

MINUTES OF THE UNIVERSITY OF LIVERPOOL COUNCIL

**MEETING HELD ON 11 JULY 2023
IN THE FOUNDATION BUILDING**

Present:	Carmel Booth, President (in the Chair); Dr Paul Johnson, Vice-President; Professor Tim Jones, Vice-Chancellor; Professor Gavin Brown, Pro-Vice-Chancellor for Education; Professor Anthony Hollander, Pro-Vice-Chancellor for Research and Impact; Dr Carol Costello, Director of People and Services; Cilla Ankrah-Lucas; Fiona Cullen (via Zoom); Barry Flynn; Dr Kashmir Gill (via Zoom); Vanessa Griffiths; Dr Roger Platt; Hans van Mourik Broekman (via Zoom); Dr Diana Walford; Professor Julia Balogun; Professor Hazel Scott; Professor Thomas Teubner; Kieran O’Sullivan; and Kathryn Manley.
Apologies:	Vasiliki Samuels, President of the Liverpool Guild of Students; and Helen Miller.
In Attendance:	Kevan Ryan, Clerk to Council/University Secretary and General Counsel; Nicola Davies, Chief Financial Officer; Emma Leonard, Head of Governance and Deputy Secretary; and Governance Officer, Lauren King.

UNRESERVED BUSINESS

COMMITTEE AND MEMBERSHIP MATTERS

1. Disclosures of Interest

Members were asked to disclose any interest that could give rise to conflict in relation to any item on the agenda. Disclosures are noted under relevant minute headings.

2. Minutes of Previous Meeting

2.1 Unreserved Minutes of the Meeting Held on 24 May 2023

AGREED:

- i. The unreserved minutes of the meeting held on 24 May 2023 should be approved as an accurate record.

2.2 Matters Arising on the Minutes

2.2.1 *Cyber Security Risk Deep Dive (Minute 12v Refers)*

REPORTED:

- i. Overall, IT Services (ITS) had robust technical plans to deliver Confirmation and Clearing, incorporating a high degree of hyper-care around core systems, with both external supplier and ITS support. In the event of a cyber-attack during Confirmation and Clearing, the responsibility for Business Continuity planning

would fall beyond the ITS remit, to central organising and local teams. During such an incident, ITS had agreed measures in place to stand-up skeleton data-sharing and communications services, including at SLT level. However, these would not be a direct replacement for the normal systems and services and were designed to provide a base level of cover.

ITEMS FOR APPROVAL/DISCUSSION/NOTE

3. Clerk's Communications

RECEIVED:

- i. An oral report from the Clerk.

REPORTED:

- ii. Appraisal sessions for individual members of Council with the President and Clerk would be arranged shortly.

4. Vice-Chancellor's Communications

RECEIVED:

- i. A report from the Vice-Chancellor on University, sector wide and political news, covering:

University updates

- New University strategy
- Senior team recruitment
- Rankings
- Improvements to paternity/maternity/adoption leave
- Open days
- Graduation
- Welcome Week

Higher Education sector and political updates

- Industrial action at UK universities
- Civic engagement
- Work on LCR Investment Zone bid
- International student recruitment
- House of Lords Inquiry: Office for Students
- Publication of guidance letter on operation of Research England for 2023/24
- Research Excellence Framework 2028.

REPORTED:

- ii. In relation to the Marking and Assessment Boycott, where there was disruption students had been informed in advance and would continue to be updated regularly. Any students in their final year of study with missing marks would still be able to attend their graduation day and continuing students would be supported to progress to their next year of study. Information about marking and assessment processes had been made available on the University's webpages,

including detail about how the quality and standard of awards was being maintained. The University Board of Examiners would continue to closely monitor progress. The University would be submitting a reportable event to the OfS setting out the measures it had put in place to support and communicate with affected students.

5. Liverpool Guild of Students Update

RECEIVED:

- i. A presentation from the Deputy President of the Guild on the work of the Guild Officers during the past year, covering: performance against the Guild's promises to support its members, put members at the heart of decision-making, and ensure all students benefit from the Guild; marketing of the Guild and events held; finances; and collective work updates (night bus, cost of living, more than a month, and sustainability).
- ii. The Cost-of-Living Crisis – Impact on University of Liverpool Students report.

