

COUNCIL

Monday, 8th July 2024 10:15 am

Council Chamber | Council

Attendees

Attended

Jimena Alamo

Maria Bond

Teslim Bukoye

Pamela Chesters – Chair of Council

Kate Ehrig-Page

Timothy Ford

Alun Griffiths

Dot Griffiths

Alan Hayes

Catherine Mealing-Jones

Calum Mercer

David Moon

Andrew Ross

Paul Shepherd

Amber Snary

Ian White – Vice-Chancellor

In Attendance

Ghazwa Alwani-Starr – Chief Operating Officer

Andrew Browning – Interim Director of Governance (Meeting Secretary)

Sabina Gheduzzi – Incoming Chair of Academic Assembly

Sarah Hainsworth – Pro-Vice-Chancellor (Research & Enterprise)

Martin Williams – Chief Financial Officer

Partial Attendance

Steve Brammer – Vice-President (Strategy & Planning) *(to 7703b only)*

Richard Brooks – Director of Human Resources *(7709 -7710 only)*

Julian Chaudhuri – Pro-Vice-Chancellor (Education & Global) *(to 7707 only)*

Tim Ibell – Dean of Faculty of Engineering & Design (7704 only)

Chris Youles – Chief Information and Digital Officer (7708 only)

Apologies

Tim Hollingsworth

Don McLaverty

Charlotte Moar

Cassie Wilson

Observer

Sabina Gheduzzi (incoming Chair of Academic Assembly)

7698.0 Welcome and Quorum

Purpose - For Information

Minute

Dr Sabina Gheduzzi the incoming Chair of Academic Assembly was welcomed to her first meeting of Council which she was attending as an observer ahead of her taking up her place on Council on 1 August 2024.

7699.0 Declarations of Interest

Purpose - For Information

Minute

There were no declarations of interests.

7700.0 Minutes of Previous Meeting - C23/24 - 182

Purpose - For Approval

Minute

The minutes of the meeting of Council held on 2 May 2024 were approved subject to minor typographical amendments on Page 6 para 5 and Page 8 para 3.

7701.0 Actions and Matters Arising - C23/24 - 183

Purpose - For Noting

Minute

The COO gave an update in relation to the potential leasehold of the Southgate building. She informed Council that British Land had received a revised offer from another party and was pursuing this rather than entering into an agreement with the University. The COO said that the

Southgate building was always intended to be in addition to the other capital works which were planned for the University. The University was currently exploring other options with BANES which could increase its presence in the city.

7702.0 Institutional update - C23/24 - 184

Purpose - For Noting

Minute

Paper C23/24 - 184 was presented and a number of points raised

The objective of the Bath Insights Internship programme was queried. Only two thirds of students go on to placements, despite this being such a strong USP for the University, and this scheme was intended to improve employability. It was also acknowledged that some students need paid employment or wish to gain new skills or stay in Bath over the summer which this programme would enable. The pilot involved a challenging selection process to give students experience of professional screening. The pilot only involved departments which had the financial capacity and was aimed at first year students who were not necessarily ready to join research groups to give students experience of working in an office/team-based organization. It was confirmed that there were no current plans to extend Bath Insights into academic departments.

The Agents Conference was a means of improving the University's international position. Council was told that many of the agents used by the University work with multiple clients making it important to develop the University brand and ensure that agents feel valued and understand the University's distinctive features. Recruitment and Admissions had reported that the Agent Conference had been very successful, with good attendance and good feedback. It was planned to host one every two years, with agent training in-country in the alternate years.

A question was asked about the letter about Gaza, which had been signed by over 1000 students and staff, and the continuing lack of a formal response from the University. The Vice-Chancellor confirmed that discussions had been taking place with the relevant interest groups, and a statement would be made soon. The University was seeking to continue to maintain good working relationships with all parties. The Vice-Chancellor said that there would be a staged response to the demands in the letter.

Council congratulated Dr Teslim Bukoye, who had been appointed as Race Equality lead at the University, taking up the part-time role alongside his academic position from September 2024.

The significant increase in the number of students with mental health and neurodiversity issues was noted. This is a sector (and national) trend which had risen exponentially over the past five years for a variety of reasons, including the cost of living, workload, and societal issues and was not expected to reduce. The University was constantly looking to ensure that it could provide sufficient support, and had identified some peaks in requirement for this, such as in Week 3, where demand may increase. It was highlighted that ResLife works closely with students. The Students' Union had taken part in an all-day session with Wonkhe that covered this issue. The Student Governors stated that when students reported they had friends on their course it had a positive effect, so mentoring and building community had been identified as vital. It was further highlighted that the University had signed up to the Student Minds Charter, so Council could be assured that mental health was part of the institutional strategy.

