

THE UNIVERSITY OF LEEDS

THE COUNCIL

25 July 2024

MINUTES  
(Public)

**Present:** Alastair Da Costa (Chair), Professor Hai-Sui Yu, Jessica Balme, Seb Elsworth, Helen Grantham, Dr Kendi Guantai, Shivani Gug, Lucy Hart, Lauren Huxley, Professor Peter Jimack, Professor Simon Kelley, Iain Moffatt, Professor Alice O'Grady, Dr Yvette Oade, Heather Swanston and Ken Sargison.

**Apologies:** Peter Goldsborough, Leyla Okhai and Janet Sheriff.

**In attendance:** Jennifer Sewel (University Secretary and Registrar) and Catherine Cho (Minutes).

**Others attending:** Rachel Brealey (Chief Operating Officer), Professor Jeff Grabill (Deputy Vice-Chancellor: Student Education), Jane Madeley (Chief Financial Officer), Andrew Mulholland (Deputy Secretary), Professor Nick Plant (Deputy Vice-Chancellor: Research and Innovation) and Tim Watkinson (Director of Communications and Engagement).

For the Net Zero presentation at Min. 23/303; Ann Allen (Director of Campus Innovation and Development)

23/303 **Net zero presentation**

**Received:** a presentation on the University's Net Zero Climate Action Plan to remind Council of the University's Net Zero commitments and in advance of a significant drawdown request to Council in the autumn.

**Noted:**

- a. Members were reminded of the University's Climate Plan and strategy and updated on the work to date as part of the 3-phased approach. Items delivered included completion of phase 1 concept designs and geothermal feasibility studies, design of a new procurement approach, further engagement with staff and students, Renewable Energy Power Purchase Agreement tender launch, and future electricity needs confirmed. The ongoing challenges in delivering the Plan were also highlighted.
- b. Council was advised of the approvals expected to be sought from it in 2025 and 2026: including award of the Renewable Energy Power Purchase Agreement (PPA) tender (early 2025), and business cases for phase 1 projects (late 2025), and for the primary electricity sub-station and electrification of the Generating Station Complex (mid-2026).
- c. A number of enabling activities would take place over the next few years, specifically: ongoing communication and engagement; appointment to key delivery posts; formulation of phase 3 programme; and continued take up of opportunities for earlier emissions reductions.
- d. The University was seen as a sector leader. This was attributed to its having a significant financial commitment to the Plan and an approved funding structure to support the programme of works; the collaborative approach to deliver the Climate Plan with its researchers, students and wider communities; and use of collective expertise to enable evidence-based decisions and ensure that the University was agile and alert in a rapidly changing environment.
- e. The Renewable Energy PPA was increasingly common practice, and the first time to be used by the University. It would provide certainty that the University was acquiring energy from a green provider. An early discussion would take place with the Strategy and Investment Committee (SIC) ahead of the tender award.

- f. The presentation highlighted that the University had leaders in the field and significant strength in areas such as geothermal research. The University's approach to Net Zero, done well and in an equitable way, provided an opportunity to demonstrate to the higher education sector how it could be achieved.

23/304 **Minutes**

**CONFIRMED:** the Minutes of the meetings held on 30 May and 18 June 2024.

23/305 **Interim Vice-Chancellor and President's report**

**Received:** a written report from the Interim Vice-Chancellor and President (CL/23/88), which updated members on matters of higher education policy and reported on issues of interest to the life and work of the University, and which was supplemented by an oral update. The paper included an update on the Israel-Gaza situation; an overview of the main domestic and international league tables that had an impact on student recruitment (Annex 1); and highlighted matters arising from the meeting of the Senate on 3 July 2024 (Annex 2), including a proposal to approve the University becoming a signatory of the Concordat for Sustainability in Research and Innovation (Appendix 1 to Annex 2) and recommendations for the conferment of the title of Emeritus Professor (Appendix 2 to Annex 2).

