



COUNCIL

Minutes of the 258th meeting of Council held on Friday 2 July 2021 from 9am to 3pm via Zoom

1. Present

Members present: Dame Denise Holt (Chair), Adrienne Fresko (Vice-Chair), Kirstin Baker, Professor Keith Jones, Andy Bryant, Tony Bullman, Professor Steve Caddick, Professor Sara Crangle, David Curley, Mark Devlin, Mark Fisher, Connor Moylett, Professor Mario Novelli, Max O'Donnell-Savage, Jane Parsons, Rosemary Martin, Professor Steve McGuire, Albertus Schoeman, Professor Adam Tickell, Nick Watson, Professor Gerhard Wolf, Richard Zaltzman.

In attendance: Professor Paul O'Prey (incoming Council member), Dr Tim Westlake (Chief Operating Officer and University Secretary), Professor Kelly Coate (Pro Vice-Chancellor (Education and Students)), Allan Spencer (Director of Finance), Professor Stephen Shute (Pro Vice-Chancellor (Planning and Resources)), Alexandra Fulton (Associate Director of Communications), Georgina Seligmann (Deputy Head of Governance Services), Emma Potts (Interim Deputy Chief Operating Officer), Sally Priddle (Deputy University Secretary and Head of Governance Services), Bridget Edminson (General Counsel and Director of Governance and Compliance – item 19.1 only), Professor Debbie Keeling (Chair of the 60th anniversary working group – item 19.2 only), Marina Pedreira-Vilarino (Director of Development and Alumni Relations – item 19.2 only) .

2. Declarations of interest

- 2.1 There were no new declarations of interest recorded although Council noted declarations of interest for those members of staff who are also USS pension scheme members for item 6 on the agenda. The Chair reminded Council members that there are a small number of annual declarations outstanding which will be followed up by the Governance team.

3. Minutes

- 3.1 Council AGREED the minutes of the meeting held on 26 March 2021 (C/256/M) and 7 May 2021 (C/257/M) as a true record.

4. Matters arising

- 4.1 Council NOTED matters arising from the minutes not referred to elsewhere on the agenda (C/258/4). There was one open item relating to a briefing on the Brighton and Sussex Medical School; this is planned for the autumn. The Chair also advised that she proposed sending an email to all students after this Council meeting, to see what feedback is received, before considering whether to do this as a matter of routine following each Council meeting. **[Action: Associate Director of Communications]**

5. Email Resolutions

- 5.1 Council NOTED the approval of the appointment of Professor Rachel Mills as Provost from 1 August 2021 via email resolution on 9 April 2021.
- 5.2 Council NOTED the approval of the appointment of Professor Paul O'Prey as an independent member of Council with effect from 1 August 2021 via email resolution on 28 May 2021.

6. Vice-Chancellor's Report

- 6.1 Council RECEIVED a report from the Vice-Chancellor (C/258/6) and CONSIDERED the proposed response to the further UUK consultation on USS (C/258/6 and papers 6a-6e). In introducing his report, the Vice-Chancellor drew Council's attention to the following:
- a) The University had received national recognition for its handling of the Covid response.
 - b) The publication of the Government's consultation on post-18 funding in response to the Augar review is expected shortly and is expected to focus on the costs of the student loan book, with the Department for Education (DfE) wanting to target funding towards skills, vocational education and employability. The expectation is that the consultation will include options including a freeze on tuition fees, lowering of fees, variable fees, minimum entry thresholds and a change in student loan terms.
 - c) Guidance for teaching from the start of 2021/22 is still awaited from the DfE but the Home office has announced that it will extend visa flexibility for international students into the next academic year so that they can study online until April 2022 and still qualify for post-study work visas.
 - d) UKRI have had their budget for 2021/2 reduced by £539m.
 - e) The UUK Consultation on USS has closed, with broad support for UUK's proposed alternative to the increased contributions of a low-cost option, and governance reform. USS and the Pensions Regulator remain concerned that UUK's proposals are insufficient to address the deficit and will require either further benefit reductions or increased assurance and possibly increased contributions from stakeholders. A further consultation on additional measures has been issued by UUK which provides a simple choice: accepting USS's requirements of stronger covenant measures or for the entire proposal to fall, which would result in the default position of a significant increase in contributions from April, with progressive increases to between 49-56% of pay.
 - f) UCU have rejected any changes and are advocating for a new valuation; the USS response is that whilst a new valuation might result in reduced deficit recovery costs, this would broadly be matched by increased future service costs. The expectation is that there will be a ballot for industrial action.

