level jobs, which, in turn, might lead to a lower league table ranking.

Mrs Owen welcomed the approach to the strategy outlined in the paper, and, in particular, the four themes, which provided resilience in a rapidly changing

environment. Dr Erskine and Mr Pryce observed that the Strategy would need to help determine some difficult decisions to be taken around prioritisation.

The RUSU President indicated that RUSU, while excited by the University's strategic vision, was concerned that the University's focus on longer term, strategic developments should not be to the detriment of current students, and asked that the University's thinking on its strategy should take fuller account of the impact of initiatives on the current students' academic experience. The President of Council endorsed the need to remain sharply focussed on the quality and improvement of the current student academic experience.

Resolved:

'That the paper on the University Strategy, now submitted, be received.'

17/37 Presentation on Research by the Deputy Vice-Chancellor (Item 6)

The Deputy Vice-Chancellor (Professor S.J. Mithen) made a presentation to the Council on the University's research activity (copy inserted in Minute Book).

Professor Mithen outlined the University's five research themes and the leadership and organisational structures which supported research activity. He reported on the progress to date of the University's 2020/2026 research plan, referring to substantial growth in the value of research awards across the University over a five-year period, the significant return on investment under the Academic Investment Project (AIP), and the development of a more efficient and effective research infrastructure. Professor Mithen explained some constraints, opportunities and challenges around the research plan. The lack of a 'research headquarters' where the Pro-Vice-Chancellor and the Research Deans were co-located was a significant impediment. While Brexit posed a significant threat through the loss of international staff and exclusion from EU research collaborations and funding, the possible location of the ECMWF on the campus and the possible development of a medical school represented major opportunities. He concluded that good progress was being achieved in challenging circumstances.

In response to questions, Professor Mithen elaborated on the success of the Academic Investment Programme, indicating that the 50 appointments made under AIP accounted for some 25% of research funding and they had attracted significant numbers of research students. The vast majority of staff recruited through the AIP were committed to the University and remained in post. Professor Mithen emphasised that the key success factor for the research plan was investment in people, and commented on the notable success of a number of early career researchers. He spoke also of the need for effective performance management.

In response to a question from the President, Professor Mithen explained that the rules for the next Research Excellence Framework (REF) exercise were not yet available, but significant changes were possible, including a requirement that all staff whose contract includes research be included in the exercise. The University had submitted a high proportion of such staff in the last exercise, and would welcome such a revision.

17/38 Medical School (Item 7)

Professor Butler and Dr K. Hough, Head of Strategic Projects, made a presentation to the Council on the University's ongoing work to develop a case for a medical school at the University of Reading (copy inserted in Minute Book).

Professor Butler and Dr Hough outlined the main features of the proposed medical programme and its distinctive elements, the range of partnerships with health trusts and others, the benefits for the region and for the University and its partners, and the range of risks. They explained that the density of population in the region, its rapidly ageing population profile, the number of areas with high deprivation indices, and a projected 50% shortfall of GPs in the region provided a strong rationale for a medical school in Reading. The University's proposal focussed on community-based medicine which, within the region, was different from and complemented Oxford's medical degree which was biomedically driven and to a large extent hospital-based. Professor Butler indicated that, at least in the first instance, the medical school would be committed almost exclusively to teaching, but it was intended to develop research activity over time. A medical school would strengthen the University's profile for health-related teaching and research, and its other health-related programmes would complement a medical degree and offer opportunities for interprofessional working. Local healthcare trusts saw the delivery of a medical degree as a transformational development, which would enable them *inter alia* to recruit more highly qualified staff. Professor Butler and Dr Hough spoke of the range of risks arising from the development of a medical school, and how they might be mitigated.

Lord Crisp commended Professor Butler's and Dr Hough's presentation and expressed his support for the proposal. He considered that the development of the medical school would build on the University's evident strengths in health-related provision, and that the opportunity for students to develop additional expertise in areas such as mental health, nutrition and healthcare management was a notable advantage. He noted the importance of an effective strategy for recruiting high-calibre staff to key roles, including a Dean. Mrs Owen welcomed the proposal, noted its distinctive features, and made a number of suggestions in relation to its development.