The wide-ranging implications of the recent *Abrahart v University of Bristol* legal case were raised, and Council was assured that the Pro-Vice-Chancellors for Education & Global and Student Experience were co-leading on the University's response to this. They were considering

the legal requirements that covered everything from disabled students, mitigating circumstances and accessibility. The project was in the scoping phase and would launch in autumn.

It was noted that while the University had performed well in recent league tables, Council would welcome a paper that considered how to build on this and optimise our position. Council also agreed that it was sensible to look strategically at all KPIs and asked the executive to come forward with proposals on KPIs which they felt should be amended and in particular to address the KPI which dealt with community engagement.

Action: incoming Vice Chancellor to be asked to consider and advise when this could be brought back to Council.

Members of Council were also invited to consider the impact of the new government on the sector and locally. There were significant changes at the election with a likely different dynamic locally with a significantly larger cross section of MPs closer to the government than previously. The Vice-Chancellor had contacted all new local MPs over the weekend to congratulate them on their electoral success and there would be further correspondence with them over the coming months.

7703.a Finance Committee Report C23/24 - 185

Purpose - For Noting

Minute

The Chair of Finance Committee presented the Finance Committee report. It was noted that at its recent meeting, the Committee considered the results for the year and the updated financial forecast. The University is expected to be in surplus for the financial year, an improvement on the small loss that was forecast at the beginning of the year and remains in a relatively good position given the challenging times. The University is however forecasting significant expenditure particularly in relation to capital spending over the next few years and so the overall risk to its longer-term financial performance has increased.

Council noted that the way the pension scheme adjustment is accounted for makes it difficult to for the lay reader to interpret. The Chair of Finance Committee agreed but stated that it has to be presented this way as it is a mutual scheme and a technically seen therefore as a liability.

7703.b 5 Year Plan 2023/24 to 2027/28 - C23/24 - 186

Purpose - For Approval

Minute

The Chair of Finance Committee presented the 5-year plan for 2023/24 to 2028/29. The plan includes addressing significant challenges arising from our ageing real estate and that a 5% per annum operating surplus would be needed to fund this expenditure. The Chair of Finance Committee pointed to an increasing reliance on recruitment of overseas students but reported that financial provisions have been set against the targets for student numbers and this indicates a more prudent approach being taken. It was noted that Finance Committee welcomed the improvements made to the financial planning process and the greater confidence it now had in the resulting plan. It had a high degree of confidence in the University's potential to meet the plan for the first year, but further work will need to be done to ensure the plan is met in future years.

The Vice-President (Strategy and Planning) reported that the introduction of a 'straw person' financial model has challenged faculties to create 5-year strategic plans that highlight their aspirations and show how they are shaping their service propositions. He explained that this work is part of a cultural project of encouraging faculties to take more responsibility for their financial futures and own the process of generating contributions that support the University's outcomes.

The Vice-President (Strategy and Planning) commented that this is the first year in which student recruitment targets have been brought in line with the accommodation available and so the growth aspiration has diminished in comparison to previous years' plans. Each faculty has been asked to provide a concrete plan for how the ratio of undergraduate and postgraduate overseas students will be improved over the next five years.

The Director of Finance highlighted the introduction of a 15-year capital programme that has been driven by the need to improve buildings on the University's campus. He said that while overseas students' numbers would hopefully grow in response to the development of new programmes and relationships, the budget has been adjusted to rely on a lower level of growth.

A question was raised in relation to the recruitment of international students and whether this represents a growing market. It was explained that this is a globally growing market but the number of international students coming to the UK is flat and so the University is aspiring to grow its market share in a flat market. It was noted that as the University's fees are relatively high, it needs to compete on the quality of its product and continue working to improve its position in rankings. The University's current offering is accessed via direct entry, so work is being carried out to build a more diverse portfolio of entry pathways. International student demand tends to be heavily clustered by discipline so it is hoped that introducing more entry points will broaden this out.

Council questioned how the University will prioritise the work that is needed both on improving the experience of postgraduate international students and introducing more pathways for entry. Assurance was given that the intention is for these pieces of work to be carried out at the same time by different teams of colleagues.