In discussion, the following points were raised:

- i) Whilst it is not yet clear what changes might be made to student loan provision, concern was expressed at the current interest rate levels. Whilst the HE funding landscape is complex, it is not clear that there is sufficient recognition within government as to the value of UK HE on the economy.

- ii) The impact on staff of the USS proposals were noted; the shift from defined benefits to defined contributions is a position that other private and public-sector pension schemes have also had to accept, as a result of schemes facing the situation of having insufficient funds to pay the benefits that have been accrued. Whilst most graduates now will only get 6% contribution from their employer, USS members receive 20%. This is a complex and challenging situation and it is important to ensure that staff are given support to help them understand how this might affect them; Mercer have been running sessions to provide independent advice.
- iii) Whilst the University has only a very small influence on the outcome of the consultation, it appears as though there is broad consistency across the sector in employer responses. There has been some movement from UUK which is encouraging, but the proposed changes to benefits does bring the risk of industrial action. The focus is on maintaining the Pension scheme and ensuring that all eligible members of staff are able to access it; the risk is that a failure to take difficult decisions now will simply make the situation worse by increasing the deficit and making the scheme unaffordable for lower-paid staff.
- iv) This situation also highlights the challenge of the pay differential between the highest and lowest paid within the institution and it was questioned whether the University is a living wage employer. [Post-meeting note: the Director of HR has confirmed that University salaries are all above the living wage, but this is not the case for all outsourced staff. In order to be accredited as a living wage employer we need to have a plan in place to move contractors towards the living wage].

6.2 Council APPROVED, through use of the Zoom voting tool, the UUK consultation response, to support Option A.

7. Chair's Action and Report

- 7.1 Council NOTED that no actions had been taken by the Chair on behalf of Council since the previous meeting.
- 7.2 Council received an oral update from the Chair, noting that the bulk of the agenda included reports from the various Council sub-committees, to ensure that Council members heard about the work undertaken during this committee cycle and also to ensure a clear understanding of the remit of each Committee, without full Council needing to repeat in detail the discussions held in each Committee.
- 7.3 Council were reminded that there was no report on Financial Delegations, as there had been a return to pre-pandemic delegation arrangements. The Financial Sustainability Group had continued to meet to provide financial oversight, but would cease to meet from 1 August.
- 7.4 Arrangements were being made to equip Bramber House conference centre so that it can support hybrid meetings.
- 7.5 The Chair's new top priority is to lead the search for a new Vice-Chancellor. The focus is on ensuring a broad and inclusive search process, working with a headhunter. A steering group will be convened to oversee the process and it is expected that a permanent successor may not be in place until the summer of 2021. In order to avoid a leadership vacuum, David Maguire has been identified as a potential candidate as an interim Vice-Chancellor. Alongside an illustrious academic record, he is both a former Vice-Chancellor as well as having been an interim too. References have been sought from the Chairs of his former institutions and a

pass/fail interview conducted with independent members of Council, the incoming Provost and an elected member of Senate, who have all expressed their unanimous support in recommending his appointment to Council.

