

**MINUTES OF THE MEETING HELD ON 28 JANUARY 2022**

Present: Lord Keith Bradley (Chair), Angela Adimora, Professor Dame Sue Bailey, Brian Boag, Councillor Phil Cusack, Dr Tony Coombs, Garry Dowdle, Ben Gallop, Philip Green, Merlyn Lowther, Professor Helen Marshall, Ian Moston, Sean O'Hara, Akeem Ojetola, Festus Robert, Alan Roff, Rik Sterken, Helen Taylor, Professor Mike Wood and Dr Elsa Zekeng.

Apologies: Councillor John Merry, Micheal Omoniyi and Sam Plant

In attendance: Julie Charge (Deputy Chief Executive and Executive Director of Finance), Professor Karl Dayson (Pro Vice-Chancellor Research and Enterprise), Dr Sam Grogan (Pro Vice-Chancellor Student Experience), Alison Jones (Interim University Secretary), John McCarthy (Associate Chief Operating Officer), Jackie Njoroge (Director of Strategy), Jo Purves (Pro Vice Chancellor Academic Development), Huw Williams (Chief Operating Officer) and Elaine Pateman Salt (secretary).

By Invitation: Gemma Phelan (Senior HR Business Partner) [COU.22.10]; Dr Janice Allan (Dean, Salford Business School) and Charlotte Morris (Corporate and Regional Affairs Manager) [COU.22.11].

COU.22.01 **WELCOME**

Noted: that the meeting was being held via video-link utilising the encrypted software technology of Microsoft Office365 Teams.

COU.22.02 **DECLARATIONS OF INTEREST**

Reported:

- i) that whilst there were no explicit items regarding the University and College Union (UCU) and/or the Universities Superannuation Scheme (USS), that should oral updates or references be made to either those interests which had been previously declared had already been noted;
- ii) that members or attendees would not be required to withdraw from the meeting during any discussions but could choose to do so if they felt it was appropriate.

Noted:

- i) that Ms Angela Adimora had been appointed Non-Executive Director for Manchester University NHS Foundation Trust;
- ii) that Mr Brian Boag had been appointed as an advisor to the Greater Manchester Combined Authority (GMCA) Diversity Panel.

(Secretary's note: both declarations have been entered on the Register of Interests).

COU.22.03 **MINUTES OF THE PREVIOUS MEETING**

Confirmed: the minutes of the previous meeting held on 26 November 2021 (COU/22/01), subject to amendment of references made to the award of associate fellowship and fellowship being amended to read '*...of Advance HE*' which was the awarding body for the professional accreditation [minute references COU.21.101 xi) and COU.21.105 viii) respectively].

**ACTION: COMMITTEE SECRETARY**

COU.22.04 **MATTERS ARISING FROM THE MINUTES**

Reported: that for minute reference COU.21.101 – *Student Experience* - the postgraduate research (PGR) student engagement experience was being progressed with the University of Salford Students' Union (USSU) and through the Senate's Research and Enterprise Committee, as well as being scheduled as an item for the meeting of Council in July 2022.

COU.22.05      **CONFIRMATION OF STARRED ITEMS**

Confirmed: that Item 18 (Use of University Seal; COU/22/14) was noted without discussion.

COU.22.06      **STUDENT EXPERIENCE**

Received: a short retrospective of the student experience items received to-date and to invite future matters of interest (COU/22/02).

Reported:

- i) that it was the view of the Chair that engagement with the student experience through the lead standing item had been invaluable, and that it had been appropriate to receive an update on issues that had been raised by those students who had participated;
- ii) that facilitation by the University of Salford Students' Union (USSU) had been very successful and members thanked Officers for the way they had responded to requests and had reached out for the student voice despite the challenges created by the pandemic (for example, by introduction of video presentations);
- iii) that the update had broadly drawn together issues under four themes: the impact of the pandemic; enabling student success; value-for-money; and equality, diversity and inclusivity;
- iv) that students from a range of backgrounds and intersectional experiences had participated in the items to-date;
- v) that in capturing views through video, there had been an opportunity for wider input and reach which could be exploited further;
- vi) that the update indicated where some issues or themes were to be revisited in future meetings, but that a schedule was to be produced for greater oversight;
- vii) that it was anticipated the schedule would also provide longer preparatory 'lead-in' times for timely production of case studies;
- viii) that there was an open invitation to propose items of interest regarding the student experience.

Noted:

- i) the view that the item had successfully brought student experiences before all members of the Council and built awareness, but that there had been some impacts arising from the pandemic in addressing the issues and challenges raised;
- ii) the view(s) that the absence of a student-focused standing committee was also a barrier to oversight and assurances regarding student success, particularly in light of the regulatory framework being discussed by the Office for Students (OfS);
- iii) that there would be a review of governance structures in response to the regulatory framework once this was confirmed, and that the comments would be taken into account;
- iv) that the refresh of Senate and its business would also 'join up' with the review of governance arrangements and responsibilities around student experience;
- v) that the 'travel versus timetable' challenges referred to by the commuting students were being considered as the transition back to campus was completed and travel was also less disrupted by the pandemic, and that it was anticipated reconstruction of the timetable would be implemented from the 2022/23 academic year onwards;
- vi) that it was recognised there had been an inevitable lag in response to this issue;
- vii) that there had been a number of comments entered into the 'chat' for the online meeting including suggestions for review of wider experiences such as cultural events, student societies, sporting events, music and performance; and that these would be included in the feedback towards a future schedule of items to be brought forward;
- viii) the view that it would be useful at a future point to develop experiential benchmarks in order to understand success or what required improvement;
- ix) that outcomes from student experience were also included in the activities under the Enabling Student Success (ESS) strategic plan;
- x) the view that a better understanding of the reference points for benchmarking success would facilitate better discussions with students in the future;
- xi) the view that it would be useful to revisit topics as a first step, to seek to understand if any issues had been progressed or resolved;
- xii) that in seeking to develop the item there would be simultaneous consideration of the direction of travel indicated by Office for Students (OfS) in their recent consultations.