**Noted:**

- a. The Interim Vice-Chancellor and President thanked University and LUU colleagues who had been involved in managing the protest encampment opposite the LUU building and their commitment to the wellbeing and safety of all on campus. He commended security service staff for their professionalism, diligence and patience under highly challenging circumstances. Council was advised that there had not been any major incidents during the examination period or graduation ceremonies fortnight.
- b. The clear and supportive view of international students expressed by the new Labour Government's Education Secretary was welcomed. The University would continue efforts to leverage the international market even though it might be too late to have an impact on the current recruitment cycle.
- c. Members were advised of the headline news from the recently published National Student Survey (NSS). They were reminded of the University task force set up the previous year following publication of the 2023 results to drive improvements in three areas – assessment and feedback; academic support and student voice. The NSS 2024 results were the first opportunity to assess progress. The results were currently being analysed and a detailed report would be provided to Council in the autumn.
- d. A member commented on how well organised the graduation ceremonies had been at which honorary degrees were awarded, and thanked the Interim Vice-Chancellor and President and the University Secretary and Registrar and their teams for their efforts. The Chair of Council echoed those sentiments commenting on how joyous the occasion had been.
- e. Positive progress had been reported on the University's pay and grading review. There had been constructive discussions with the campus trade unions and positive responses from their members following consultation. This had resulted in a move of all grades two to nine up the salary scale by one increment, from 1 August 2024. Further changes to the pay framework would be implemented in August 2025 to ensure that the University's pay structure was robust and that the University continued to position itself as a leading employer. Members were reminded that the changes to the pay and grading framework were entirely separate to the national negotiations on the annual pay award.

*League tables*

- f. Members considered an overview of the main domestic and international league tables that had a bearing on student recruitment (as set out in Annex 1 to CL/23/88). It also gave an overview of the key drivers of the University's recent performance in the tables.

- g. Council was advised of the establishment of the Reputation and Performance Board to provide oversight and active management of the University's league table performance. It would begin meeting in the next academic year, chaired by the Provost and Deputy Vice-Chancellor, and would provide reports to SIC.
- h. The NSS outcome had had some impact on domestic league tables. The domestic market was highly competitive and there was a need to consider how the University could make an impact, especially in quality-related rankings.
- i. Views were shared on the University's aspirations and positioning. These were important topics and would be incorporated into the discussions around the University's size and shape at the Council's Strategy Away Day in the autumn.
- j. Members welcomed the renewed focus on league tables and its links to the institutional KPIs. It was important that there was no duplication of effort of the work of the new Reputation and Performance Board and that of the group overseeing the delivery of the University strategy.
- k. An observation was made that the University should not be focused solely on pursuing rankings nor to establish a KPI on it. If the appropriate steps were taken internally, this would be reflected positively in league table performance.

#### *Report from the Senate*

- l. The report from the Senate (Annex 2 of CL/23/88) advised members that it had endorsed the University's proposed association with the Concordat for Sustainability in Research and Innovation (as set out in Appendix 1 to the Senate report). The Concordat had been co-developed by the UK research and innovation sector, which outlined a shared ambition for the UK to deliver research in a more environmentally responsible and sustainable way.
- m. The Senate had approved the adoption of the Resolutions on Retirement for Professors and recommended the conferment of the title of Emeritus Professor upon various members of academic staff, as set out in Appendix 2 to its report.

#### **APPROVED:**

- i. The University to become a signatory of the Concordat for Sustainability in Research and Innovation, as set out in Appendix 1 to Annex 2 of CL/23/88.
- ii. The conferment of the title of Emeritus Professor upon the following (effective date indicated in brackets):
  - Professor Julia Barrow, School of History (1 August 2024)
  - Professor Tim Ensor, Leeds Institute of Clinical Trials Research (1 September 2024)
  - Professor Andrew Gouldson, School of Earth and Environment (1 April 2024)
  - Professor Peter Moizer, Leeds University Business School (1 July 2024)
  - Professor Frank Nijhoff, School of Mathematics (1 April 2023)
  - Professor Asipu Sivaprasadarao, School of Biomedical Sciences (1 October 2024)
  - Professor Angel Smith, School of Languages, Cultures and Societies (1 September 2024)
  - Professor Nick Taylor, School of Law (31 March 2024)
  - Professor Mark Taylor Batty, School of English (1 October 2024).

In doing so, the Council associated itself with the Resolutions on Retirement for Professors that had been adopted by the Senate.

#### **23/306 University Secretary and Registrar's report on regulatory matters**

**Received:** a paper (CL/23/89) which highlighted key governance and regulatory matters arising from the items of business being presented at the Council meeting, alongside other relevant sector developments (including the Quality Assurance Agency for Higher Education's report on foundation years and international agents; matters arising from the King's Speech relevant to the sector; an update on the UK university students' class action brought against University College London around industrial action and Covid-19, on which the University continued to keep a close watch; and an update on the Office for

Students (OfS) consultation on a new condition of registration relating to harassment and sexual misconduct, the outcome of which was awaited).

