



Council

22/65 A meeting of the Council was held in the Meadow Suite, Park House on Wednesday 23 November 2022 at 10.00am.

The President
The Vice-Presidents (Mr K. Corrigan and Mrs K. Owen)
The Vice-Chancellor
The Deputy Vice-Chancellor
The Pro-Vice-Chancellor (Professor E.M. McCrum)
The Pro-Vice-Chancellor (Professor M. Fellowes)
The Pro-Vice-Chancellor (Professor D. Zaum)

Mr S. Alexander	Miss P. Lindsey
Mr S. Ali	Mr J. Magee
Mr S. Allen	Ms S. Maple
Mrs S. Butler	Mr A. McCallum
Mrs P. Egan	Mr P. Milhofer
Professor R. Frazier	Mrs S. Plank
Professor J. Gibbins	Dr C. Shaw
Professor U. Kambhampati	Dr J. Young

In attendance:

The Chief Strategy Officer and University Secretary
The Director of Finance
The Director of Quality Support and Development
The Director of Student Services (for Minute 22/73 only)
The Director of Human Resources (for Minute 22/73 only)
The Pro-Vice-Chancellor (International) (for Minute 22/81 only)

Apologies were received from Professor J. Board, Ms L. Moses, and Mr N. Richards.

22/66 President's introductory remarks

The President welcomed Mr Ali and the Director of Finance to their first meeting of the Council. She noted that Mr Magee would have completed his term of appointment before the next meeting and thanked him warmly for his invaluable contributions to the work of the Council.

The President, on behalf of Council, thanked Miss Saxon, who would shortly be leaving the University [redacted, section 40], for her considerable work in supporting Council and its members.

The President thanked members for attending the dinner and discussion on environmental sustainability, which had taken place the previous evening. The Council had found the discussion valuable and thanked the Pro-Vice-Chancellor (Academic Planning and Resource) (Professor Fellowes) and all those involved in the presentations.

The President noted that a number of University staff had recently been recognised in national awards. In the THE Awards, Hong Lin, Senior Technician, had been named the Outstanding Technician of the Year, and a project led by Professor Paul Williams, Meteorology, had won the STEM Research Project of the Year. The Science Council had recently awarded one of its prestigious CPD awards to Manik Puranik, Senior Technician. The Council offered its congratulations to the award-winners.

The President informed members that she and the Vice-Presidents would shortly arrange to have one-to-one meetings to seek feedback on the operation of Council and to discuss how members might best contribute their skills to the Council's work and what development and support might help them in their roles.

22/67 The Minutes (22/51-22/64) of the meeting held on 22 September 2022 were confirmed and signed. Arising on the Minutes:

Minute 22/59: Digital Strategy 2022-27 and Estate Strategy 2022-32

Mr Allen thanked the Chief Strategy Officer and University Secretary for having followed up a number of matters in relation to the implications of the strategies for students.

Minute 22/63: Items for future Council meetings

The Chief Strategy Officer and University Secretary thanked members for their helpful suggestions for topics to be considered at future meetings of Council. The suggestions would be reviewed and would inform agenda-setting for future meetings.

22/68 Matters approved by the President on behalf of the Council since its last meeting (Item 4)

The Council noted that the President had signed off, on behalf of the Council, the OfS Prevent Annual Declaration and Data Return for 2021-22.

Matters of governance

22/69 Annual Report on Freedom of Speech (Item 5.1)

The Council received the Annual Report on Freedom of Speech.

22/70 Availability of Council Papers (Item 5.2)

The Council noted a paper from the University Secretary and Chief Strategy Officer in regard to the availability of Council papers.

22/71 Documents sealed and to be sealed (Item 5.3)

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

22/72 Disclosure of Interests (Item 5.4)

The Council received a list of members' interests and members were asked to notify the Chief Strategy Officer and University Secretary of any amendments.