The RUSU President explained RUSU's concern that the creation of a medical school at the present time would exacerbate the problems with teaching space and hall accommodation which were currently having an adverse effect on the student experience. He indicated that RUSU was not prepared to endorse the development of a medical school until these issues had been satisfactorily addressed. The Vice-Chancellor recognised RUSU's concern and confirmed that the University was considering how the issues around teaching spaces and residential accommodation might best be addressed, both in the short and longer term.

In response to a question from Dr Erskine, the Vice-Chancellor outlined the different processes for GMC approval and the competition for medical school places, and their different demands. He indicated that there was strong support for the proposal from the local MPs and community.

Resolved:

'That:

- (a) the paper on the Reading Medical School, now submitted, be received;

- (b) the Council approve the proposal that further work be undertaken to enable a full business case to be brought forward for formal approval in the Autumn Term, ultimately at Council on 29 November 2017;
- (c) the Council permit submission of the first stage General Medical Council (GMC) screening application form. ’

17/39 Financing Strategy (Item 8)

The Council received a paper on Financing Capital Investment at the University of Reading, prepared by the Chief Financial Officer.

The Chief Financial Officer reported that the University was not in a financial position to borrow any additional funds until 2021/22, and that the University’s research endowment funds could not provide any significant further funding for capital projects. In consequence, the University could afford an additional £140/200m of expenditure beyond business-as-usual expenditure in the period to 2026. A sustainable level of capital investment was approximately £35m per annum.

The Chief Financial Officer drew attention to the balance sheet which indicated a net asset value of £400m, although, due to a range of factors, this understated the true asset position. In order to ensure sustainable future investment, it was important that the University maintain and increase its land bank (or other classes of asset) since the realisation of the land bank had underpinned capital expenditure since 2011.

The Council welcomed the paper, its analysis of the current position and its proposal for a sustainable framework for investment and capital expenditure in future. Members of Council variously urged: that the University protect its asset base and balance investment in assets which return a surplus and those which underpinned academic activity; that the University consider whether capital expenditure could be reduced without significant detriment to the improvement of the student experience and research activity; and that the University be rigorous in its prioritisation of projects and expenditure. The Vice-Chancellor indicated that the University was entering a period in which the pace of development might be more measured, and in which there would be greater focus on lower cost, higher impact projects. He endorsed the need to balance different types of investment and emphasised the importance of maintaining investment in projects to enhance the University’s academic activity, which ensured that the University’s standing in research and teaching, and the associated income streams, were maintained.

The Council endorsed six proposed policies to guide the University’s approach to investment and capital expenditure.

Resolved:

‘That:

- (a) the paper on Financing Capital Investment at the University of Reading, now submitted, be received;
- (b) the draft policies on financing capital investments, now proposed, be approved.’

17/40 Ten Year Capital Plan (Item 9)

The Council received a paper on the emerging Ten Year Capital Plan programme, prepared by the Pro-Vice-Chancellor (Academic Planning and Resource) (Professor Van de Noort).

Professor Van de Noort explained that, in response to a request from the Council, the University Executive Board had identified a 'long list' of possible capital projects for the next ten years which would enable the Strategy and Finance Committee and the Council to give early, strategic consideration to the options available for major capital investment. The exercise would enable the Council to determine strategic priorities and control capital investment more effectively.

Professor Van de Noort noted that three projects were particularly focussed on the student experience and addressed issues raised by the Students' Union, namely the creation of a student hotel which would provide student accommodation on a more flexible model, the space moves project which would increase the academic space on the Whiteknights campus, and the refurbishment of the RUSU 3Sixty venue space. These were likely to need decisions by the Strategy and Finance Committee ahead of the November meeting of Council.

In response to questions, Professor Van de Noort confirmed that the University was alert to alternative potential sources of funding. He explained that the projects currently proposed would be unlikely to attract charitable sponsorship and that, while there were notable exceptions, including UPP, private investment in student-facing services often did not represent best value for students. He outlined the factors which the University took into account when considering outsourcing as an option and noted the success of the University's arrangement with UPP, as evidenced by the high levels of student satisfaction with accommodation.