- 7.6 Council discussed the remit of the interim Vice-Chancellor, noting that all potential candidates had been advised that the Size and Shape portfolio would be a key aspect of the role. Identifying a suitable candidate was challenging; whilst normally the Provost would have assumed this role, with her not yet being in post it had been agreed with her that an interim appointment was more appropriate. The priority had been to identify someone who would be able to provide leadership both to avoid uncertainty for staff and to allow time to consider properly the permanent appointment. Also, whilst staff had questioned whether the Size and Shape programme should be paused, Council noted that any delay would only result in the position becoming more challenging, and have a deleterious impact on the university. It was therefore important to maintain momentum.
- 7.7 The focus of the interim will be to provide support for UEG and act as an enabler so that they can work together as a team. Whilst prompt action has been taken to identify an interim candidate, the aim had been to provide reassurance to staff at a time of uncertainty. Furthermore, there were few candidates with the requisite experience and availability to take on the role.
- 7.8 The Chair reminded Council of the importance of confidentiality in respect of the discussions held.
- 7.9 Council APPROVED, through use of the Zoom voting tool, the appointment of David Maguire as interim Vice-Chancellor, noting that the exact start date will be confirmed in due course.

8. Strategy 2025: Size and Shape of the University

- 8.1 Council CONSIDERED a report on the Size and Shape programme of work, in support of the Strategy to 2025 (C/258/8) and RECEIVED an accompanying presentation on the Size and Shape programme from the Vice-Chancellor, uploaded to BoardPacks following the meeting. Council noted that that, whilst there are some views that Size and Shape should be paused given Adam's departure, this is a Council strategy which is being led by several members of UEG. In introducing the paper, the Vice-Chancellor drew Council's attention to the following:
- a) There had been good levels of engagement during the recent University-wide engagement period, although noting that Senate had passed a vote of no confidence in the engagement process. The view is that this vote of no confidence reflected concerns around the financial implications of decisions arising from the Size and Shape programme proposals rather than the engagement process itself. The extended timeframe for bringing full proposals to Council to the autumn was intended to allow more time for engagement with staff.

Items raised in discussion included:

- i) The Chair of the Strategic Performance and Resources Committee noted that there had been a good discussion at the meeting on 18 June, where concerns had been expressed about the risks of a delay in bringing full proposals, given the potential loss of momentum, particularly in those areas of Professional Services which had identified ideas for organisational change some considerable time ago. On balance, however, it had been agreed that it was better to spend more time on engagement with staff, so

SPRC had endorsed the decision to delay bringing proposals to the autumn, but asked that these proposals include the strategic vision.

- ii) Council noted that this item provided an update on progress with no decisions required. It was aimed at ensuring Council awareness of the work going on, noting that the inclusion of the overarching strategy in the final proposals would ensure clarity of presentation across the university community.
- iii) The importance of ensuring that the final proposals incorporate the results of the engagement exercise was stressed, and that this should be communicated clearly to staff, so that they can understand how and where their feedback has been used. The questions asked during the engagement period had been broad in nature, but further work has been undertaken to categorise the feedback and to hold additional events to debate some of the themes in greater detail so that this feedback can be incorporated into the Size and Shape decision-making processes.
- iv) Council noted concerns amongst the staff body that this is seen as a financial exercise, requiring staff cuts and therefore likely to result in industrial action. There was a need to emphasise that the programme is focused on achieving excellence; resources need to be aligned with demand so that the most successful areas are supported sufficiently. This messaging needs to include the vision of the programme, the challenges with some areas of student recruitment and the need to set Sussex up for the future.
- v) Heads of Schools had been working collaboratively in recent weeks on refining the programme and course offer and discussing requirements for savings targets. Whilst the revised timeline represents a delay to the programme, Council accepted the rationale for this, but emphasised the need to retain momentum to ensure that investment can be made to the infrastructure of the University, which requires reasonable surpluses.