Resolved:

1. "That the Annual Report on Freedom of Speech, now submitted, be received;"
2. "That the Council approve the action taken by the Officers and Members in affixing the University Seal to documents sealed since the last Ordinary Meeting of the Council and authorise the Seal of the University to be affixed to the documents to be sealed as now reported."

Student-related matters

22/73 Presentation on how the University is meeting the OfS statement of expectations on sexual violence and harassment (Item 6.1)

The Council received the Annual Report on Sexual Misconduct and Harassment 2021/22, together with a paper outlining how the University meets the OfS statement of expectations in this area. Dr Paddy Woodman, Director of Student Services, Ms Claire Rolstone, Acting Director of HR, Miss Lindsey, RUSU Welfare Officer, and Mr Allen, RUSU President, gave a presentation to contextualise and elaborate on the Report.

Dr Woodman noted that sexual harassment had become endemic in society and that students were the occupational group most likely to be affected. In a recent survey, two-thirds of respondents had reported that they had been exposed to sexual violence while at university. Universities were therefore under a moral imperative to address the issue. The OfS had reinforced this obligation by publication of a statement of seven expectations on how higher education providers should address sexual harassment and misconduct, and a requirement that providers reported their progress against these expectations. The OfS also intended to introduce a condition of registration in this area. Universities were mindful of the reputational risk if they failed to address the issue effectively.

Dr Woodman advised that the University had been collaborating closely with RUSU over the past two years to consider issues around sexual harassment and to identify how best to tackle it, and in this ongoing work was also drawing on expertise from across the University community. The University was confident that it was meeting the OfS statement of expectations; however, while progress was being made, significant challenges remained and much had yet to be done.

Dr Woodman, Mr Allen and Miss Lindsey outlined the range of work being undertaken by the University and RUSU, which included:

- (a) **Reaching and engaging students:** Dr Woodman explained that key messages were reiterated to students in different guises and through multiple approaches. Posters had been placed in the kitchens of all halls of residence, which would reach the majority of first-year students, and training had been given online providing guidance on how to behave, what not to tolerate, and how to support others. Information was drip-fed through a digital campaign and through notices in bars and other venues. Mr Allen

reported that these messages were also disseminated through a wide range of RUSU activities. RUSU was developing support for clubs to reflect on and address issues around masculinity, and all clubs and societies had welfare representatives who were trained to engage their committees and members with issues in this area.

- (b) **Influencing student culture:** Dr Woodman noted that, since most harassment was hidden from University staff, it was important to empower students to take appropriate action. Later this year, a campaign would be launched encouraging students to make a pledge to act to challenge inappropriate behaviour and promote respect.
- (c) **Improving the University's knowledge of sexual harassment:** Dr Woodman noted that, for a range of reasons, very few students were willing to make complaints about sexual harassment. The University, in collaboration with RUSU, was therefore introducing a system for students to report incidents of sexual harassment anonymously, which would enable the University and RUSU to understand the prevalence of sexual harassment and the circumstances in which it occurred, and thereby identify how practically it might be tackled.
- (d) **Improving safety—RUSU's work:** Miss Lindsey outlined a number of RUSU-led initiatives to improve safety, including: working with Reading Borough Council on a safer streets partnership; ensuring venue staff received updated training; implementing measures to prevent spiking of drinks; introducing the MyWay safety app which alerted students to risks around the local streets; and providing a safety night bus from RUSU.
- (e) **Supporting staff:** Dr Woodman outlined the range of support and training for staff to enable them to address sexual harassment effectively. The University had also introduced a new relationships policy, which was designed to identify and manage potential risks around relationships, including between staff and students.

Ms Rolstone spoke of the work of Human Resources to support this work.

In response to a question from Mrs Owen about the resource available for this work, Dr Woodman indicated that UEB had accorded it a high priority, and that there was investment in training packages, a platform for anonymous reporting and other initiatives. Ms Rolstone noted that there would need to be continuing investment to ensure that the provision was regularly refreshed and maintained its high profile.