REPORTED:

- iii. The Guild had conducted a survey to better understand students' experience of the cost-of-living crisis. 3,166 responses had been received. Key results included:
 - 95% said their cost of living had increased
 - 97% of students were very worried about the rise in cost. BAME students were more worried than the average student with 52% saying they were 'very worried'
 - 84% of students said financial worries had had a negative impact on their mental health
 - 89% of students had not applied for any financial assistance from the University – many said they did not qualify for any assistance
 - 1,947 students were spending more time studying at home
 - 1,727 students were skipping non-mandatory lecturers/tutorials
 - Almost half of the respondents were doing paid work alongside their studies. 5% of international students were working above 20 hours a week
 - 29% of all carers worked more than 20 hours a week with 22% working 35+ hours a week
 - 74% said they were missing meals or cutting down on food
 - 79.44% said their rent was more than half of their loan entitlement
 - Nearly half of the students living in University halls said their rent was more than their loan entitlement.
- iv. Recommendations from the Guild for consideration by the University included to:
 - Increase bursaries and expand the eligibility
 - Create a bursary system that increases year-on-year with inflation
 - Commit to the same level or increased financial commitment for the Hardship Fund
 - Simplify the process and implement a process for smaller amounts of cash from the Hardship Fund where students are accepted at their word

- Develop a student hunger and food strategy
- Provide more effective/consistent communication of academic-cost related information, e.g. how much textbooks cost etc.
- Further subsidise transport for students
- Increase the number of affordable rooms in halls
- Work with regional partners over the cost and standards of housing in the city
- Decrease the cost of AU membership.

NOTED:

- v. In the context of the declining unit of resource and inflationary pressures, the University had already put a number of measures in place to support students during the cost-of-living crisis including: the student hardship fund had been trebled from £0.5m to £1.5m and the process streamlined (although it was also noted that more could be done to promote awareness of the fund and moving away from the term 'hardship' could make it more inclusive); bursary support; a food larder; increased UoL employment opportunities; and subsidised local travel.

6. Our Emerging Strategy: Strategy 2031 Update

[The Head of Project and Programme Management, Strategic Change, Rachel Parkes, attended for this item.]

RECEIVED:

- i. A consultation document in order to seek Council feedback.
- ii. A presentation from the Vice-Chancellor providing an update on the emerging strategy.

REPORTED:

- iii. Broad consultation was well underway, internally and externally, and receiving good levels of engagement.
- iv. Council had previously heard about the four pillars and two cross-cutting themes that would become fundamental to the University's strategic direction. The latest draft vision, objectives and priorities for each pillar and theme were now set out for discussion.
- v. Proposed measures of success for the overall delivery of the strategic framework were also presented in draft form for discussion. These did not specifically feature as part of the wider consultation process but would be published as part of the final framework. The draft measures, which would be subject to further refinement, were as follows:
- To become a Top 100 University as measured by the QS world rankings
 - To achieve a healthy annual surplus for re-investment in our priorities
 - To increase our market share of UKRI research funding to X% and our total research income to £YM pa

- To increase our co-authored publications and citations with international and industrial partners
- To achieve strong KE performance as measured in the KEF Local Growth and Regeneration and IP and Commercialisation perspectives
- To achieve the targets set out in our Climate Plan, including Net Zero by 2035
- To achieve excellent levels of student satisfaction as measured by the National Student Survey
- To support highly skilled graduates as measured by the Graduate Outcomes Survey
- To create a place where equality, diversity and inclusion are highly valued with a staff base that is representative of the community as measured by the EDI targets
- To achieve excellent levels of staff satisfaction as measured by the Staff Survey.

Much of the detail would be included in the implementation plans.

- vi. The high-level strategic framework would be presented for approval by Council in September and launched in October 2023.

AGREED:

- vii. The following feedback should be taken into consideration:

People and Culture

More could be done to emphasise a sense of belonging and EDI.

Place and Innovation

Widening Participation was not referenced and there was a need to be explicit about the University's commitment.

Education and Student Experience

There was support for rationalising the number of modules to allow more time to embed key initiatives.

Opening words and imagery

The city itself and internationalisation were seen as key selling points of the University.

Sustainability/Place and Innovation

Our work should be underpinned by the SDGs and addressing local challenges. A broader focus than Net Zero was needed.

Values

A sense of collaboration and sharing knowledge with others was key.

- viii. The direction of travel should be endorsed.

7. Quarter 3 and Forecast 3 Performance Report

[The Director of Strategic Planning, Phil Hopwood, attended for this item.]

