
Meeting: COUNCIL

Date and Time: Thursday 23 July 2020 at 9.30am

Venue: Virtual meeting via Zoom

Present:

Pamela Chesters	Chair
Maria Bond	Lay member
Tim Ford	Lay member
Ruth Foreman	Vice-Chair
Christine Gibbons	Lay member
Professor Barry Gilbertson	Lay member
Professor Dot Griffiths	Lay member
Mesar Hameed	Elected by professional services staff
Malcolm Holley	Elected by professional services staff
Tim Hollingsworth	Lay member
Francesco Masala	Student governor
Catherine Mealing-Jones	Appointed member
Charlotte Moar	Appointed member
Dr David Moon	Elected by staff on Academic Assembly
Kate Robinson	Elected by Senate
Professor Danae Stanton Fraser	Elected by Senate
Professor Ian White	Vice-Chancellor and President
Dr Jane White	Chair of Academic Assembly
Annie Willingham	Student governor

In attendance:

Professor Jeremy Bradshaw	Pro-Vice-Chancellor (International and Doctoral)
Dr Marion Harney	Observer
Professor Tim Ibell	Observer
Professor Peter Lambert	Pro-Vice-Chancellor (Learning and Teaching)
Professor Jonathan Knight	Pro-Vice-Chancellor (Research)
Jane Loveys	Director of AHS (for item 7189)
Andrew McLaughlin	Chief Executive Officer, Students' Union
Professor Bernie Morley	Deputy Vice-Chancellor and Provost
Lily Rumsey	Director of International Relations (for item 7189)
Martin Williams	Director of Finance
Dr Cassie Wilson	Vice-President (Student Experience)
Keith Zimmerman	Chief Operating Officer

Secretariat:

Emily Commander	Secretary
Charlotte Murphy	Member of Secretariat

Apologies:

John Preston	Treasurer
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7185 WELCOME AND QUORUM

The Chair welcomed everyone to the meeting. The Chair undertook to make a formal note of attendance to ensure that quorum was maintained throughout.

The Chair reported that this was the last Council meeting for members Ruth Foreman, Barry Gilbertson, Kate Robinson and Danaë Stanton Fraser. Formal thanks were recorded.

The Chair formally welcomed to Council Francesco Masala and Annie Willingham, incoming student governors for 2020/21 academic year.

The Chair congratulated Marion Harney and Tim Ibell on their recent election as Senate representatives on Council with effect from 1 August 2020 and welcomed them as observers to the meeting.

The Chair noted that this was the first Council meeting where the new Council template for drafting papers had been utilised and commended those involved for the significant step forward.

7186 DECLARATIONS OF INTEREST

Tim Ford and Christine Gibbons both had an interest under item 7199 and would leave the meeting for that item.

7187 MINUTES OF PREVIOUS MEETING

The minutes of the Council meeting of 10 June 2020 (Paper C19/20 – 83) were **approved** as a correct record and would be signed by the Chair.

7188 ACTIONS AND MATTERS ARISING

- 1) Minute 7150 (Financial briefing). **Complete**
- 2) Minute 7157 (Equality): consider equality implications of lockdown for male and female academics, particularly researchers, and update Council. *An update would be provided at item 7193.* **Complete**
- 3) Minute 7161 (Fire doors): provide assurance to Council on H&S considerations of fire doors being propped open. *Information had been provided to Council members on Convene, in the Reading Room.* **Complete**
- 4) Minute 7164 (Ethics): inform Senate of decision taken on Ethics Committee and ensure Nominations Committee makes nominations in July 2020. *Members had been nominated to this committee on 7 July and would be subject to approval by Council at item 7199.* **Complete**
- 5) Minute 7165 (Appointments of Pro-Chancellors): recommend appointment

of three new Pro-Chancellors to Court. *An update would be provided at item 7201. Complete*

- 6) Minute 7166 (Top Ten): Create framework for regular review of SU Top Ten between appropriate members of UEB and SABs. *The Vice-President (Student Experience) said that, once the Top Ten had been published, leads would be identified for each of the items on the list. These leads would meet regularly with the Students' Union to report on progress. Complete*
- 7) Minute 7172 (Senior appointments): Council to consider how appropriately to receive assurance on issues of equality and diversity in senior appointments. *Information was included in the annual HR report to Council and would be in EDI updates to Council. Complete*

7189 FORMAL REPORT OF THE VICE-CHANCELLOR

(1) Vice-Chancellor's update

The Vice-Chancellor and other members of the senior team provided an update to Council (paper C19/20 – 85).