9. Strategic Performance and Resources Committee

9.1 Council RECEIVED an oral report from Kirstin Baker, Chair of Strategic Performance and Resources Committee and NOTED the minutes of the meeting held on 5 March 2021 (C/258/9a) and the draft minutes of the meeting held on 18 June 2021 (C/258/9b). The Chair of SPRC drew Council's attention to the following:

- a) Alongside the Size and Shape progress update, SPRC had considered the financial monitoring arrangements, paying tribute to the Finance team and budget holders in managing the challenging financial situation so effectively over the last year. The end of year position was consistent with the forecast provided to Council in March, with a surplus of £12.6m assuming scheduled maintenance and projects are delivered.
- b) The University is in a strong cash position, with no issues with funders. The 2021/22 budget recognises the current volatile climate: the September 2021 cohort will be replacing much larger cohorts from 3-4 years' ago, with flat Undergraduate tuition fee income set against rising staff costs. SPRC were content to recommend an interim budget with a break-even position, which doesn't meet the Council requirement for a surplus, but reflects the revised Size and Shape timeline and will be revisited in the autumn. The focus is on achieving a £5m-£10m surplus for 2022/23.

- b) Given the interim budget position, the Estates and IT roadmap is being reviewed, to reprioritise areas of expenditure. The outline Business case for the West Slope had been updated, with a 'deep dive' session to be held in the autumn for Council members.
- c) SPRC had considered student accommodation rents for 2022/23 and observed the importance of ensuring that the university continues to offer a full range of accommodation options, with different pricing points, to meet student demand for quality and type of accommodation.

Items raised in discussion included:

- i) Council noted the need to deliver a surplus in order to ensure the appropriate investment to improve the student experience. There is a degree of uncertainty that exists within the interim budget for 2021/22 which recognizes the number of issues that might emerge, so it is prudent to allow some provision for these. The current position of costs rising higher than income is untenable and needs to be addressed.
- ii) The proposal for an interim budget reflects the extended timelines for the Size and Shape programme, but there are also interconnecting issues including the capital programme proposals. In considering the updated budget in the autumn it will be important for SPRC to consider all interrelated matters, including any debt provision required. **[Action: Director of Finance]**.

9.2 Council NOTED the financial monitoring update for 2020/21 and APPROVED the interim budget for 2021/22 and forecast for 2022/23 (C/258/9c).

9.3 Council APPROVED the tuition fee framework for 2022/23 entrants (C/258/9d) – COMMERCIAL IN CONFIDENCE.

9.4 Council NOTED the updated Outline Business case for the West Slope Project (C/258/9f).

9.5 Council APPROVED the proposals for KPI/T replacement, changes and committee review processes as revised metrics for Council level KPI/Ts (C/258/9g).

9.6 Council CONSIDERED the rents for student accommodation for 2022/23 (C/258/9e), noting the issues raised in the paper from USSU (C/258/13b) and that this matter had been discussed at the recent Student Experience Committee meeting. In discussion, the following points were made:

- a) The Student Experience committee (SEC) had welcomed the input from USSU and appreciated the concerns raised in terms of the financial situation of students, particularly within the current Covid context. SEC felt that a holistic approach was required, to consider the support provided to students and recognising the fact that many students live in private accommodation. SEC had decided to convene a Task and Finish group (under the auspices of the Access and Participation Plan steering group) to consider this whole area, which would provide a progress report to SEC in the autumn. This would include a consideration of the issues raised in the USSU paper alongside other support measures in place including Access and Participation Plan activities and benchmarking data. Any proposed changes to the Access and Participation Plan would be brought back to Council in due course, as these would require sign off before submission to the OfS.