RECEIVED:

- i. A report providing details of quarterly performance and the financial forecast at Quarter 3 (Q3), together with a presentation covering key matters.

REPORTED:

Q3 Performance Report

- ii. Global: Not specifically Q3, but QS had released their 2024 rankings prior to the 21 June 2023 general release. This was the first release in which the impact of the University's interventions was expected to be felt, and the rank had improved significantly, by 16 places to 176th due in part to actions undertaken on the reputation surveys and citations, but also from the change in methodology where global research networks and sustainability, two areas where performance had been strong and improving, were included for the first time. The THE was not due to be released until later in the summer and they had indicated that their changes would have minimal impact.
- iii. Education: For Graduate Outcomes, the University had received confirmation of a marked improvement to the Graduate Outcomes measure this year. At 80% of graduates being in highly skilled work, it represented a 6% improvement on last year and the University's strongest score since it had been introduced. Adding further study boosted the percentage to 92% some 15 months after graduation. This translated to a sector ranking improvement of 24 places to 27th and 19th in the Russell Group. At subject level, a number of departments particularly in the Humanities had reversed falling trends seen over the last couple of years. Other notable areas of improvement were in Engineering and Environmental Science. Looking forward, this should lead to an improvement in the Times and especially the Guardian league tables of between three and five places overall when published in September.

Again not specifically Q3, but this year's Complete University Guide had recently been released. The University had fallen three places overall to 24th and 18th in the Russell Group. The fall was expected due to last year's NSS results but not as great as the 27th predicted.

- iv. Research and Impact: CREATE ambitions remained on track. Awards in Q3 were circa £103m, down by £3m on the same point last year. As a forward indicator, applications at £290m were also lower by c. £49m but last year had been a very successful year.
- v. Environmental Sustainability: The THE Global Impact rankings for 2023 had just been released. The University had improved nine places to 79, which should positively impact other global rankings, and was in the top 50 in four of the SDGs.

FC3 Report

- vi. The forecast year end position for the current financial year, 2022/23, was an underlying operating surplus (excluding non-cash pension adjustments) of £11.4m (1.7%), £13.9m/2.2% favourable to plan but down £4.7m/0.9% year on year.
- vii. The year end cash position remained strong at £84.7m along with £136.3m longer term University investments.

AGREED:

- viii. The Quarter 3 and Forecast 3 Performance Report should be approved.

8. Five Year Plan 2023

[The Director of Strategic Planning, Phil Hopwood, attended for this item.]

RECEIVED:

- i. The internal format five year delivery and financial plans and accompanying commentary, together with a presentation covering key matters.

REPORTED:

- ii. This was a transitional year for planning as Strategy 2031 was developed, and it was important that the plan was reviewed in that context. The focus had been on year one of the plan, 2023/24, and the plan had largely been rolled forward for the remaining years with added growth to reflect the level of ambition emerging through Strategy 2031 development.
- iii. The plan would be submitted to the OfS in December (in the OfS format), adjusted for anything material that emerged between now and submission.
- iv. The delivery plan included the current context and performance as well as the key strategic priorities for the near term rather than the next five years, partially responding to the extant Strategy 2026 and the emerging new strategy across themes and budget holders.
- v. The plan also included key areas for strategic investment based on a proposed investment envelope of £5m and prioritisation of cases invited at the outset of the PPC and those that emerged through the cycle.
- vi. The plan highlighted the risks and issues to delivery as well as where mitigation and contingency activity was underway or planned.

Paragraphs vii – xi redacted due to commercial interest.

AGREED:

- xii. The Five Year Plan and level of the Strategic Investment Fund should be approved.

9. Equality Objectives Action Plan (2022 – 2028)

RECEIVED:

- i. A presentation by the Director of People and Services on the Equality Objectives Action Plan.

REPORTED:

- ii. The purpose and rationale behind the University Equality Objectives Action Plan (2022 – 2028) were to:
 - Make significant and sustained progress in four specific EDI related areas over the next five academic years
 - Enhance and positively impact the experience of staff and students, creating a more inclusive culture and environment for all.
- iii. The selection of three themes and four objectives had arisen from EDI data trends over a number of years and feedback from staff and students, related to their overall University experience. The equality objectives were as follows:
 1. Increase diversity and representation within our staff and student (UG, PGR & PGT) population
 2. Make significant improvements to enhance staff and student (UG, PGT & PGR) experiences, with a particular focus on specific ethnic groups & or Disabled
 3. Promote a culture where bullying and harassment is not tolerated (with a particular focus on sexual harassment, racism and sexism)
 4. Reduce the awarding gap between specific ethnic groups and White UG students (with a particular focus on Black student outcomes).
- iv. The action plan set out the full list of sub-objectives, related measurable outcomes, actions, timescales, responsible persons and the rationale for each.
- v. Next steps included:

Implementation

- Publish action plan on webpages (by August 2023) in line with our Public Sector Equality Duties
- Communications 'roadshow' (digital and in person)

The creation of Equality Action Plan Working Group(s)

- A Working Group, made up of lead action holders, would drive the action plan forward
- Two sub-groups working on student or staff equality objectives

Responsibilities (monitoring, review and reporting)

- EDI Committee had overarching responsibility for the monitoring of the action plan progress
- Action plan progress, review and reporting to take place twice a year.

AGREED:

- vi. The University Equality Objectives Action Plan (2022 – 2028) should be approved.

10. RISE White Paper

[The Director of Research, Partnerships and Innovation, Sarah Jackson, attended for this item.]

RECEIVED:

- i. A report detailing the conclusions and recommendations arising from the Phase 3 RISE consultation.

REPORTED:

- ii. The conclusions and recommendations were as follows:
 1. Approve the amended Contributions Framework and associated career stage guidance as the approach for which colleagues with responsibility for research are recognised for all types of contribution. This replaced the policy principles and the specific requirement for an average of one output every 18 months had been removed.
 2. Note that additional PDR guidance aligned to the new Contributions Framework would be issued for the start of the new academic year.
 3. Note that, following feedback, the proposed approach for PDR output evaluation had been withdrawn, with output evaluation taking place specifically for REF purposes, with use of data allowable only for promotions and confirmation processes. The full approach to selecting outputs for REF would be detailed once the new national guidelines were issued. In the meantime, reading should continue for REF in line with the existing approach.
 4. A suite of activities to support outputs of exceptional quality would be developed from 2023/24 onwards, led by Dr Jane Rees working with Faculty Associate Pro-Vice-Chancellors for Research and Impact and School/Institute research leads.
 5. The narrative statement was implemented on an opt in/pilot basis for the 2023/24 PDR year, with the earliest start date for these likely to be January 2024. This would be done in conjunction with the Narrative Statement working group including elected members of Senate.

NOTED:

- iii. RISE would facilitate the University's approach to REF 2028.
- iv. Consideration of this item at Senate had highlighted the need for clarity within Senate's Standing Orders regarding the process for considering amendments.

AGREED:

- v. The RISE White Paper and its recommendations should be approved.

11. 100 Days Survey – Key Insights

[The Director of Student Experience and Enhancement, Dr Paul Redmond, attended for this item.]

RECEIVED:

- i. A presentation by the Director of Student Experience and Enhancement on the key insights arising from the 100 Days Survey.

REPORTED:

- ii. The third 100 Days Survey had been completed earlier in the session and provided an insight into students' attitudes and perceptions during the first semester. There had been 758 respondents via several Welcome surveys, with a cross-section from all three Faculties.
- iii. Key findings from the survey included:
 - For both new and returning students, making friends and belonging were key priorities
 - Challenges still remained in helping assure students with known disabilities that help and support were available – although concerns reduced over the period
 - 'Commuter' students required support beyond the 100 days period
 - 'Blended' support services were popular with students
 - The Welcome app had become the key communication platform for the first 100 days and should be developed further.
- iv. As a result of the 100 Days Survey, the 2023/24 Welcome would involve the following:
 - Extra focus on making friends and belonging. Mountford Hall talks would be reinstated and a pre-arrival module developed for international students
 - 'Discover Week' would run during the week prior to Welcome targeting commuter students
 - A theme of 'Becoming' with a focus on how the University experience can help students achieve their personal, academic, and future goals.

REPORTS FROM COUNCIL'S COMMITTEES

12. Senate

RECEIVED:

- i. A report on the meeting of the Senate held on 28 June 2023, covering the following items:
 - Project RISE White Paper (*dealt with as a substantive item by Council – see minute 10 above*)
 - Export Control Policy
 - Strategy 2031

- Future Research Assessment Programme Update
- Knowledge Exchange Framework [KEF3] Narrative Statement Submissions
- Payment Policy 2023/24: Student Programme Fees, Accommodation Fees, Fines and Charges
- Reports from:
Education Committee
Research and Impact Committee.