The Vice-Chancellor said that preparations for the forthcoming academic year were underway, with attention turning to communication with students.

The University's performance in the National Student Survey had been excellent, particularly in the context of a difficult year.

Campus activity was increasing steadily, with research building up, and a click and collect system in place in the Library. Some sports activities had re-started. The sandpit activities initiated by some researchers had led to 15 grant applications and heralding a potentially interesting new approach.

The paper (C19/20 – 85) would provide an important benchmark on the approach the University had signed up to in terms of REF and Competition and Markets Authority documentation.

It was possible that Council would be asked to take decisions over the summer period. The Chair noted that such matters could be dealt with by correspondence or, if absolutely necessary, under emergency decision-making powers.

(2) Measures taken to assure the quality of academic course delivery during the academic year 2019/20 in the context of COVID-19 *Pro-Vice-Chancellor (Learning & Teaching)*

The Pro-Vice-Chancellor (Learning & Teaching) put on record his praise for the agile response of teaching staff and students alike to the pandemic. The transition to online learning, teaching and assessment had required substantial cultural change. The response had been both student-centred and within the guidelines of QAA and OfS: learning outcomes had been maintained and standards met.

In the coming academic year, greater consistency in the virtual learning environment would be required, and pages on Moodle needed to be accessible. More consistency in the support and feedback given to students was also needed, with improved contact time. The student focus needed to be maintained.

The Chair put on record Council's thanks to all staff for an excellent performance at short notice.

(3) Student admissions update for the 2020-21 academic year

Deputy Vice-Chancellor & Provost

The Deputy Vice-Chancellor & Provost provided an update on student admissions for the 2020-21 academic year.

It had been suggested in the press that A-level results would be better this year than in previous years, which was not surprising.

Overall, the picture was positive, though significant uncertainties remained.

(4) Resilient Curriculum Project Team – Update

Professor Tim Ibell

Professor Tim Ibell stated that the Resilient Curriculum Project Team had quickly come up with the name "the Bath Blend" to describe the offering for the 2020-21 academic year: this means providing as much small group contact time as possible for students on campus.

The area requiring most work was the delivery system for recorded material: thought needed to be put into the structure for delivery, and how best to lead students through it.

The guiding principle for the curriculum was flexibility as the University needed to be able to move between lockdown, 2-metre and 1-metre distancing and no restrictions. There would inevitably be some disruption, but the University aimed to make the transition between these modes as seamless as possible.

All departments had now submitted their plans and approvals were currently in process for all changes required.

Software was a key issue and this would have to be made available to all students, whether in Bath or studying remotely. The University had appointed 23 instructional designers to help faculties ensure that the necessary digital skills were in place amongst all academics and students.

The University recognised the importance of placements and was attempting to be as flexible as possible in responding to placement changes as they arose.

Many of the changes being made would enrich the curriculum and could be retained in the future.

Members of Council asked questions and received answers as follows:

- The student governors reported that the Resilient Curriculum Project Team had worked very well and that there had been good communication between it and the SU. It was important that student concerns were being listened to, and this would continue to be of importance, particularly where impacts differed between courses.
- An hour of cleaning time had been allowed in each room between sessions and provision had been made for the recruitment of additional cleaners.
- Student engagement would be extremely important and thought was being given to the informal conversations that could be had to ensure that the available time was put to the best possible use.
- The University would be providing something a bit special in terms of skills and employability and would make this point to prospective students, particularly those from overseas.
- The University was not as dependent on students from China as other universities. About 70-80 undergraduates were from China, although almost half of postgraduates were Chinese.

(5) Student experience preparations for the academic year 2020/21

Vice-President (Student Experience) and Director of AHS

The Vice-President (Student Experience) explained that induction and accommodation would be crucial to the delivery of a positive student experience in 2020-21.

Students would arrive on campus over a six-day period, with time slots allocated in advance to ensure appropriate social-distancing could take place. They would arrive alongside the other residents of their flat, allowing them to feel part of a community straight away. Flats would count as households and so no restrictions would apply within. New students would be met by one of 34 Student Living Ambassadors, who were second- and third-year students employed to offer support throughout the first year. They would sign up to a Community Living Agreement, which asked them to take responsibility for their fellow students.