Members requested an update on the review of postgraduate courses. The Pro-Vice-Chancellor (Education and Global) reported that the review has been completed and the next stage will start in January 2025. Various pilots will begin before then based on the recommendations of the review. It was noted that this work will not be a quick fix and the focus would be on future proofing the provision of courses to ensure this is the best it can be. The Vice-Chancellor highlighted that while increasing the number of international PGT students is important, the University should not be complacent about UG and PGT home student numbers. It was suggested that care will need to be taken in communications, particularly as cutbacks are being implemented at the same time as the University is operating at a surplus and carrying out work on buildings. It will be important for staff to understand how all of this supports the longer-term financial sustainability of the institution. In response to a query on whether student accommodation costs will rise in line with inflation, it was explained that the budget allows for inflation increases but not for any other types of increases.

Council asked whether faculties plans show which activities would be scaled back or discontinuing as well as which new activities they will be starting. It was noted that the limits in student accommodation mean that reductions are needed in the scale of some programmes and the deans are overseeing this. When more student accommodation opens up, conscious decisions would need to be made in terms of the overall shape of the University's activities, balancing high volume in student numbers against the quality of applicants. Members were advised that financial data at a course level was increasingly being used to understand the contribution that individual courses made as an aid to decision making.

Assurance was sought on whether the University's marketing and market research are mature enough to provide good insight into our course portfolio and to show if there is a demand for the new courses being developed. The Vice-President (Strategy and Planning) reported that more could be done, and actions are being taken to address this. With regards to course marketing, the University will need to balance individual academic interest alongside consideration of work that has a higher demand. In response to a question on whether the marketing of postgraduate courses will be reviewed, it was confirmed that this would be core to the review. The Pro-Vice-Chancellor (Education and Global) explained that in order to improve student experience on postgraduate programmes, there are plans to place more focus on employability. The shorter length of the PGT programmes means that they have typically not offered as many opportunities for internships and project work as undergraduate programmes; however, it was noted that corporate partners are interested in taking on students for shorter placement periods and this aligns well with postgraduate timelines.

Council queried the reasons behind the decrease in investment income. It was explained that this was due to the capital plans. Members sought further information in relation to the expected level of donations and endowments and were advised that the level of growth included in the plan is reasonably ambitious for the sector.

Members asked that that the summary of actions in C2324-186 section 8 be expanded to provide greater granularity on outputs and the associated timelines.

Action: expanded action log to be brought back to finance committee

Decision

Council approved the 5-year financial plan for 2024/25 to 2028/29.

7704.0 Faculty Spotlight - Engineering & Design - C23/24 - 187

Purpose - For Discussion

Minute

The Dean of the Faculty of Engineering & Design provided an update to Council on Faculty priorities, activities, and challenges.

Current priorities included reaching the top 100 in QS world rankings across all disciplines, achieving £27m in annual research awards by 25/26 and maintaining a top 10 position across all disciplines in all national league tables. A significant cultural shift was required to achieve these aims. The faculty was also focused on formalising the career development pathway for professional services staff with their 'PSS career structure transformation'.

The faculty had worked to define their shared values which included regenerative design, global responsibility, inter-disciplinary collaboration, and generous leadership and inclusion across all areas. Enterprise skills were also a focus, with many spin outs coming from the faculty.

The faculty had received funding from the Royal Academy of Engineering to roll out a diversity impact programme. This initiative had successfully brought together students who had felt disenfranchised by the engineering industry and allowed them to develop entrepreneurial skills and build their professional network.

Space and the suitability of the faculty's estate was an ongoing issue, and the faculty were working to optimise their space with shared working areas and decluttering.

There had been considerable activity relating to international student recruitment. The faculty had recently hosted an Agent and Counsellor conference which had been hugely successful and would run again next year.

An update on research awards was provided, with figures for 23/24 looking positive. In relation to REF outputs, the last paper assessment showed the faculty had 27% of their required 4* outputs and 100% of their 3* outputs at this stage. Going forward, the emphasis would be on developing quality papers rather than focusing on quantity, and ensuring this was recognised and rewarded. Good progress was being made in this area, with great support from staff reviewing and improving papers.

7706.0 2024 REF Audit Exercise C23/24 - 189

Purpose - For Discussion

Minute

The PVC (R&E) gave an update on Research with a particular emphasis on the criteria and requirements of REF 2029. She told Council that it was very possible that the timetable for the REF could change with it instead taking place in 2030.