**23/307 Leeds University Union Student Insights (July 2024)**

**Received:** a paper (CL/23/90) which provided updates on matters and issues impacting students across the University.

**Noted:**

- a. LUU staff and Officers had reflected on the campus protests arising from the Israel-Gaza conflict, and considered the lessons they could take forward into the future.
- b. The summer graduation ceremonies had passed without incident, albeit there had been some low-key protests. These had been undertaken in a respectful way, mindful of the graduation celebrations.
- c. With reference to the 'Belonging' theme, a member commented on the shift in the language used which now focused on loneliness. It was explained that the aim was on student integration and work was being done to encourage students, especially international students, to engage with LUU and to make the Union into a space which they could readily use.
- d. Some schools were working to embed induction beyond the traditional first year students' 'Intro Week', especially for international students, to make it a more holistic experience.
- e. The results of the LUU survey on students' experiences of "earning whilst learning" highlighted the significant number of students in that position. The support services offered by the University and LUU, such as the Careers Service, Joblink and Student Advice were highlighted. The work being done in this area was welcomed and it was suggested that supporting students to find work on campus rather than elsewhere could be helpful to maximise wellbeing and minimise the negative impact on their studies.

**23/308 Freedom of Expression Policy**

**Received:** the draft of the updated Freedom of Expression Policy (CL/23/91), setting out the commitments, position and regulatory obligations of the University and of the Leeds University Union, ahead of statutory duties relating to free speech coming into force in August and ahead of the publication of expected guidance from the OfS.

**Noted:**

- a. The Council's in-principle approval was sought as changes might need to be made to the Policy to take into account any requirements arising from the awaited OfS guidance.
- b. Work would be undertaken to ensure that other relevant University policies were consistent with the Policy.

**APPROVED:** in principle, the draft Freedom of Expression Policy (as set out in CL/23/91).

**23/309 Report from the Strategy and Investment Committee**

**Received:** a report (CL/23/92) of the meeting of the Strategy and Investment Committee held on 9 July 2024. The report included:

- the Key Performance Indicators strategy progress report (Annex 1);
- the outcomes of the Faculty and Professional Services Integrated Planning Exercise (IPE) (Annex 2);
- details of the presentation on the draft IPE Financial Forecasts for 2024/25 -2028/29 (FF24), and the risk scoping exercise on International PGT recruitment including an illustration of potential mitigations;
- an update on the change portfolio delivery plan which highlighted the activity to smoothly transition and implement the revisions to the change portfolio, progress across the change programmes, and an update on next steps; and
- a request for approval of funding for additional high priority projects and the business case for concrete buildings remedial works (Annexes 3 and 4 respectively);

- an analysis of the Higher Education financial benchmarking exercise for 2022-23 (Annex 5);
- the annual review of related companies report, which provided details on the performance of significant spinouts and subsidiary companies for the year-ended 31 July 2023 (Annex 6); and
- the Treasury report, setting out the University's approach to treasury management up to 30 April 2024 (Annex 7).

#### *Institutional key performance indicators and IPE results*

##### **Noted:**

- a. The Interim Vice-Chancellor and President gave a presentation updating Council on progress of the institutional KPIs and the IPE results. This included a reminder of the 6 core priorities he had set the previous November and how these were reflected within the KPIs.
- b. As reported in Annex 1 of CL/23/92, of the 30 KPI component measures, 17 remained 'On Track' and 13 were either 'Off Track' or 'At Risk'. Executive leads were overseeing actions put in place to improve the latter.
- c. The IPE was a key process in the delivery of the University Strategy. It was structured around delivering the KPIs, which formed the template for Faculty and Professional Services plans as well as focusing on key risks and mitigating actions. A summary was provided (Annex 2 of CL/23/92) of strategic alignment, progress against KPIs, and common risks and dependencies that had emerged through analysis of the Faculty and Professional Service IPE 2024.
- d. With reference to KPI 8D (*Proportion of full economic cost of research which is recovered from total research grant and other research related income*) which had been judged 'Off Track', members were advised of the actions being taken around the cost base in addition to efforts to improve revenue. Research income was a key topic of discussions in the IPE. The University needed, however, to be mindful of other Russell Group institutions which would also be seeking to increase their market share of funding. Consequently, the University was striving to diversify its income streams.
- e. Own-funded research was another challenging area on which the University was focused. Some subject areas did not have access to sufficient external research funding to maintain the level of research the University required to attract and retain staff. The need to ensure that the University derived a return on investment into an area was a key consideration. Members were assured that the Deputy Vice-Chancellor: Research and Innovation was giving the matter his full attention.
- f. In respect of KPI 8E (*Proportion of full cost of teaching recovered from tuition fees, teaching grant and other teaching related income*), which was 'Off Track', members were advised that improvements were being planned through the Curriculum Redefined programme and working with the faculties. This included work to address the cohort mix and targeted pricing strategy.
- g. In response to a question, members were assured that the student voice was included in the work to improve the student experience. Discussions were also being progressed with LUU.
- h. SIC had reviewed the KPI process and had been encouraged by the way this was working and the significant progress made. It had strongly endorsed the framework that had been established. Noting that the KPIs tracked a wide range of areas, a suggestion had been made to consider identifying a smaller set on which to report.
- i. Council endorsed the minor updates to a number of KPI metrics (as set out in Annex 4 of the KPI report) which reflected changing circumstances and data sources.