Quarantine accommodation, including meals, would be provided free of charge to overseas students arriving between 5 and 17 September. Quarantine accommodation would be available for students arriving at other times, but usually with some payment required.

Welcome Week activities would start on 17 September and would be coordinated between the University and the SU. The University was actively engaged with the SU in all its preparations and was keen that the student voice should be heard throughout.

Members of Council asked questions and received answers as follows:

- The University and SU were aware of the health and reputational risks associated with student social activities in town during Welcome Week and beyond. The Community Living Agreement was intended to help address this, and the SU was liaising with BANES to try to ensure a positive reception of students. They were alive to the risk of

scapegoating of students. It was very important for the University to work closely with the SU, and some thought was being given to identifying space in the city for students to carry out their activities, which might ease the pressure on other city facilities.

- The updated disciplinary regulations covered the types of behaviour that may require disciplinary action. However, every effort would be made to take a softer approach as a first step.
- 112 rooms had been allocated throughout the year solely for quarantine and self-isolation. Those arriving and going straight into quarantine would be given opportunities to meet their households on Teams.
- Students without the resources to purchase laptops could apply for financial support from hardship funds. The Jisc tool would enable them to develop their IT skills, and the resilient curriculum incorporated ongoing work on digital skills.
- The University would provide updated information on the accessibility of the software being rolled out to the students when this was available. There were clear regulations about accessibility standards which applied to all the University's provision. Recently, a more thorough process had been introduced to assess the accessibility of all teaching materials in an online environment, and to address issues where identified, with Moodle, for example, where a tool called Blackboard Ally was being deployed.

For scheduling reasons, Council moved to item 7191 next.

(6) Preparations for 2020/21: Campus capacity, transport and health
Chief Operating Officer and Director of Estates

This item was resumed after item 7191 for scheduling reasons.

The Chief Operating Officer said that all general teaching spaces had now been assessed for social-distancing considerations, along with most of the remainder of the campus. Some architecture students had been employed to make assessments.

Plans were being made on the assumption of the continuation of two-metre social distancing, with modelling on how to repurpose spaces if less distance was required. The University needed to know that it could provide the best possible experience at two metres.

**VP (SE) &
COO**

Logistical work was underway to plan for managing flows as people moved around campus.

Additional space was needed and the University was looking at how to repurpose space. In particular, consideration was being given to space for student experience activities, such as societies and sport, as well as quiet work space. There was work underway to explore the possibility of procuring additional space off-campus. This would also have the potential to reduce the demand on transport up the hill.

The University was working closely with First. A recent change in government guidance for bus transport meant that buses could be occupied at 50% capacity, which would help with transport up the hill. The Chief Operating Officer was confident that available buses could meet teaching demands, and thought was been given to off-peak travel to and from campus.

The cleaning rota had been altered to meet the demands of the new timetable. Work was now underway to create rotas for non-teaching spaces. There would be a need for additional staff, but, given wider economic conditions, it was not anticipated that this would present too much of a challenge.

Members of Council asked questions and were answered as follows:

- Some students may be wary of using public transport and plans to minimise the use of private cars included the promotion of e-bikes, e-scooters and walking paths.
- The University was working with Public Health England on plans for coping with any coronavirus outbreak at the University. PHE had initially been working with Bristol and would use the plans developed there for other universities in the region. The Chief Operating Officer was therefore in close contact with his counterpart at Bristol.

(7) Preparations for 2020/21: International

Pro-Vice-Chancellor (International and Doctoral) and Director of International Relations

The Pro-Vice-Chancellor (International and Doctoral) acknowledged the hard work of the Director of International Relations, who had only taken up work at Christmas.

The University had been looking at chartering flights and was working with Universities UK and the South West Group on this.

The Director of International Relations noted that there were approximately 8,000 Chinese students attending universities in the South West, and 3,000 in the Welsh Consortium, with whom the University was also in contact. The University was working with airlines to ascertain whether they could increase capacity or routes into Heathrow or Bristol. It had a good relationship with Bristol Airport.

(8) Communications Update

Director of Communications

Council noted the update from the Director of Communications.

Council noted the formal report of the Vice-Chancellor (Paper C19/20 – 85).