In response to a question from Professor Frazier, Dr Woodman agreed that a version of the slide pack could be made available to Schools to raise awareness among a wider range of staff and to provide the basis for discussion. Ms Rolstone referred to the need to be sensitive to the circumstances of individual staff in engaging with these issues.

In response to a question from Professor Gibbins, Dr Woodman and Ms Rolstone noted the role of the specialist student welfare team and the importance of academic tutors signposting specialist services, where appropriate. They also noted that there might be benefit in strengthening the network of harassment advisors and their training.

In response to a question from Mr McCallum, Dr Woodman acknowledged concerns about the outcomes of complaints, given the high proportion of cases withdrawn and the low number upheld. She noted that there was often a lack of evidence in such cases, which meant that investigations were often difficult.

In response to a question from Mr Milhofer, Dr Woodman recognised that the diminishing support for neurodiverse students in the school system over the past decade, together with the disrupted socialisation of some young people during the pandemic, presented particular issues in this area. It highlighted the need for clear communication and explicit consent.

In response to comments made by Mrs Owen, Council members were encouraged to take the consent training the links to which had been circulated prior to the meeting.

The Vice-Chancellor noted that the report on sexual harassment and misconduct and the University's progress in addressing the problem would be received by Council annually.

22/74 Report of the Student Experience Committee (Item 6.2)

The Council received the Report of the meeting of the Student Experience Committee held on 3 November 2022.

Mrs Owen, as Chair of the Committee, drew Council's attention, in particular, to the significant improvement in the University's performance in the National Student Survey 2022, the decision by RUSU to reduce its generous unrestricted reserves, and the range of actions which RUSU was taking to mitigate the cost-of-living crisis for students.

22/75 Report from RUSU on progress with meeting their priorities (Item 6.3)

The Council received the RUSU Full-time Officers' Autumn Term Update on their Priorities.

Mr Allen, RUSU President, and Miss Lindsey, RUSU Welfare Officer, introduced the update report and drew Council's attention, in particular, to:

- The joint Cost of Living Task Force established by RUSU and the University, which, among other measures, had led to the introduction of commuter bursaries, the discontinuation of resit fees, and an 'essentials' cupboard which provided basic necessities for students in immediate distress.
- RUSU's other measures to address the cost-of-living, which included the use of unrestricted reserves to launch a £1.50 breakfast (with matched funding from the University), help for students to buy sports kit to enable them to participate in clubs, the purchase of discount cards for students, freezing food prices in RUSU food outlets, and the provision of free sanitary products and condoms. RUSU was also providing free, impartial money advice, offering part-time employment, and had protected their free night-time transport service.
- Initiatives on housing, including: the submission of evidence to the UK government's Levelling Up Committee in relation to private tenancies; discussions with Reading Borough Council to improve the standard of private rented accommodation; work with the University to mitigate the impact of rent increases by UPP; and guidance to students on private tenancies.
- A Community Festival to strengthen relationships with the local community.
- A Sustainability Summit to promote and showcase students' engagement with the UN sustainability goals and to develop careers and life skills.

The President thanked Mr Allen, Miss Lindsey and their fellow officers for their work to support students.

In response to questions, Miss Lindsey spoke of the pressures on students to commit early in their first year to private rented accommodation for the following year and the difficulties which often ensued. RUSU provided advice to students, sought to foster dialogue between students and landlords to resolve disputes, and were working to establish constructive relationships with local property agencies. Mr Allen noted that the Making a Fairer Private Rented Sector White Paper, while protecting tenants' rights, might have the unintended

consequence of making landlords reluctant to let properties to students. Professor Gibbins referred to the particular difficulties of international postgraduate research students, who were often accompanied by their families, in securing appropriate accommodation.