#### *Update on student recruitment with a focus on the international position, including financial risk scenario modelling*

##### **Noted:**

- j. The Council received a presentation providing an update on student recruitment with a focus on the international position, including financial risk scenario modelling. Details were provided on the background and context for the current year's recruitment particularly around the weakening of international PGT demand; the

current situation for 2024 entry which had been affected by a combination of mitigation actions taken to both reduce the risks of over-recruiting for 2024/25 (which had occurred in 2023/24) and to increase diversity among international markets, alongside the aggressive and more flexible activity by the University's peers; the actions being taken to address the situation and lesson learnt; and details of the financial risk scenario modelling that had been undertaken.

- k. For 2024 entry, the University was facing a significant potential shortfall in international PGT student recruitment, although the precise magnitude of this would not be clear until the autumn.
- l. During a detailed discussion, members were advised that the FF24 indicated that the University was in a reasonably good cash-holding position. It was, however, being prudent and considering the potential risks. The various scenarios that had been modelled enabled the University to consider the mitigating actions available to address the issue.
- m. Members were advised that recurrent or new commitments had been paused until the University could take stock in the autumn, when a more definitive position on international student recruitment was known. It was important to ensure there was certainty on spending before any firm commitments were made.
- n. SIC had reviewed the financial risk scenarios modelled and was clear about the lessons learnt, which was primarily around too many changes being made in a short space of time.
- o. Members considered the measures that had been taken as soon as the issue was detected. The impact of these mitigations on the recruitment position would not be known until much later in the process. It was observed that, as with other peer institutions, the University was operating in a very challenging market. While the University's short-term response had been appropriate, there was now pressure to make progress on its strategic response as the higher education sector was likely to remain under strain for the foreseeable future.
- p. There did not appear to much more which the University could do to influence the current year's position. The focus was now on next year's cycle and the actions to be taken.
- q. A member reflected on the importance placed by international applicants on international league tables such as the QS world rankings; and that the University should consider setting an aspirational target to enhance its ability to attract applicants.
- r. Members were advised that the Audit and Risk Committee had considered a PricewaterhouseCoopers survey on key sector risks. It had highlighted, in connection with the financial sustainability of the sector, the likelihood of higher education institutions failing. It was suggested that the University would need to determine its response should such a situation occur in the region.
- s. Although the University's cash headroom position could be utilised to address the worst-case scenario, the University did not wish to rely on this and would continue efforts to diversify and establish new income streams.
- t. The University Executive was giving the matter its full attention. An update on the matter would be brought to the Council in September.

*Additional capital funding envelope; Business case for concrete buildings remedial works*

**Noted:**

- u. The University had a £366m capital plan of which over 50% had been set aside to deliver its net zero ambition. A long-term capital plan was being developed as part of Campus Reimagined. In the meantime, essential short-term improvements were necessary to improve the staff and student experience. A programme of work had been developed to upgrade and improve the fabric of the campus. An initial spend of £32m had been identified with projects that could be undertaken immediately and a further £20m of projects identified which could be developed as "shovel ready" should additional funding become available.
- v. With regard to the business case for concrete buildings remedial works, it was reported that building surveys to test for signs of degradation had been commissioned by the Facilities Directorate. This had confirmed that the process of

carbonisation, which caused degradation of the concrete, was underway in some locations but had not yet reached a critical condition. Repair and refurbishment work to identified listed concrete buildings, at a cost of £5.8m, was therefore needed to help remedy the situation.