- b) The USSU Council representative introduced the elements of his paper related to student accommodation rents (C/258/13b), noting recent trends in accommodation cost increases. Whilst USSU had welcomed the establishment of the Task and Finish Group, the responsibility for setting of rents lay with Council. Students from lower household income backgrounds had been disproportionately impacted by the pandemic, set against a context of an accommodation offering at higher price points, with a reduction in more affordable accommodation options. Alongside this, scholarship funding had reduced in recent years and the concern is that students from lower household incomes will have to seek more part-time work with the concomitant risk of a deleterious impact on student performance.
- c) Questions on the data were raised, noting that it compares 39 week contracts with 52 week contracts, so it will be important to ensure that like-for-like comparisons are made. Consideration needs to be given to the impact of accommodation rents on student recruitment, recognising that support needs to be targeted at those who are most in need, rather than a blanket approach. Qualitative data would also be useful, alongside benchmarking data in order to understand the Sussex position relative to the rest of the sector, including whether more students are now choosing to live at home.
- d) Council recognised the pressures that students are under, noting that care needs to be given to ensuring that resources are targeted towards those in greatest need, given the limited funding available. Consideration also needs to be given to student requirements; some of the halls being retired are not of the design that students want and, furthermore, the financial modelling is based upon 96% occupancy which may not be achieved.
- e) Council noted that the USSU paper raises broader points than solely student rent levels and that the proposed Task and Finish Group should consider all of these matters and provide a report that includes an agreed set of data and proposals for how the least advantaged students should be supported. **[Action: Pro Vice-Chancellor (Education and Students)]**

9.6 Council APPROVED, via use of the Zoom voting tool, the rents for student accommodation for 2022/23 (C/258/9e) on a provisional basis. This issue would be returned to at Council in November, subject to receiving the report of the Task and Finish group.

10. Audit and Risk Committee

10.1. Council RECEIVED an oral report from David Curley, Chair of Audit and Risk Committee and NOTED the draft minutes of the meeting held on 4 June 2021 (C/258/10). The Chair of ARC drew Council's attention to the following:

- a) ARC's meeting in June had focused on assurance, looking primarily at the risk register and internal audit reports. A deep dive exercise had been undertaken into two risk areas which the Committee thought worthy of discussion: League Tables and International Landscape.
- b) ARC had also sought assurance that Health and safety compliance was being adequately monitored and would be seeking a more evidence-based approach going forward, using data points to track risk more effectively. The KPMG internal audit reports on business continuity and academic governance in particular were encouraging.

- c) Looking ahead, ARC has an internal audit plan that is more closely mapped to areas of institutional risk, to ensure appropriate focus and to balance appropriate with those areas that require annual review.

Items raised in discussion included:

- i) Council noted the deep dive into League table positions and the programme of work in this area. In respect of cyber-security, in comparison to other HEIs there is a good programme in place to address this risk.
- ii) The risk register now provides clarity as to the mitigations in place, but ARC should also add a risk related to continuity of University leadership. **[Action: Deputy University Secretary]**
- iii) Consideration should be given to ensuring that appropriate time is allocated at future Council meetings to consider the key risks, with the focus being upon ensuring that the risk register provides an effective management tool. **[Action: Deputy University Secretary to discuss with the Chair of Council and Chair of ARC]**

10.2. Council APPROVED the University's updated Institutional Risk Map (C/258/10a).

10.3. Council RECEIVED assurance that the University remains compliant with the OfS Conditions of Registration (C/258/10b).

11. Capital Programmes Committee

11.1 Council RECEIVED an oral report from Mark Devlin, Chair of Capital Programmes Committee and NOTED the draft minutes of the meeting held on 21 May 2021 (C/258/11). The Chair of CPC drew Council's attention to the following:

- a) The lessons learned from the SAAT project were informing the new SIS project, and a deep dive exercise for the SIS project would be scheduled for Council members. A business readiness assessment has been commissioned and the focus is on ensuring a tight scope, to ensure timely delivery by managing expectations carefully.
- b) Work on the West Slope project continues, alongside a review and reprioritisation of the Estates and IT roadmap. A deep dive exercise with Council members is planned for the autumn, including an orientation and scheme content briefing, a more detailed commercial briefing and a session on the overarching roadmap.
- c) The Network replacement project is slightly behind the West Slope project; the focus is to ensure that decisions on all capital projects are made in the autumn to avoid projects incurring unnecessary expenditure or losing potential scheme partners.

12. Chairs' Committee Update

12.1 Council RECEIVED an oral report regarding Nominations matters including a recommendation regarding the reappointment of Aleema Shivji for a second term on Council. Aleema Shivji withdrew from the meeting whilst her reappointment was discussed. The Chair of Council advised that a mini-feedback exercise had been undertaken, as part of the standard process for reappointment, and she had received excellent feedback.