Resolved:

1. "That:
 - a. The Annual report on preventing and addressing harassment and sexual misconduct, now submitted, be approved;
 - b. The Council is satisfied that the University is meeting the *OfS Statement of Expectations for preventing and addressing harassment and sexual misconduct affecting students in higher education*;
 - c. The Council confirms that it is fulfilling its responsibilities as set out in *Tackling Harassment and Sexual Misconduct: guidance for Chairs and governing bodies*, published by the CUC."
2. "That the Report of the meeting of the Student Experience Committee, held on 3 November 2022, now received, be approved."
3. "That the RUSU Full-time Officers' Autumn Term Update on their Priorities, now submitted, be received."

22/76 Report of the Strategy and Finance Committee (Item 7)

The Council received the Report of the meeting of the Strategy and Finance Committee held on 10 November 2022.

Mr Corrigan, as Chair of the Committee, explained that the revised terms of reference clarified the formal hierarchy between Council (which was responsible for major strategic matters) and the Committee (which considered, on Council's behalf and at Council's request, matters of finance and significant operational issues). The University Executive Board (UEB) would now report directly to Council rather than through the Strategy and Finance Committee. The Committee's revised title ('Scrutiny and Finance Committee') represented this remit more accurately. In response to a point raised by Mr McCallum, the Council agreed to include in the terms of reference responsibility for investment appraisal and lessons learnt.

[Redacted, section 43].

In response to questions on the Financial Plan, Mr Corrigan undertook to consider how the Committee could make fuller use of metrics relating to debt and whether KPIs in relation to debt would be useful.

In response to questions on the Annual Report on Health and Safety Performance, the Deputy Vice-Chancellor explained that the Health and Safety Committee had agreed significant changes to the future format of the report, which would focus more closely on performance, make better use of data and KPIs, be more analytical, include commentary on near misses and lessons learned, report more systematically and in greater detail on how issues had been closed off, and provide a more detailed account of the work of the Committee and its actions.

Finally, the Committee recommended that Mr McCallum become a member from 1 January 2023, filling the one outstanding vacancy. (It was noted that this selection process had occurred subsequent to the meeting of the Appointments and Governance Committee, which

is why the recommendation was coming through this route.) Council approved the recommendation.

Resolved:

1. "That:
 - a. The draft amendments to the Strategy and Finance Committee's terms of reference and the consequential amendments to the Schedule of Delegations, now submitted, be approved;
 - b. The title of the Strategy and Finance Committee be amended to 'Scrutiny and Finance Committee'."
2. "That the Annual Report on Health and Safety Performance for 2021/22, now submitted, be approved."
3. "That the Report of the meeting of the Strategy and Finance Committee held on 10 November 2022, now submitted, be approved."
4. "That Mr McCallum become a member of the Scrutiny and Finance Committee with effect from 1 January 2023"

22/77

Report of the Audit Committee (Item 8)

The Council received the Annual Report of the Audit Committee to the Council and the Vice-Chancellor for 2021/22.

In the absence of Mr Richards, Chair of the Committee, Mr Milhofer reported that Mazars, the external auditor, had progressed their work with impressive efficiency, had fostered a constructive dialogue, and had presented an appropriately challenging and helpful report.

The Director of Finance explained that the University's financial performance in 2021/22 reflected the impacts of the pandemic, which would continue into the current year. He noted that the position in relation to the UUREPF had improved to show a scheme surplus following reforms to contributions and benefits, and that the value of investment properties had increased, due in part to the valuation of the Thames Valley Science Park and the creation of new assets, such as the lease with Shinfield Studios Ltd.. However, he noted that the University's staff costs, amounting to 58.8% of expenditure, were out of line with the sector, and that the cash generated from operations was £10.5m (3.3% of turnover) which fell short of the KPI target (10% of turnover).

In response to a question from Mr Alexander, Mr Milhofer indicated that the revised methodology for the risk register had improved the articulation between strategic and operational risk, and had established greater consistency in the scoring of risks.