AGREED:

- ii. The Export Control Policy should be approved. This policy was reflective of sector and wider best practice and defined the University's approach to Export Controls, which restricted the transfer or disclosure of sensitive goods, software, and technology to recipients and destinations outside of the UK.

13. Audit Committee

RECEIVED:

- i. A report on the meeting of the Audit Committee held on 14 June 2023, covering the following items:
 - Anti-Corruption and Bribery Policy
 - Revised Policy on Disclosure of Interest and new Procedure for Disclosing and Managing Interests
 - Internal Audit Risk Assessment and Plan 2023/34
 - Internal Audit Progress Report
 - Update on Cyber Security
 - Managing Risks in Higher Education 2023
 - Annual Report on Fraud & Whistleblowing.

AGREED:

- ii. The Anti-Corruption and Bribery Policy should be approved. The policy set out responsibilities in relation to upholding the University's position on bribery and corruption and provided information and guidance on how to recognise and deal with bribery and corruption issues.
- iii. The revised Policy on Disclosure of Interest and the new Procedure for Disclosing and Managing Conflicts of Interests should be approved. This represented a significant development as it now embraced conflicts of interest at all levels of the University.
- iv. The Internal Audit Risk Assessment and Plan 2023/24 should be endorsed.

14. Finance and Resources Committee

RECEIVED:

- i. A report on the meeting of the Finance and Resources Committee held on 21 June 2023, covering the following items:

- Major Investment Case for the School of Environmental Sciences
- Forecast 3 and Quarter 3 Performance Report (*dealt with as a substantive item by Council – see minute 7 above*)
- Five Year Plan (*dealt with as a substantive item by Council – see minute 8 above*)
- University Equality Objectives Action Plan (2022 – 2028) (*dealt with as a substantive item by Council – see minute 9 above*)
- Revised Policy on Disclosure of Interest and new Procedure for Disclosing and Managing Interests (*see minute 13 above*)
- Updated Financial Regulations
- People Spotlight Update (Employee Value Proposition).

AGREED:

- ii. The major investment case for the School of Environmental Sciences for a total cost of £70.6m should be approved. This project would co-locate the School to redeveloped, state-of the art research and educational facilities on North Campus. The project was fundamental for major strategic growth in line with ambitions as articulated in the emerging new University Strategy, acting as an enabler for enhanced student growth, significant income generation, and increased international reach. This project would also act as an exemplar of the University’s commitment to environmental sustainability by supporting environmental research, educating future generations, and creating a more sustainable and vibrant campus. The co-location development would be delivered in two phases:

- Phase 1: Redevelopment of the Derby and Hartley buildings at an overall cost of £41.9m
- Phase 2: Redevelopment of the Nicholson and Herdman buildings at a cost of £28.7m.

It was estimated that both Phase 1 and 2 would be complete by September 2027.

- iii. The updated Financial Regulations should be approved. The changes largely related to updates to wording along with some clarification of meaning. Committee delegated authority spending levels had also been updated to align with recent changes approved by Council.

15. Nominations Committee

[The President of Council, Fiona Cullen, Dr Kashmir Gill and Vanessa Griffiths left the meeting temporarily during the consideration of their re-appointments. The Vice-President of Council took over the Chair during the consideration of the re-appointment of the President of Council. The Vice-President was permitted to participate in the discussions regarding the future Vice-President as it was the general approach, rather than actual appointments, that were being discussed.]

RECEIVED:

- i. A report on the meeting of the Nominations Committee held on 21 June 2023, covering the following items:

- Membership of Council
- Appointments and Re-appointments to Vacancies/Upcoming Vacancies for Council-appointed Members of University Committees/Bodies

AGREED:

- ii. An ordinary resolution should be passed to approve the proposed amendment to Statute 8.1.2 to provide for the Provost and Deputy Vice-Chancellor to be appointed as an ex officio member in place of the Senior Professional Services Representative with Responsibility for People and Infrastructure and two of the Pro-Vice-Chancellors, with the members present voting unanimously in favour of this amendment. This change would further assist in ensuring that a lay majority was present when decisions were made.
- iii. Carmel Booth should be re-appointed as President of Council for the period 1 August 2023 to 31 July 2026, noting that the proposed three year period of appointment would take the President to a total period of service of 10 years and 6 months. This would be expected to be the end of the President's service on Council unless there were to be exceptional circumstances at that time that would warrant an extension.
- iv. Fiona Cullen, Dr Kashmir Gill and Vanessa Griffiths should be re-appointed as members of Council for the period 1 August 2023 to 31 July 2026.
- v. The proposed approach to the appointment of the next Vice-President of Council and the draft job description should be approved.
- vi. The following appointments/re-appointments to fill vacancies/upcoming vacancies for Council-appointed members of University committees/bodies should be approved:

Committee/Body	Nominee	Period of appointment
Audit Committee	Vanessa Griffiths	Re-appoint 1.8.23-31.7.26
Enterprise Board	Dr Kashmir Gill	Re-appoint 1.8.23-31.7.26
Equality, Diversity and Inclusion Committee	Fiona Cullen	Re-appoint 1.8.23-31.7.26
Gift Oversight Group	Fiona Cullen	Re-appoint 1.8.23-31.7.26
Health and Safety Governance Committee	Vanessa Griffiths	Re-appoint 1.8.23-31.7.26
Finance and Resources Committee	Dr Alison Campbell	Appoint 1.8.23-31.7.26
Finance and Resources Committee	Fiona Cullen	Appoint 1.8.23-31.7.26
Joint Committee on Honorary Degrees	Fiona Cullen	Re-appoint 1.8.23-31.7.26
Joint Committee on Honorary Degrees	Dr Kashmir Gill	Re-appoint 1.8.23-31.7.26

Joint Committee on Honorary Degrees	Dr Mark Carawan	Appoint 1.8.23-31.7.26
Investments Sub-Committee	Ed Fishwick	Re-appoint as Chair 1.8.23-31.7.26
Investments Sub-Committee	Professor Bruce Gibson	Re-appoint 1.8.23-31.7.26
Investments Sub-Committee	Peter Tod	Re-appoint 1.8.23-31.7.26
Nominations Committee	Matthew Reed	Appoint 1.8.23-31.7.26
Remuneration Committee	Dr Alison Campbell	Appoint 1.8.23-31.7.26
Research and Impact Committee	Barry Flynn	Appoint 1.8.23-31.7.25
Research and Impact Committee	Dr Kashmir Gill	Re-appoint 1.8.23-31.7.26
Research and Impact Committee	Mark Proctor	Appoint 1.8.23-31.7.26
Committee on Research Ethics	Dr Mark Carawan	Appoint 1.8.23-31.7.26
Tribunals, Appeals and Grievances Committees Panel	Matthew Reed	Appoint 1.8.23-31.7.26

- vii. The constitution of the Research and Impact Committee should be amended to include three, rather than two, lay members of the Council.
- viii. The Vice-Chair of the Committee on Research Ethics should be an internal appointment rather than a lay member, in keeping with the recent change made to the Chair position.

16. Remuneration Committee

RECEIVED and NOTED:

- i. A report on the meeting of the Remuneration Committee held on 21 June 2023, covering the following items:
- Senior Leadership Team Salary Review 2022
 - Remuneration of the Provost & Deputy Vice-Chancellor and Pro-Vice-Chancellor for Global Engagement & Partnerships
 - Non-Clinical Professorial and Equivalent Professional Services Staff Salary Review 2022 – Summary of Recommendations
 - Report on Senior Staff Matters
 - Annual Report on Senior Leadership Team Members with Positions on Boards/Membership of Formal Outside Bodies and Any Associated Remuneration
 - CUC 2023 Survey of Vice-Chancellors' Remuneration – Summary of Report
 - Analysis of the 2022/23 Russell Group and UCEA Salary Surveys
 - Feedback on Vice-Chancellor's Performance Against Initial Objectives/Expectations. [The Vice-Chancellor left the room temporarily during discussion of this matter.]

17. Thanks

NOTED:

- i. Two members of Council were completing their maximum periods of service on Council:
 - Dr Roger Platt who had been a lay member since April 2012
 - Dr Paul Johnson who had joined as a lay member in July 2012 and who had served as Vice-President since August 2020.

AGREED:

- ii. Dr Platt and Dr Johnson should be thanked for their excellent contributions during their long service and wished well for the future.
- iii. The Director of People and Services, the Pro-Vice-Chancellor for Education and the Pro-Vice-Chancellor for Research and Impact should also be thanked for their service as full members, noting that they would continue to be in attendance at Council meetings on a regular basis.

18. Date of Next Meeting

NOTED:

- i. The next meeting would be an Away Day to be held on Thursday 28 September 2023, with timings to be confirmed.