Council APPROVED the re-appointment of Aleema Shivji to Council, for a second term, from 1 August 2021.

12.2 Council RECEIVED an update on the Governance Effectiveness Review 2021 (C/258/12a), introduced by the Vice-Chair, who drew Council's attention to the following points:

- a) Halpin had concluded their work and a full first draft of their report had been discussed by the Steering Group at the end of June, with the final report due to be discussed by them on 9 July. The Steering Group had welcomed the thoroughness of the report and the clear recommendations presented.
- b) Responses to the recommendations will be drafted by the Governance team over the summer for review by the Steering Group before the report and responses are considered by Council and Senate.

Items raised in discussion included:

- i) Council noted the comprehensive nature of the report and that the Vice-Chair had ensured that Halpin adhered closely to the brief provided. Although some of the recommendations might be difficult to implement, they provide a clear direction.

12.3 Council RECEIVED assurance that the University continues to demonstrate due regard to the Prevent Duty (C/258/12b). In introducing this item, the Chair noted that this is an interim report on the University's compliance with the Prevent Duty and that this is part of a statutory duty to report to the OfS.

12.4 Council NOTED that Chairs' committee had met the previous day to review the relevant presentations from each of the Chairs to this Council meeting. A request was made for the minutes of the Chairs' committee to be published on Sussex Direct. **[Action: Chair of Council to consider].**

13. Student Experience Matters

13.1. Council RECEIVED an oral report from Jane Parsons, Chair of Student Experience Committee (SEC) and NOTED the draft minutes of the Student Experience Committee meeting held on 16 June 2021 (C/258/13a). The Chair of SEC drew Council's attention to the following:

- a) Plans for teaching, learning and assessment from September 2021 are being formulated, with a drive to return to face-to-face teaching, within appropriate guidelines. The commitment and support of all staff during the last academic year was acknowledged, within the various challenges resulting from the Covid pandemic.
- b) SEC had considered a new KPI relating to closing the attainment gap and received an update on actions to reduce the awarding gap. SEC had also considered the importance of the work of the race equity advocate team.

13.2 Council CONSIDERED the annual Student Voice report from the Students' Union (C/258/1b) and an oral report from Connor Moylett, the USSU Council representative who drew Council's attention to the following:

- a) Despite a lack of face-to-face provision, USSU had seen the best turnout for sabbatical elections this year, with the USSU Council representative elected for a further year.

- b) Good work has been undertaken by the Race Equity advocate team with strong relationships established by the team who have run events which have seen good engagement from across the student body. Challenges remain in addressing race inequalities but progress has been promising. The work of the race equity connectors is due to be merged with the student connectors; it is not yet clear how this will work in practice but the focus will be upon ensuring that this important area remains a priority.

Items raised in discussion included:

- i) Council noted that the funding for the race equity advocate team had originally been provided on a pilot basis for 6 months on the basis of an evaluation exercise being undertaken. The Access and Participation Plan included provision for student connectors and it was always envisaged that these two areas would then be merged. It was noted that this was a matter for resolution between USSU and the Executive or, if necessary, for consideration by SEC.
- ii) It would be useful to have a briefing on the EDI area, including the awarding gap and employment gap as part of a future Council briefing, aligned to the appointment of the Pro Vice-Chancellor (Culture, Equality and Inclusion). **[Action: Deputy University Secretary]**.
- iii) EDI issues will evolve over time and it would be important to adjust EDI priorities so as to be responsive to current student experiences, as opposed to sticking to a strategy agreed some time ago. The appointment of the PVC (CEI) will provide appropriate focus to this area of strategic importance.