7190 FINANCIAL MATTERS

The Director of Finance presented Paper C19/20 – 86 on the financial position of the University.

Dr Dai Moon abstained from formal consideration of the budget on the basis that he was involved in discussions on the budget on behalf of UCU.

Council noted the revised forecast for 2019/20; approved the budget for 2020/21; noted the initial forecasts for the years to 2024/25; and noted the minutes of Finance Committee of 25 June 2020.

7191 RESEARCH

This item was taken before item 7189 (6) for scheduling reasons.

The Pro-Vice-Chancellor (Research) explained that the Annual Statement on Research Integrity was produced in compliance with the Concordat on Research Integrity. Once Council had approved it, it would be published on the University's website.

The Chair observed that, as part of Council's more effective relationship with Senate, it would be helpful to understand in greater depth, where Senate considered there to be greatest likelihood of vulnerability and how Senate gained their assurance that these were being adequately managed.

Council approved the draft Annual Statement on Research Integrity (C19/20 – 87).

The Pro-Vice-Chancellor (Research) stated that, when the country went into lockdown, universities were informed that REF would be delayed by an unspecified period. The dress rehearsal went ahead based on the original timetable.

Members of Council asked questions and received answers as follows:

- Historically the REF cycle had been seven years long. On this occasion it had been delayed so it would be eight years. It was uncertain whether REF would continue in its current form, and there was no expectation of a further exercise within the usual seven-year timeframe because of the acknowledged burdens it placed on the sector.
- Members noted that in 2014, Bath had ranked 12th on the Grade Point Average measure but the only 34th in the Research Intensity measure and that it was this latter measure which would be more relevant comparator with the 2021 result given the changes in methodology.
- The University could not offer assurance of success in REF, but it could assure Council that it would do the best possible job.

Council noted paper C19/20 – 88 containing an update on the Research Excellence Framework.

7192 AUDIT AND RISK ASSURANCE

Tim Ford, Chair of the Audit and Risk Assurance Committee presented paper C19/20 – 89.

He noted that, whilst the Risk Management Plan for 2020/21 was comprehensive against key items, it had been acknowledged that an update would be required before September in line with the challenges faced by the University, particularly related to coronavirus.

The process for approving the independent auditor's fee was an annual one. The sector had seen significant increases around compliance and scope, which explained the above average increase this year. ARAC was comfortable with the level of increase.

Council approved the Risk Register and Risk Management Plan 2020/21 and the payment of fees to the independent auditor and noted the minutes of the Audit and Risk Assurance Committee from 10 June 2020 (paper C19/20 – 89).

Council took a break from 11.10 until 11.18am.

7193 EQUALITY, DIVERSITY AND INCLUSION

The Vice-Chancellor presented paper C19/20 – 90A.

He noted that Council had asked for additional consideration to be given by the University to matters of equality, diversity and inclusion (EDI). In particular, thought had been given to ways of connecting these issues to the Executive, from which they were currently at arms-length. Specific concerns had been raised from a gender perspective, and from within the BAME community, following the death of George Floyd in the US.

The proposal contained within the paper was a transitional one, giving the University the opportunity to make progress while at the same time identify the right mechanism for dealing with EDI over the longer term.

The University proposed to establish a Race Equality Task Force, which would be led from within the BAME community and informed by the helpful work done by the SU on the issue of racism on campus. The Head of the Task Force would be a formal role, reporting directly to the Vice-Chancellor and working closely with the EDI team. The Task Force would be able to make proposals for action and would be expected to come up with a set of recommendations within a year. Depending on those recommendations the Task Force may or may not remain in place after that time.

The Vice-Chancellor also intended to appoint an Executive Chair to the Equality and Diversity Committee, and that Chair would become a member of the University Executive Board. During the year following this appointment a series of matters would be assessed and the right structures and initiatives identified going forward. The exchange between the Equality and Diversity Committee and other committees needed improvement.

It was noted that, during the course of the coming year, proposals could emerge for the establishment of a post, at the level of Pro-Vice-Chancellor or Vice-President, which would assume responsibility for EDI.

The rationale for putting in place transitional arrangements was that they would allow for greater engagement with the University community, whilst allowing the University to move at pace to address an important issue.