In response to further questions, Mr Milhofer affirmed his confidence in the rigour, independence and effectiveness of the Internal Audit operation and confirmed that the Committee was always mindful of the balance of benefits between an Internal Audit function, which brought prior knowledge of organisation and contextual understanding, and the use of contracted auditors, who could bring fresh eyes and a fresh perspective. The Chief Strategy Officer and University Secretary indicated that the University used external expertise in

auditing specialist areas, such as cybersecurity, and considered regularly how resource was best deployed to ensure informed, independent scrutiny through the audit process.

Resolved:

1. "That the Annual Report to the Council and Vice-Chancellor from the Audit Committee 2021/22, now submitted, be approved."
2. "That the financial position of the University for 2021/22, the financial statements and the audit report, now submitted, be noted and approved for signature by the President, Vice-Chancellor and Director of Finance."
3. "That the President and the Vice Chancellor be authorised to sign the Letters of Representation to Mazars and that the Vice-Chancellor, Director of Finance or Chief Strategy Officer and University Secretary as appropriate be authorised to sign the letters of support for the University's subsidiary companies."

22/78 Report of the Vice-Chancellor (Item 9)

The Council received the Report of the Vice-Chancellor.

The Vice-Chancellor:

- (a) Reported that the University and College Union (UCU) had announced three days of strike action (24, 25 and 30 November) followed by a period of action short of a strike. The impact on students was likely to be variable, depending on levels of union membership and action in different Schools. The University had processes in place to manage and mitigate the impact of industrial action. UCU's industrial action at the University related only to the issue of pensions, whereas at other universities the action related to pay, working conditions and pensions.
- (b) Reported that he, together with the Director of Finance and the Director of HR, had delivered an all-staff talk, attended by some 500 colleagues, explaining the operation and governance of the USS and the University's perspective on the issues related to the scheme. Work on the 2023 scheme's valuation, which would supersede the 2020 valuation, would be initiated shortly and might offer the opportunity for improvements in the benefits and/or a reduction in contributions. The University was committed to engaging the union and colleagues in a conversation on the issues, to maintaining transparency, and to sustaining a collegial ethos.
- (c) Noted that much of the Council's business tended to focus on the University's 15,000 UK-based students registered on traditional programmes, but it was timely to remind Council that its responsibilities encompassed the further 10,000 students who were studying under transnational education (TNE) arrangements, on apprenticeships, on executive education and continuing professional development courses, and on other non-standard programmes. He indicated that the full range of the University's educational provision would be more evident in Council's future meetings.

In response to questions, the Vice-Chancellor undertook to make explicit in Council papers which matters of business applied to which constituencies of students.

- (d) [Redacted, section 43]

- (e) Reported that the University Strategy's Key Performance Indicators for 2022 showed a strong performance in the quality of education and of research, in sustainability, and in its international outlook, but a weak financial performance. He noted that the two KPIs related to the student experience (KPIs 2 and 3) would need to be revised due to changes in the National Student Survey questions in 2023. The Pro-Vice-Chancellor (Research and Innovation) advised that the recently developed KPI 7 (Knowledge Exchange Framework) presented methodological challenges since the benchmark data included components which varied by institutional mission and which were self-assessed.

Resolved:

1. "That:

The University has been and continues to be actively engaged with Wokingham Borough Council, [redacted, section 43].

[Redacted, section 43].
2. "That an update report on the University Strategy Key Performance Indicators, now submitted, be received."
3. "That the Report of the Vice-Chancellor, now submitted, be approved."

22/79 Report of the Appointments and Governance Committee (Item 10)

The Council received the Report of the meeting of the Appointments and Governance Committee held on 23 November 2022.

Mrs Owen, as Chair of the Committee, reported that Professor Fellowes had agreed to act as Pro-Vice-Chancellor (International) pending an appointment *vice* Mr Inman, and that a paper on a proposal for a Commercial Board would be submitted to Council in due course.