Council were told that there appears to be a shift in focus from being on individual academics, to being on the institution and with more focus on research teams and research enablers. It was not just about the research itself and was also about the people/culture/environment of the institution meaning that Human Resources had an increased role to play in the REF process.

Council was informed that there would be a maximum of 6 outputs per person and any member of staff with a substantial link to the institution can be included. The University were looking at what benefits could come from this criterion and in particular how academics based overseas could be engaged by the University. Underpinning research no longer needs to be 2* with other sources being used including government reports.

The PVC (R&E) outlined the University's preparations for REF. She highlighted the importance of external peer review. Council was informed that overall, the University was generally tracking well in the numbers of 3* papers being produced and it was the intention for these to be scoring around 9-11 on the scale. However, increasing the number of 4* papers remained challenging. Some disciplines still had more work to do but the PVC (R&E) was confident that the University was currently in a good place and there was an understanding of what needed to be done to for it to move onto the next level.

Council was told that improving Research Income remained a challenge but there were signs of improvement. The numbers of students doing PGR degrees was also tracking well. For Impact Case Studies the data was looking positive, and maturity was growing.

The six research culture themes were outlined, and Council was informed that there was a plan in place for each of these. The PVC (R&E) said that it was not entirely clear what the People, Culture, and Environment ("PCE") criteria would look like and there was still work to be done on the "People" element of this. Research England were carrying out pilot studies on the PCE which the University would be participating in.

Council asked whether in relation to the Open Access requirements of the REF this would be complicated where books were submitted. The PVC (R&E) said that work was being done on monographs and how these would be funded. She said however that a vast majority of the submissions at the next REF would be papers.

It was asked how other institutions were performing. The PVC (R&E) said that the University had set out an ambition (though not a target) to come within the top 10 institutions in the REF exercise based on the GPA. It was the case that other institutions were also looking to improve their positions but there were some institutions were having to focus less on the REF due to the financial pressures that they were under.

The Vice-Chancellor highlighted that funding from the Research Council would not be increasing by much and therefore it was important for the University to do well in the REF to maintain and hopefully increase its share of the money available.

Council noted the update.

7707.0 Annual Statement on Research Integrity - C23/24 - 190

Purpose - For Discussion

Decision

Council noted and approved the publication of the University's annual statement on Research Integrity.

7708.0 Digital Update - C23/24 - 191

Purpose - For Discussion

Minute

The Chief Information and Digital Officer presented paper C23/24 – 191. He commented that cyber security was a real challenge and a lot of work had been done in the past 12 months to strengthen the University's position, but it remains a constant challenge and worry. The aim was to standardise support and increase roles and capability to help the University to move forward.

A question was asked about the University's low maturity starting point in digital transformation and what this was relative to. It was explained that this was in comparison to the non-HE sector, and that adoption of ITIL was not where it would be expected for an organisation of the University's size. It was confirmed that DD&T used specialists for specific purposes where they could add value, assessing this on a case-by-case basis rather than utilising one overarching tech partner.

It was highlighted that significant steps had been made to prioritise governance within DD&T by working with the Department of Planning, Performance & Strategic Change to help develop understanding and give DD&T assurance on strategy objectives. It was agreed that communication was important.

The difficulties of staff retention within this area were raised by Council. It was stressed that the DD&T attrition rate was within the overall average attrition rate of the University and within the sector average, however, it was acknowledged that there was still a long way to go as changes continued to be made and that staff needed to be supported. It was noted that recruitment had improved, with two permanent Solutions Architects recruited after a long search. Although there were obvious challenges, it was suggested that the reduction in the use of contractors and retention of permanent staff was improving, and the pressure points of the past few months were being worked through.

Council was assured by the Chair of ARAC that it considers the risk and assurance of the University's digital and cybersecurity position regularly.

7709.0 Workforce Report - C23/24 - 192

Minute

The Director of Human Resources presented the Workforce Report. He highlighted that the University has used a devolved model in its leadership development and this could be looked at for efficiencies. He also said that consideration could be given to providing more external leadership training opportunities as these can help to deliver broader perspectives.

Council discussed the scope for progression in professional services and whether this is limited. Assurance was given that there are good opportunities for progression in this area.

Members queried how talent is identified and whether staff members need to nominate themselves to take part in training programmes. It was explained that leaders across the University help identify which colleagues have potential. It was also noted that more could be done to look at succession planning and building pools of talent.