14. Remuneration Committee

14.1. Council RECEIVED an oral report from Professor Steve Caddick, Chair of Remuneration Committees A and B, who drew Council's attention to the following:

- a) RemCom A and B had held two meetings in the last month where work on the ULT+ pay framework is nearing completion. This framework includes benchmarking of roles and there may be some challenges with overlapping pay bands.
- b) The Discretionary Pay review exercise for 2021 has been approved, alongside a market supplement policy which had not hitherto existed.
- b) RemCom A has expressed their continuing support for the VC's performance.
- c) The appointment of the Pro Vice-Chancellor (Culture, Equality and Inclusion) was progressing well, but a need for interim cover to provide leadership to this important area whilst the permanent appointment is being made had been identified, and approval from Council was being sought. A suitable candidate had been identified who was available to work part-time during the intervening period before a transition to the permanent appointee.

14.2 Council APPROVED the appointment of Kevin Hylton as Interim Pro Vice-Chancellor for Culture, Equality and Inclusion.

15. Regulations

- 15.1. Council APPROVED amendments to Regulation 29: Other regulations concerning the university site and buildings, computing regulations and miscellaneous administrative regulations (C/258/15)

16. Joint Brighton Sussex Medical School Board

- 16.1 Council NOTED the minutes of the meeting held on 16 June 2021 (C/258/16).

17. Academic Governance

- 17.1. Council NOTED the minutes of the Senate meetings held on 13 May 2021 (C/258/17a) and 28 May 2021 (C/258/17b) and the draft minutes of the Senate meeting held on 9 June 2021 (C/258/17c)
- 17.2. Council NOTED the Heads of Schools' reports to Senate in June 2021 (C/258/17d)
- 17.3. Council RECEIVED assurance from Senate that the University remains compliant with the OfS 'B' Conditions of Registration (C/258/17e)

18. Student Exclusions and Suspensions

- 18.1. Council NOTED an update report on student exclusions and suspensions. (paper C/258/18).

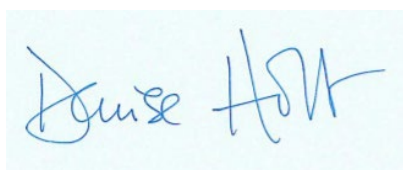
19. Any Other Business

- 19.1. Council NOTED a report on the institutional response to Covid during 2020-21 (paper C/258/19a), thanking the General Counsel and Director of Governance and Compliance and her team for the tremendous work in this area. Council noted that the number of cases had halved since the report was written; over 1500 vaccinations had been administered at the 'pop-up' facility held at the end of term. Council also acknowledged the collective work from academic and Professional Services across the institution who have all pulled together during this period
- 19.2. Council RECEIVED a presentation from Professor Debbie Keeling (Chair of the 60th anniversary working group) and Marina Pedreira-Vilarino (Director of Development and Alumni Relations) on plans for the 60th anniversary celebrations.
- 19.3. Council recorded thanks to Andy Bryant, Mark Fisher and Mario Novelli for their contribution to Council during their tenure. Council noted that elections are currently underway for a Senate representative on Council and for an academic representative on Council. Connor Moylett would be continuing on Council as the USSU representative, but with a new portfolio.
- 19.4. Council were reminded of their obligations of both individual and collective accountability for the affairs of the institution in accordance with the CUC Code, with the Governance team available to provide support where required.

20. Dates of next meetings

Thursday 23 September 2021: Council Dinner, 6.30pm – 8.30pm
Friday 24 September 2021: Council meeting, 9am – 12noon
Thursday 25 November 2021: Council briefing 5pm – 7pm then dinner from 7pm
Friday 26 November 2021: Council all day meeting, 9am – 4.00pm
Thursday 31 March 2022: Council briefing 5pm – 7pm then dinner from 7pm
Friday 1 April 2022: Council all day meeting, 9am – 4.00pm
Thursday 7 July 2022: Council briefing 5pm – 7pm then dinner from 7pm
Friday 8 July 2022: Council all day meeting, 9am – 4.00pm

Dr Tim Westlake
Secretary to Council
July 2021



Dame Denise Holt
Chair of Council
July 2021