Mr Pryce noted that effective strategic decision-making required as sharp a focus on the cessation of activities which yielded less benefit as on the initiation of new projects, and suggested that the Council might wish to address this issue more fully in the near future.

Resolved:

'That the paper on the 10 Year Capital Programme, now submitted, be received.'

17/41 Report of the Vice-Chancellor (Item 10)

The Vice Chancellor:

- (a) noted that higher education, and particularly tuition fees and student finance, had unexpectedly become, once again, prominent topics of political debate. He indicated that this created an uncertain and potentially turbulent environment for universities and a difficult context for decision-making;
- (b) reported that the University had been granted a Silver award in the Teaching Excellence Framework exercise, which was a fair reflection of the University's current standing and offered a good platform on which to build for subsequent exercises. The University was continuing its work to improve the student experience;

- (c) reported that, in the light of the recent Grenfell Tower fire, the University was urgently reviewing cladding on all its buildings. A statement would be issued in due course once investigations, which were necessarily technical and complex, had been completed;
- (d) referred the Council to the results of the Staff Survey, which had been circulated previously, and reported that work to understand more fully and address the issues identified had begun;
- (e) reported on performance against the key performance indicators and the on progress of major projects.

Resolved:

“That the Report of the Vice-Chancellor, now submitted, be approved.”

17/42 Reports of the Strategy and Finance Committee (Item 11)

The Council received reports of the meeting of the Strategy and Finance Committee held on 12 June 2017 relating to items for discussion and decision.

In regard to the University Budget 2017-18, the Chief Financial Officer reported that the Academic Group Budget resulted in a £0.9m shortfall against the 2017/18 financial target submitted to HEFCE in July 2016. While recognising the increasing volatility in relation to student income, she considered that the level of risk was manageable and was content to propose the budget as planned to deliver the agreed surplus targets;

In regard to the Financial Forecasts 2017-18 to 2021-22, the Chief Financial Officer reported that a shortfall had emerged due to a change in the accounting standard, and that targeted recurrent improvements would be identified in order to deliver the forecast surplus of £9m in 2018-19 and £10m from 2019-20 onwards;

In regard to the Financial Report: 2016/17 Quarter 3 Forecast, the Chief Financial Officer reported that the Academic Group would achieve a surplus for the year ending 31 July 2016, which would be slightly lower than had been originally anticipated;

In regard to the Update from the University of Reading Malaysia (UoRM) Project, the Chief Financial Officer reported that UoRM had agreed to submit a draft of a new business plan before the end of August to the University Executive Board. KPMG, which had been appointed to serve as a critical friend in reviewing progress, had advised that progress was now being made and that UoRM had begun to provide the necessary information. The Chief Financial Officer assured the Committee that arrangements were in place to ensure that the draft plan could be turned into a final product for Council in November.

The Vice-Chancellor was pleased to report that over 40 expressions of interest had been received in respect of the appointment of a new Provost, and that three candidates would be interviewed in due course.

In response to a question from Mr Palmer, the Vice-Chancellor reported that the professional accreditation of the Pharmacy programmes at UoRM was progressing, but that no progress had been achieved in relation to the approval and accreditation of Law programmes. The Council noted that Law provision would not be included in the business plan currently in preparation.

The Pro-Vice-Chancellor (Global Engagement) indicated that the British High Commissioner to Malaysia was strongly supportive of UoRM and was making representations to the relevant authorities in relation to the development of facilities around Johor Bahru. The University appreciated her support.

In response to a question from Dr Erskine, the Vice-Chancellor assured the Council that the appointment of the Provost would not delay the review of UoRM nor the implementation of any action plan. The priority for the newly appointed Provost would be to initiate actions arising from the review.

In regard to the Investments Committee, the President explained his view that the Committee, given the strategic importance of its work, would more appropriately be designated a Principal Committee of Council and therefore report directly to the Council. This would necessitate a revision to Ordinance A4.