It was highlighted that the University does not spend all the apprenticeship levy available. The Director of HR reported that this would be difficult to do as it is a bureaucracy-heavy process that needs to be administered by dedicated staff. The University is working with other universities to see if more could be done in this area on the academic side. It is also supporting other types of organisations to use the funds available. It was explained that any remaining funds which are not spent would automatically be given back to the Government.

Council noted that often people who least need training are most aware of its benefits, while those who do need it more are less aware. In response to a question on whether audits have been run to assess how well-distributed the take up of training is, assurance was given that audits have been carried out. It was noted that colleagues in professional services are more frequent users of training. Management could and should do more to reverse the trend of late cancellations ostensibly due to operational needs. Leadership training programmes tend to attract a good mix of colleagues. Council encouraged colleagues across the University to see the benefits that training provides.

7710.0 Freedom of Speech Code of Practice - C23/24 - 193

Purpose - For Approval

Minute

It was a statutory requirement that all Higher Education Institutions should have a Code of Practice for Freedom of Speech in place by 1 August 2024.

There had been consultation with UEB, Senate, and the Students Union regarding the draft Code of Practice that Council was being asked to consider. Concerns had been raised in Senate regarding the Code of Practice potentially taking precedence over other policies including the Dignity and Respect policy and as a consequence amendment had been made to paragraphs 3 and 4 of the policy to make it clearer that such policies should also be taken into account.

Decision

Council approved the Code of Practice for Freedom of Speech.

7711.0 Climate Action Framework Sustainability Update - C23/24 - 194

Purpose - For Discussion

Minute

Council noted the progress on the implementation of the Climate Action Framework to date:

- The climate action annual report 2023-24 had been published and a communications plan was being implemented.
- The scope 1&2 action plan was being developed with progress made on elements of the plan.
- The data management plan and climate impact dashboards were in development.
- The team were drafting a Sustainable Procurement Policy with supporting guidance.
- A travel plan specification was also being drafted and was ready for Invitation to Tender.

7712.0 Audit and Risk Assurance Committee - C23/24 - 195

Purpose - For Noting

Minute

The Chair of ARAC presented paper C23/24 - 195.

It was confirmed that the 23/24 Strategic Risk Register ("SSR") was still in use, with the issuing of 24/25 SRR being paused due to the ongoing structural review; and that this would come back to the first meeting of the 24/25 academic year. Council stressed the importance of addressing this as a matter of urgency.

It was confirmed that ARAC had approved the external audit plan presented by the new auditors, Grant Thornton, which was going smoothly so far.

ARAC had approved internal audit plan.

Good conversations had been had around the project assurance report and the need to keep more connected across all projects.

The IAAPS lessons learned report had fielded a good conversation about the building and maintaining relationships with contractors.

ARAC had received a deep dive presentation on Health and Safety, owing to Internal Audit previously noting that there were some gaps in the data available.

It was highlighted that there was some concern that committee structures were getting in the way of timely decision making; and that it was important to be able to take decisions in a timely and agile manner and not be beholden to agendas set a year in advance. It was noted that the ability to provide the right amount of information at the right time to make a decision had improved. It was agreed that the need for greater clarity of the role of governance and operational committees would be a useful broader point to take away.

Decision

Council approved the update to the Operational Risk Register.

7713.0 Equality, Diversity and Inclusion Committee - C23/24 - 196

Purpose - For Decision

Minute

Council noted the report from the Equality, Diversity and Inclusion Committee.

Decision

Council approved the proposed terms of reference and membership for EDIC for 2024/25

Decision

Council approved the formation of the Community and Inclusion Operational Steering Group

Action

Governance Team to check whether the formation and membership of the steering group requires Council approval, and how it differs from an advisory board which is determined by UEB.

Due by - 10 Oct 2024 | Assigned to - Lauren Howells

7714.0 Nominations Committee - C23/24 - 197a-b

Purpose - For Approval

Minute

Andrew Ross left the meeting

Council noted the report on the work of the Nominations Committee. Council was told that interviews were taking place that week for two new Council members one to come from a HE Leadership background, the other to be the ARAC chair designate. It was therefore likely that approval of the successful candidates would take place by way of circulation in order that they could come onto Council from 1 August or as soon as possible after that date.