In response to a question from Mr Allen, the Vice-Chancellor explained that the Chief Financial Officer role had had a broad remit across commercial and other non-financial operational areas, and that the discontinuation of the role provided greater transparency and avoided potential conflicts of interest between financial and other responsibilities.

In response to further questions, the Vice-Chancellor clarified that the proposed Commercial Board would be an advisory committee to UEB. He indicated that, while the University developed with some tenants partnerships which included teaching and/or research activities, the majority of the University's land deals were purely commercial. It was important to ensure that the University's processes for managing its commercial activities were agile and not complicated unnecessarily, in order to accommodate a minority of broader-based arrangements. He indicated that the University was considering how best to manage spin-out activity, which presented a range of distinct issues.

Resolved:

1. "That the Director of Human Resources have the right of attendance at the Appointment and Governance Committee with immediate effect."

2. “That Sian Butler be appointed to the Appointments and Governance Committee with immediate effect.”
3. “That the Chair of the Audit Committee be invited to attend meetings of the Scrutiny and Finance Committee as an observer, on an infrequent basis, at the discretion of the Chair.”
4. “That, following the departure of the Chief Financial Officer and the Pro-Vice-Chancellor (International), the following arrangements be approved:
 - a. The Director of Finance will join the University Executive Board as the designated most senior financial officer of the University, retaining the title of Director of Finance, and will be line-managed by the Vice-Chancellor. The Director of Finance will attend Council, Scrutiny and Finance Committee, Investments Committee, Audit Committee, Planning Group, and Risk Management Board, and have the right of attendance at Senate. The appointment to UEB will, initially, be on a temporary basis until the end of 2023 (i.e. following the completion of the audit for the 2022/23 financial year), with a review in the summer of 2023 either to confirm the appointment or consider alternatives.
 - b. A new Pro-Vice-Chancellor (International) be appointed following a recruitment process open to internal and external candidates.”
5. “That the Report of the meeting of the Appointments and Governance Committee, held on 23 November 2022, now received, be approved.”

22/80 Change of Bankers to Lloyds (item 11)

The Committee received a paper on the authorisation of new signatories for legacy and new Bank accounts following the departure of the Chief Financial Officer.

Resolutions

The Council Resolved in respect of Lloyds Bank:

“That the Resolutions set out in the Lloyds Bank Mandate—Public and Community Sector Authority, now submitted and attached as Annex 1, be approved with the following identified as signatories in respect of all University and subsidiary accounts:

Andrew Grice (Director of Finance)
 [Redacted, section 40] (Financial Controller)
 Robert Van de Noort (Vice-Chancellor).”

The Council Resolved in respect of Barclays Bank:

1. [Redacted, section 31]
2. [Redacted, section 31]
3. [Redacted, section 31]

22/81 The University Global Priorities and progress in meeting them (Item 12)

The Council received a paper on progress in meeting the University's Global Engagement Strategic Priorities, and the Pro-Vice-Chancellor (International) (Mr Inman) gave a presentation.

Mr Inman highlighted the following points:

- Recruitment of international students to UK-based provision in September 2022 had reverted to the pre-pandemic level.
- The University's over-reliance on Chinese students in its international student recruitment to the UK had diminished, with the proportion of Chinese students falling from 22.4% in 2019/20 to 21.2% in 2022/23, in large part due to Chinese government policies.
- The University had significantly improved its recruitment from India, with 80 students recruited in 2019/20 and 250 students recruited in 2022/23.
- The University had progressed its transnational education provision (TNE), with 4,200 students now under TNE arrangements and 3,744 international students studying in the UK.
- The University continued to perform in the upper quartile of the THE ranking of institutional international outlook.
- International student fees made a major contribution to the University's and Schools' income.