Members of Council asked questions and received answers as follows:

- Signing up to the Race Equality Charter would be a starting point, but it would involve considerable work thereafter.
- It would be important to desegregate the BAME category, particularly because the most disadvantaged population within this was the black community.
- Consideration would be given to making external appointments, and to finding ways to bring in fresh perspectives, perhaps by co-opting external members of the Equality and Diversity Committee.
- The University was determined to deliver a gear change on EDI and would be making every effort to listen to stories from within the University's many communities.

Council expressed itself very supportive of the direction taken on EDI issues and requested regular updates on progress. It approved in principle the approach taken by the University as set out in paper C19/20 – 90A.

HoSG to identify

The Head of Equality, Diversity and Inclusion presented paper C19/20 – 90B.

She noted that the University had set itself the target of achieving an Athena SWAN Silver award, but acknowledged that, in the context that only 13% of applicants were successful, this would be a challenge. University Executive Board had signed up to a series of actions to support this endeavour.

Recent developments on race had re-set a focus on EDI as a priority, particularly around the social construct of race. Bath was moving forwards in a concrete way without resorting to the sheep-dip training approach that had failed other institutions in the past. The Task Force would put the resources where they were needed most, including on attitudes, which were sometimes neglected in favour of structures and procedures.

The impact of coronavirus was disproportionate on particular groups, care-givers in particular. This impact would need to be taken into account in all future planning.

Members of Council asked questions and received answers as follows:

- Three big challenges for the University would be making better use of external bodies and regulators to support EDI activities; improving methods for collecting data; and cultural change.
- Athena SWAN was an imperfect tool, but nonetheless a necessary impetus to achieving meaningful change.

An update on Equality, Diversity and Inclusion issues, including the annual report on Athena Swan was considered and the minutes of the Equality and Diversity Committee on 11 June 2020 were noted (paper C19/20 – 90).

Council approved in principle the requested change of name of the Equality and Diversity Committee to the Equality, Diversity and Inclusion Committee.

7194 CLIMATE ACTION FRAMEWORK

This item was taken after item 7205 for scheduling reasons.

An update on the Climate Action Framework was considered (paper C19/20 – 91). and Council was pleased to see how the issues were being taken forward.

7195 DEGREE OUTCOMES STATEMENT

The Pro-Vice-Chancellor (Learning & Teaching) explained that the Degree Outcomes Statement was introduced as a new requirement by OfS. It would become a public document, but with the purpose of stimulating internal reflection rather than external assessment.

The University was in a strong position in relation to attainment but would need to be vigilant.

He noted a request to disaggregate data for black students, currently collected under the BAME heading. This presented challenges because, with only 30 students in this group, the number was not statistically significant.

Council asked that in future years this issue was footnoted within the report to demonstrate that the matter had been actively considered

PVC (L&T)

Council approved the degree outcomes statement (C19/20 – 92).

7196 FIRE SAFETY

The Chief Operating Officer explained that fire safety continued to be an issue of national concern. The Secretary of State had asked all universities to engage with HMO landlords, which was extremely challenging. The University had acted in step with the rest of the sector and had been straightforward about this in its response to the Secretary of State.

The Chief Operating Officer would update the Chair of ARAC on whether the oversight via the internal audit of fire safety was sufficient to meet current needs, in particular in relation to the frequency of review.

COO

An update on fire safety in relation to student accommodation was considered (paper C19/20 – 93).

7197 PREVENT

The Director of Policy, Planning and Compliance noted that the OfS had concluded that the University was paying due regard to its Prevent duty and was not at high risk of failing to be compliant in this area in the future.

Coronavirus had delayed the processes required to update and approve the Prevent Risk Register, taking account of all local factors. The review had been deferred until the University had the time to carry out the necessary consultation

with its own community and with the OFS.

It was possible that the Prevent Risk Register would require approval by electronic circulation.

Council noted a paper on OFS feedback on the University's Prevent Policy and considered the Prevent Risk Register (paper C19/20 – 94)

7198 AMENDMENTS TO THE GOVERNING DOCUMENTS OF THE UNIVERSITY

An informal response having been received from the Privy Council on 22 July 2020, Council considered the proposed amendments to the Statutes of the University as set out in paper C19/20 – 95 for submission to the Privy Council for approval.

HoSG

It was agreed by unanimous resolution of the Council, on the recommendation of the Senate, in accordance with the University of Bath Charter and Statutes (Article 21 and Section 17.31), that the Statutes be amended as set out in Appendix 2 to paper C19/20 – 95, to take effect from 1 October 2020, subject to such changes as the Privy Council may require.