Resolved:

1. 'That:
 - (a) the University Budget 2017-18, now submitted, be approved;
 - (b) the Financial Forecasts 2017-18 to 2021-22, now submitted, be approved;
 - (c) the Financial Report: 2016-17 Quarter 3 Forecast, now submitted, be received;
 - (d) the paper titled Update from the University of Reading Malaysia Project, now submitted, be received.'
2. 'That Ordinance A4 be amended to include the Investments Committee as a Principal Committee of the Council, with the consequence that the Investments Committee, in future, reports directly to the Council.'

17/43 Report of the Senate (Item 12)

The Council received the Report of the meeting of the Senate held on 29 June 2017.

Resolved:

1. 'That, with reference to item 1, draft amendments to Ordinances, now submitted, be approved.'
2. 'That, with reference to item 2, the proposal for the format of the Annual Learning and Teaching Report to the Council, now submitted, be approved.'
3. 'That a Report of the Review of the Effectiveness of the Senate, now submitted, be received.'

4. 'That the Report of the meeting of the Senate held on 29 June 2017, now submitted, be approved.'

17/44 Report of the Student Experience Committee (Item 13)

The Council received the Report of the meeting of the Student Experience Committee held on 21 June 2017.

Ms Woodman, as Chair of the Committee, reported that the Committee had asked that the Council's particular attention be drawn to concerns about the restriction of Library opening hours during the vacation. The Committee had received a paper raising concerns that services in the University seemed to be designed primarily to support the undergraduate student experience and did not adequately address the needs of the large body of postgraduate students. The paper had drawn particular attention to the restriction of the Library opening hours during the vacations, despite University terms having little relevance for postgraduate students. Restricted Library opening hours limited postgraduate students' access to learning resources and study space, and constrained their ability to make the most productive use of their time and to progress their work. It had been reported that the cost of extending the opening hours in line with the students' request amounted to some £75k, which seemed a relatively modest sum. The Committee had been sympathetic to the proposed extension of the opening hours, and the Pro-Vice-Chancellor (Teaching and Learning) and the Pro-Vice-Chancellor (Academic Planning and Resource) had undertaken to explore whether sources of funding could be found to enable progress on this issue.

The RUSU President noted that the University had a sizeable postgraduate community, and he was concerned that their reasonable expectations in respect of a core academic service were not being met. He believed that the University's provision for postgraduate students compared poorly with other research-intensive universities.

The Vice-Chancellor acknowledged these concerns and advised that the University Executive Board and Planning Group were sympathetic, in principle, to the extension of the Library's opening hours. However, the Planning Group, having given due consideration to the Library's request for additional funds for this purpose, had not been able to assign the request a sufficiently high priority when set alongside requests relating to key compliance issues and other student related priorities such as in relation to disability provision. The established process for resource planning had been followed and a reasonable judgement, in view of all the circumstances, had been made. The Vice-Chancellor reminded the Council that a substantial capital sum had been allocated in the Budget for 2017/18 to address issues prioritised by students, and suggested that the proposal for extended Library opening hours would usefully be considered afresh in the next planning cycle.

The RUSU President referred to RUSU's proposal that the University establish a scholarship for refugees. The Pro-Vice-Chancellor (Academic Planning and Resource) clarified the entitlement of refugees to Home fee status and their access to student finance, to the satisfaction of the RUSU President.

Resolved:

‘That the Report of the meeting of the Student Experience Committee held on 21 June 2017, now submitted, be approved.’

17/45 Report of the Remuneration Committee (Item14)

The Council received the Report of the meeting of the Remuneration Committee held on 13 June 2017.

The Council noted that a final offer of 1.7% had been submitted by the employers in the current pay bargaining exercise, and that the national trades unions, having recommended that the offer was the best which could reasonably be achieved through the process, were consulting their members. The Council also noted the report on the remuneration of the Vice-Chancellor and the Senior Officers.

Resolved:

‘That the Report of the meeting of the Remuneration Committee held on 13 June 2017, now submitted, be approved.’

17/46 Report of the Appointments and Governance Committee (Item 15)

The Council received the Report of the meeting of the Appointments Committee held on 13 June 2017.