Decision

Council approved the following:-

i) Nomination Committee's recommendation that Andrew Ross, Professional Services Staff member of Council, whose term of office ends on 31 July 2024, is invited to attend all Council meetings as an observer with full speaking rights but with no voting rights until 31 December 2024 (by which time the way forward with the proposed reduction in the size of Council should be known).

ii) The committee allocations as set out in Appendix 2 of the report of the Nominations Committee.

iii) The offer of a second three year term to Chris Baker, an external member of UCEB, following the end of his current term of office on 31 July 2024.

iv) The approval of candidates for membership of Court as listed in Appendix 3 of the report of the Nominations Committee.

Andrew Ross returned to the meeting

Minute

Pam Chesters left the meeting with Tim Ford taking the Chair.

Tim Ford in his capacity as Senior Independent Director told Council that following a consultation exercise with both members of Council and UEB that the Nominations Committee were making the recommendation that Pam Chesters term as Chair of Council be extended to 31 October 2025. The recruitment process for a new Chair of Council would begin in the autumn with the selection of the panel, determination of the process and appointment of headhunters with the external search commencing early in 2025. It was expected that Council would be able to approve its new Chair no later than July 2025 with a handover to commence no later than September, depending on the incoming chair's availability.

Decision

Council approved the extension of Pam Chesters' term as Chair of Council to 31 October 2025.

Pam Chesters re-joined and resumed chairing the meeting.

7715.0 Committee Effectiveness Review - C23/24 - 198

Purpose - For Discussion

Minute

Council noted the report on the Committee Effectiveness Review. The Interim Head of Governance explained that the review has helped to identify some committees that would benefit from a deeper dive into how they can be improved. He reported that the Governance team is planning to hold training sessions for new committee and council members from September 2024. Training sessions will also be held for contributors to meetings to help build understanding of the process for and expectations around presenting at meetings.

7716.0 Council Cycle of Business 2024/2025 - C23/24 - 199

Purpose - For Discussion

Minute

Council noted the draft cycle of business for academic year 2024/2025.

7717.0 Governance Framework Review Project Board Update - C23/24 - 200

Purpose - For Discussion

Minute

Council noted the update from the Governance Framework Review Project Board.

7718.0 University Ethics Committee - C23/24 - 201

Purpose - For Noting

Minute

Council noted the report of the University Ethics Committee.

7719.0 Report from Senate C23/24 - 202

Purpose - For Noting

Minute

Governance noted the report of the last meeting of Senate which was held on 5 June 2024.

7720.0 Curriculum Transformation Project Update - C23/24 - 203

Purpose - For Noting

Minute

Council noted the update paper on the Curriculum Transformation project.

7721.0 Export Control Policy - C23/24 - 204

Purpose - For Approval

Decision

Council approved the amendments to the Export Control policy.

7722.0 Programme of Meetings for 2024/25 - C23/24 - 205

Purpose - For Noting

Minute

Council noted the programme of meetings for 2024/2025. The Council Development Day would be held on 10 October 2024 with the next full meeting of Council taking place on 21 November 2024.

7723.0 Any Other Business

Purpose - For Noting

Minute

Outgoing Council Member Valedictions

Charlotte Moar was thanked for her six years' service as a member of Council and her earlier contribution as a co-opted member of ARAC. She had provided valuable challenge and support particularly on financial and commercial matters and had been an extremely diligent Council member, with an excellent command of the papers.

Catherine Mealing-Jones was thanked for her eight years as a member of Council. Her calm voice when discussing difficult issues was appreciated as well as her understanding of the public sector and the commercial pressures that it was under.

Alan Hayes was completing his three-year term as Chair of Academic Assembly. His wisdom and knowledge of the University had been of great assistance, and he had been able to provide a staff perspective to the Council and its Committees in a helpful and reflective way.

Andrew Ross was completing his term as elected Professional Services member of Council. He would be remaining on Council as a non-voting member and was thanked for his contribution to date.

Minute

Valedictory: Professor Ian White

This was the last meeting of Council of the Vice-Chancellor, Professor Ian White. Professor White was warmly thanked for his service to the University. He was also congratulated on his appointment as a CBE in the recent King's Birthday Honours List. Council noted it was a testament to his strategic vision and unremitting focus on quality and inclusion that the University was now in such a strong position. They also remained particularly appreciative of the burden of responsibility he had carried during the pandemic and the care and support he had offered to staff and students during that difficult time. Council also asked Professor White to pass on their best wishes and thanks to Mrs White, recognising the support she had provided the University during his term of office.