- w. SIC had reviewed the proposals and was supportive of the remedial action to prevent a further deterioration of the student experience.
- x. The proposed additional capital spend was relatively modest; and the concrete buildings remedial works were necessary from a health and safety perspective.
- y. With reference to ensuring that the student voice was captured in proposed capital works, it was noted that students were included in discussions around the campus masterplan. In respect of renovations to the LUU building, this would be considered as part of the long-term discussions.

**APPROVED:** the £32m spending package that had been identified for short term capital improvements to improve the campus as set out in Annex 3 to CL/23/91, and the business case for concrete buildings remedial works at a cost of £5.8m (as described in Annex 4 to CL/23/92).

#### 23/310 **Report from the Ethics and Values Committee**

**Received:** a report of the meeting of the Ethics and Values Committee held on 11 June 2024 (CL/23/93). The report also included a recommendation for approval of proposed actions following the outcome of an investigation relating to an Emeritus Professor.

**Noted:**

- a. The Committee had received an update on the impact of the Israel-Gaza conflict on the University community; and noted the guiding principles for the University's response to complex situations. The principles were drawn from existing documents and statements to help inform the University's approach to a range of situations, and application beyond the current Israel-Gaza conflict.
- b. The Committee had provided a steer on the course of action regarding engagement with the Qatar Foundation and any associated philanthropic gifts.
- c. The Committee had considered and supported the early draft of the updated Freedom of Expression Policy.
- d. The Committee had received a presentation on the University's approach to the use of AI in Research and Student Education; the annual report on progress against the deliverables outlined in the University's Climate Plan; the Annual Statement on Research Integrity for 2022-23; a report from the University Research Ethics Committee; and the annual report of the Animal Welfare and Ethical Review Board for 2022-23.

[Paragraphs (e)-(m): Redacted – personal/sensitive information]

**APPROVED:** the recommendation as set out in Min. 23/310 (g) above.

#### 23/311 **Report from the Nominating and Governance Committee**

**Received:** a report of the meeting of the Nominating and Governance Committee held on 2 July 2024 (CL/23/94), including a recommendation to approve re-appointment to Council membership and appointments to Council committees.

**Noted:**

- a. The Committee had received an update on steps taken to fill the vacancies created by the stepping down of Cordelia Rogerson and Iain Moffatt from Council membership in May and July respectively. In light of Mr Moffatt's announcement to step down early, the Chair of Council would give further consideration to proposals of appointments to Council committees to ensure any skills gap left by the departure were adequately covered, consulting the University Secretary and Registrar over the summer.
- b. Meanwhile, Heather Swanston had agreed to take up the role of Chair of the Audit and Risk Committee in place of Mr Moffatt.

- c. The Committee considered details of those Council members whose term of office was due to end in July 2024 and were eligible for re-appointment.
- d. The Committee had noted details of the planned induction for new Council members.

**APPROVED:**

- i. The appointment of Heather Swanston as Chair of the Audit and Risk Committee from 1 August 2024.
- ii. The re-appointment of the following Council members from 1 August 2024 for the term of office specified in brackets (which reflected the Committee's previous discussions, including the need to stagger staff appointments):
  - Janet Sheriff (3 years)
  - Yvette Oade (1 year)
  - Peter Jimack (1 year)
  - Kendi Guantai (2 years)
  - Alice O'Grady (3 years)
  - Lauren Huxley (3 years).
- iii. The re-appointment of the following Council members on Council committees for a period of 3 years from 1 August 2024 unless otherwise stated:
  - Nominating and Governance Committee: Janet Sheriff
  - Strategy and Investment Committee: Tom Clark
  - Remuneration Committee: Helen Grantham and Seb Elsworth (the latter for 1 year to coincide with the end of his term of office on Council).
- iv. The appointment of the following Council members to Council committees, on the understanding that the Chair would consult the University Secretary and Registrar over the summer on other appointments:
  - Liz Richards to membership of the Audit and Risk Committee
  - Stephanie Burras to membership of the Strategy and Investment Committee.

**23/312 Report from Audit and Risk Committee**

**Received:** a report of the meeting of the Audit and Risk Committee held on 15 July 2024 (CL/23/95), including a recommendation to approve the appointment of the University's internal auditors.