The President spoke of the importance of refreshing the senior leadership of the Council in order that the Council might benefit more fully from the expertise and experience of a wider range of its lay members. He was therefore seeking to establish a normal expectation that the Vice-Presidency would be held for one term only, and would shortly invite expressions of interest in the role. He reported that Ms Woodman had kindly agreed to continue as Vice-President for a further period beyond 31 July 2017 until a successor could be appointed. The President thanked Ms Woodman for her continuing contribution as Vice-President.

The Council noted a number of appointments to the Council and to its committees which had been approved by the Committee.

Resolved:

1. ‘That Professor Robert Van de Noort be appointed as Deputy Vice-Chancellor for a four year period from 1 August 2018 to 31 July 2022.’
2. ‘That the Council, at this stage, not appoint to its forthcoming vacancies with the consequence that, for the time being, it operates with a membership comprising 14 lay members and 12 internal members.’
3. ‘That:
 - (a) The President of the Council be authorised to approve, on behalf of the Committee, an appointment to the Audit Committee (*vice* Mr T. Bartlam) from 1 August 2017;

- (b) Ms H. Gordon be appointed to the Joint Standing Committee of the Council and the Senate on Honorary Degrees for the period from 1 August 2017 to 31 July 2020;
 - (c) Mr K. Corrigan (currently a co-opted member) be appointed as the lay member of Council on the Investments Committee (*vice* Mr T. Bartlam) for the period from 1 August 2017 to 31 July 2019;
 - (d) Mr R.E.R. Evans be re-appointed as Chair of the Investments Committee for the period from 1 August 2017 to 31 July 2018 to be coterminous with his current period as Vice-President;
 - (e) Ms H Gordon be appointed to the Student Experience Committee for the period from 1 August 2017 to 31 July 2020;
 - (f) Mr H. Palmer be re-appointed as Chair of the Appeals Panel against the University Personal Titles Committee for the period from 1 August 2017 to 31 July 2020.'
4. 'That the membership of the Court be amended to comprise the Chancellor, the Council and the Senate, and other members invited on a rolling basis, reviewed annually, drawn from specified categories of membership.'
 5. 'That a report that the University remains fully compliant with the CUC Code of Practice, now submitted, be approved.'
 6. 'That the Report of the meeting of the Appointments and Governance Committee held on 13 June 2017, now submitted, be approved.'

17/47 Report of the Audit Committee (Item 16)

The Council received the report of the meeting of the Audit Committee held on 8 June 2017.

Resolved:

'That the Report of the meeting of the Audit Committee held on 8 June 2017, now submitted, be approved.'

17/48 Report of the Joint Standing Committee of Council and Senate on Honorary Degrees (Item 17)

The Council received the Report of the meeting of the Joint Standing Committee of Council and Senate on Honorary Degrees.

The President reminded the Council that the information contained within this Report should be regarded as strictly confidential until such time as the proposed recipients had been contacted and had accepted the University's invitation.

Resolved:

'That the Report of the meeting of the Joint Standing Committee of Council and Senate on Honorary Degrees, now submitted, be approved.'

17/49 Vacation Powers

Resolved:

“That authority be given to the President, the Vice-Presidents and the Vice-Chancellor to act on behalf of the Council during the Long Vacation 2017 and that a report on the exercise of that authority be submitted to the next meeting.”

17/50 Council: Retirement and completion of periods of service

It was reported that the following would complete their periods of office before the next meeting of the Council:

Class 2: Mr Tom Bartlam
Mr Howard Palmer QC

Class 5: Dr Orla Kennedy

The President thanked Mr Bartlam, Mr Palmer and Dr Kennedy for their service to Council, and Mr Bartlam and Mr Palmer for their extensive work on a number of committees and panels over many years.

17/51 List of Meetings for 2017-18 (Item 19)

The Council received the final version of the List of Meetings for 2017-18, for the information of members.

Meetings of the Council next Session were to take place as follows:

Tuesday 28 November 2017: Council Dinner and Discussion
Wednesday 29 November 2017 at 10.00am
Thursday 25 January 2018 at 2.15pm
Monday 19 March 2018 at 2.15pm
Monday 9 July 2018 at 2.15pm

Resolved:

“That the List of Meetings for 2017-18, now submitted, be received.”