Council approved the proposed amendments to University Ordinances in relation to the review of the functions of the University Secretary and Intellectual Property (papers C19/20 – 95 and 96).

Council agreed that consequential amendments should be made to University Regulations, policies and procedures in relation to the review of the functions of the University Secretary (paper C19/20 – 95).

7199 NOMINATIONS COMMITTEE

Note: Christine Gibbons and Tim Ford withdrew for this item.

The Chair presented Paper C19/20 – 97.

Council:

- Approved the re-appointment of Christine Gibbons as a lay member of Council for a further term, until 31 July 2023.
- Approved the proposed changes to committee membership for the 2020/21 academic year, including the appointment of Professor Tim Ibell to the Finance Committee and of Dr Marion Harney to CSSU.
- Agreed to delegate to Nominations Committee the allocation of new members to Council to posts on committees held vacant for them.
- Noted that Nominations Committee has agreed that all committee appointments are made for a single academic year only and may be subject to review thereafter.
- Approved the appointment of Tim Ford as new Senior Independent Director.
- Considered an oral update from the Chair on the recruitment of three new lay members of Council.

- Noted the minutes of the Nominations Committee from its meeting on 7 July 2020 (Appendix 2).

7200 REMUNERATION COMMITTEE

Professor Barry Gilbertson, Chair of the Remuneration Committee, explained that the Vice-Chancellor had agreed that, in future, acting-up payments would be agreed at the outset rather than the conclusion of any such arrangement.

In the autumn the Framework for Senior Staff Pay would be updated and brought back to Council for its approval.

The Chair of Council thanked Professor Gilbertson for putting the Remuneration Committee on a strong footing after such a turbulent time at the University.

Council noted the minutes of the Remuneration Committee from its meeting on 1 July 2020 (paper C19/20 – 98).

7201 COURT AND THE STAKEHOLDER ENGAGEMENT WORKING GROUP

The Chair informed Council that Court had approved the appointment of Ruth Foreman and Jason Gardener and the reappointment of Roger Whorrod as Pro-Chancellors.

The Stakeholder Engagement Working Group had made reasonable progress, including on a review of the membership and functions of Court, which were recognised as difficult topics for the group. Firm proposals would be made to Council in the autumn, once the final meeting of the Group had taken place.

Council considered an update on Court contained in paper C19/20 – 99 and agreed the recommendations contained therein.

7202 CONVOCATION MINUTES

Council noted the minutes of Convocation held on 15 July 2020 (paper C19/20 – 100).

7203 UNIVERSITY VENTURES BOARD

Council noted the minutes of the meeting of the University Ventures Board held on 20 May 2020 (paper C19/20 – 101).

7204 ACADEMIC GOVERNANCE: MINUTES

Council noted the minutes of Senate from its meeting on 11 May and noted unconfirmed minutes from its meeting held on 17 June (paper C19/20 – 102).

Council noted the minutes from Council/Senate/Students' Union Committee from its meeting held on 21 April (paper C19/20 – 103).

7205 PROGRAMME OF FORTHCOMING COUNCIL MEETINGS

Council noted the programme of meetings of Council for the 2020/21 academic year as follows:

Wednesday 23 September 2020 (supplementary meeting): 2.00 – 3.30pm
Thursday 15 October 2020 (strategy day): 9.30am – 5.00pm
Thursday 26 November 2020: 9.30am – 12.30pm
Thursday 25 February 2021: 9.30am – 12.30pm
Wednesday 24 March 2021 (strategy day): 9.30am – 5.00pm
Thursday 13 May 2021: 9.30am – 12.30pm
Thursday 22 July 2021: 9.30am – 12.30pm

Note: With the exception of the meeting on 23 September 2020, all meetings would be preceded by a working dinner and development session the evening beforehand.

7206 ANY OTHER BUSINESS

The Chair thanked members of Council for attending the development session on the previous evening, and asked for feedback to be sent to her, by e-mail.

The Chair thanked Charlotte Murphy for her work. Charlotte was leaving to take up a permanent post elsewhere.

The meeting concluded at 12.20 pm

NOTE *Sections of three of the agenda items have been redacted either because they pertain to information relating to individual staff or students, or because they are still commercially confidential.*