**Noted:**

- a. The Committee had considered the internal auditors' progress report on their 2023-24 annual plan, including a summary of the outcomes of four internal audit reviews finalised since its last meeting; and had approved a minor change to the audit plan.
- b. The Committee had approved the final internal audit plan for 2024-25.
- c. The Committee had been advised of progress with the external auditors' recommendations in their management letter for 2022-23, with confidence that all recommendations would be completed for reflection in the annual financial statements.
- d. The Committee had considered the schedule of compliance with the OfS's conditions of registration and the schedule of assurance with the matters listed in the Council's Statement of Primary Responsibilities. The Committee was satisfied with the assurance mechanisms outlined in both schedules.
- e. The Committee had received a summary of regulatory changes relevant to the sector over the past year and a summary of litigation involving the University over the same period. No significant concerns arose for the University, although the implication of developments, particularly relating to the student group claim brought by a group of students against University College London, would be monitored.
- f. The Committee had considered the annual update on the governance and financial management of the Leeds University Union. The Committee was content with the update, noting no issues of concern.
- g. The Committee discussed the results of the annual survey of universities' audit arrangements (2024), carried out by the British Universities Finance Directors Group.



- h. The Committee discussed the risk to international student recruitment and deposits and the ongoing mitigation measures, informed by a copy of the international strategy deep dive report presented to the Strategy and Investment Committee on 16 May 2024.

**APPROVED:** the appointment of KPMG LLP as the University's internal auditors  
[Redacted – Commercially confidential].

#### 23/313 **Health, Safety and Wellbeing Committee**

**Received:** a report of the meeting of the Health, Safety and Wellbeing Committee held on 3 June 2024 (CL/23/96).

**Noted:**

- a. The Committee received updates on engagement and communication activities for Wellbeing Safety and Health, including the successful ISO 45001 reaccreditation for some areas of the University, and a review of security arrangements of radioactive sources.
- b. The Committee received an update on actions required by the Health and Safety Executive (HSE) and UK Health Security Agency, following an investigation into a strain of polio virus found in a routine sewage sample at the Leeds Knostrop site in September 2023. Shortly after the meeting, the HSE provided assurance that it was satisfied that all actions were complete.
- c. The Committee was notified that no actions had been required following the visit of the Office for Nuclear Regulation.
- d. The Committee also considered staff compliance levels for the three mandatory health and safety training modules, an annual review of the University's staff health data and a summary of developments within Health and Wellbeing over the previous 12 months, and staffing levels and safety of security services staff involved in managing the occupation that was ongoing at the time of the meeting.

#### 23/314 **Council Vacation Powers**

**Received:** a paper (CL/23/97) inviting the Council to confirm how any decisions requiring its approval were taken during the summer period, between the Council's meetings in July and September 2024.

**Noted:**

- a. A member commented on the process for seeking Council approval in between meetings indicating that the usual expectation was for consultation to take place with Council members by correspondence, and that delegation of authority to the Chair of Council (or Deputy Chair in his absence) should only occur if the usual process could not be undertaken.
- b. Members were assured by the Chair that wherever possible they would be contacted should any decisions be required in between Council meetings.

**CONFIRMED:** the Chair (and, in his absence the Deputy Chair of Council) to take action and decisions on behalf of Council between meetings on the understanding:

- (a) that a report of any such action would be made to the next meeting of Council
- (b) that action taken on this basis would include action relating to matters of principle or policy only in the event of urgency.

#### 23/315 **Matters for report**

**Received:** a paper (CL/23/98) setting out a number of matters for report including those summarised below.

**Noted:**

- a. The Council recorded its deep regret at the deaths which were reported in CL/23/98.1.
- b. Warm congratulations were offered to the recipients of honours and distinctions reported CL/23/98.2.
- c. The details of recent professorial and senior appointments, as set out in CL/23/98.3-4.

**APPROVED:** the uses of the Common Seal since the last meeting of the Council, as detailed in CL/23/98.6.

23/316 **Vote of thanks**

On behalf of the Council, the Chair extended warm thanks for their significant contribution to the Council's work in particular to Iain Moffatt, Leyla Okhai and Simon Kelley, all of whom were stepping down from Council membership at the end of the month. The Chair also thanked all members and the interim Vice-Chancellor and President and his Executive colleagues for all their efforts over the course of the past year.