Mr Inman indicated that many areas of the University were successful in recruiting significant number of international students, but they could improve their performance by competing more effectively. Other areas, which currently did not recruit significant numbers, had the potential to do so by flexing their portfolio to align better with international student markets and by promoting their offer. [Redacted, section 43].

In response to a question from Ms Maple, Mr Inman suggested future priorities should include:

- [Redacted, section 43]
- [Redacted, section 43]
- [Redacted, section 43]
- [Redacted, section 43]

[Redacted, section 43]

Resolved:

"That the paper on the progress in respect of the University's Global Engagement Strategic Priorities, now submitted, be received."

22/82 Report of the Senate

The Council received the Report of the meeting of the Senate held on 2 November 2022.

Mrs Egan reported that she and Mrs Plank had attended Senate, as Council's nominees, for the first time in November, and had given a brief presentation on their role and the value of strengthening the relationship and mutual understanding between the two bodies. Mrs Egan indicated that they had been warmly welcomed by Senate and that they had found the business and discussion at Senate helpful and illuminating. They would identify topics in the

Senate's remit which Council could explore in greater depth and on which it could usefully seek further assurance; identification of such issues could usefully inform the agenda-setting of both bodies.

Professor Frazier, as the Senate member elected to sit on Council, reported that Senate had offered comments and questions on the Portfolio Review, particularly in relation to its challenging timeline, and also on changes in the support for, and oversight of, research following reflection on the Research Excellence Framework (REF) exercise and its outcomes. Senate had received a presentation on the Graduate School, which had referred, in particular, to the Graduate School's expanded remit for researcher development and the challenges of recruitment of Home research students.

In response to a request from Mrs Egan and Mrs Plank, Council indicated that it would particularly welcome some further commentary and reflection from Senate on a number of issues, including: the assurance and evaluation of quality in education and research; how the University Strategy supports quality in teaching and research; and the challenges for teaching and research in relation to resource. The President asked members to reflect on other areas where further information and explanation from Senate would be useful.

The Council was content to continue to receive the full minutes of Senate and would review the matter in due course. Members commented that they did not want more information from Senate, but more effective communication, including in-depth reflection on academic issues, assurance on the appropriateness of academic standards, and analysis comparing the University's performance with others in the sector.

Resolved:

"That the Report of the meeting of the Senate held on 2 November 2022, now submitted, be approved."

22/83 Report of the Remuneration Committee (Item 14)

Members of the University Executive Board recused themselves from the discussion of this item and withdrew from the meeting.

The Council received the Report of the meeting of the Remuneration Committee, held on 17 October 2022, and the Annual Report of the Remuneration Committee 2021/22, incorporated in the Annual Report and Financial Statements 2021/22 (presented under Item 8.2).

Mrs Owen, as Chair of the Committee, advised that the Vice-Chancellor continued to decline the normal salary for his role, receiving basic pay of £201k (with a £5k bonus) whereas the appropriate indicative salary range as determined by the Remuneration Committee was £230-300k. The Council considered the Vice-Chancellor's stance on this matter to be highly honourable and noted that his refusal of the full financial reward for his role was clearly stated in the University's annual report and on the University's website. The Council recognised that the University would need to revert to a competitive economic rate for the role on the eventual appointment of Professor Van de Noort's successor.

Mrs Owen reported that salary increases to other members of the University Executive Board had been modest.

The Council noted the University's actions to mitigate the impact of increases in the cost of living and the work to address the gender pay gap.

Members of the University Executive Board returned to the meeting.

Resolved:

1. "That the Annual Report of the Remuneration Committee (as incorporated into the Financial Statement), now received, be approved."
2. "That the Report of the meeting of the Remuneration Committee, held on 17 October 2022, now received, be approved."

22/84 Dates of meetings of the Council in the Session 2022/23

Further meetings of the Council in the Session 2022/23 had been scheduled for:

Tuesday 24 January 2023 at 12.00 pm
Monday 13 March 2023 at 12.00 pm
Monday 3 July 2023 at 12.00 pm.