RESOLVED: that the update and next steps outlined be noted, and that the suggestion of a way to identify and raise future student engagement topics to Council within the University's governance arrangements be progressed.

**ACTION: GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE**

COU.22.07

**VICE-CHANCELLOR'S REPORT**

Received: a report from the Vice-Chancellor on key issues affecting the University (COU/22/03).

Reported:

- i) that the University and its partners had successfully passed the interview and second stage of the application to form the Greater Manchester Institute of Technology (GMIoT);
- ii) that there remained a lot of work to do in negotiating the contract with the Department for Education (DfE) and to establish the Institute itself, but that it was intended to open to students from September 2023;
- iii) that the outcome would support growth in the University's industrial collaborations and that the Institute would become a key component for future sustainability and diversification;
- iv) that Universities and Colleges Admission Service (UCAS) deadline for undergraduate applications had passed a few days prior to the meeting, and that the University had received just under 3% increase in applications since the previous year;
- v) that it had been demonstrated that many schools had been experiencing a lot of turbulence due to the impact of the pandemic and the University expected late applications to be received;
- vi) that £1.6m research funding had been secured for development of music hearing for those with hearing loss, which had been a very successful result and should impact positively on the hearing-impaired community;
- vii) that the University had undertaken initial interviews to progress an appointment to the role of University Secretary and Director of Academic Quality, but that unfortunately the preferred candidate had withdrawn due to a change in personal circumstances;
- viii) that the appointed search agency had gone out to the market for an interim appointment for a fixed period of twelve months;
- ix) that one interview had taken place but a second was planned, and a decision would be taken at that point;
- x) that in the event that an interim appointment could not be made, an internal appointment would be sought (requiring some resource re-allocation).

Noted:

- i) that members thanked the Executive and the proposing team for their efforts towards the successful outcome of the GMIoT bid;
- ii) that it was recognised there was a significant amount of work left to do but that the Institute would have a large impact on the lives of future students and wider communities;
- iii) that members congratulated the University and the Estates Team for the first-class award and increased ranking in the 2021 People and Planet University League;
- iv) the view that sustainability in all forms underpinned selection choices made by potential applicants, and that there was much to commend the University on from the successes reported today;
- v) the view that there were numerous start-up companies requiring acoustic solutions, including those involved in development of augmented reality and the metaverse;
- vi) the view that the University was starting to tangibly realise some of its ambitions and corporate strategies.

COU.22.08

**CAMPUS OPERATIONS (COVID-19)**

Received: an update on the University's management and operation of the campuses during the ongoing Covid-19 pandemic (COU/22/04).

Reported:

- i) that the Government had confirmed its position and that a letter from the Secretary of State for Education had been published directed at all students that Universities

- needed to return to face-to-face delivery;
- ii) that the University had been preserving face-to-face delivery over the past two years, and consequently was able to transition back to this but with an understanding of the risk context;
- iii) that the statement position for Trimester 2 had been confirmed, and the University was proceeding with removal of social distancing requirements from the start of the trimester;
- iv) that however, the position taken during January on mandatory use of face coverings (unless exempt) had been relaxed in light of national guidance;
- v) that the use of face coverings would continue to be promoted;
- vi) that the University had met with the recognised trade union bodies to confirm its position, and following this, communications had been sent out earlier in the week;
- vii) that communications were sent to employees one day in advance of students, and that sessions had been run for line-managers to support the increased return to campus and reduced measures;
- viii) that appropriate local discussions would continue to take place regarding individual concerns;
- ix) that other enhancements remained in place, for example sanitation stations, airflow guidance and promotion of natural distance in larger spaces;
- x) that many colleagues had worked from home for nearly two years, but that an agile working framework had been deployed and that phased returns would take place over the coming weeks;
- xi) that testing for Covid-19 had ceased on campus and the emphasis had moved to distribution of lateral flow test kits, of which nearly 1,000 had been secured at the start of the year and there was a good supply chain until at least the end of February 2022;
- xii) that the University continued to work closely with Salford Public Health;
- xiii) that reported cases remained at low levels and there had been minimal disruption to planned learning and teaching at the start of the calendar year, but that there was starting to be an increase in absences as colleagues were affected by exposure through school settings (for example, as parents);
- xiv) that the University was mindful of the increasing impact across schools in the region and expected this to continue for the next 3-4 weeks;
- xv) that plans to address any further increases in absences had been tested during the pandemic and assurances were given that the University was confident it was in as good a position as could be at this time.

Noted: that the members continued to offer their thanks and commendation to all involved in supporting operations over the past two years.

COU.22.09

## **ANNUAL FINANCE RETURN TO THE OFFICE FOR STUDENTS CLOSED**

Considered: on the recommendation of the Finance and Resources Committee (FRC), the annual financial return workbook and financial commentary for submission to the Office for Students (COU/22/05).

Reported:

- i) that the Office for Students (OfS) required a five-year outturn report to be submitted annually, but had this year amended the date the submission was due;
- ii) that the return comprised a detailed spreadsheet and specified commentary which included the previous two years' approved accounts, the quarter one forecast reported for this financial year and the approved budget for the following two years;
- iii) that Council had previous sight of (and had approved) all the component parts of the return;
- iv) that the Return had been endorsed by FRC and had been uploaded to the OfS and that there had been a period of open communication before the OfS had validated the commentary and was satisfied it was in a final stage for submission and OfS 'sign off'.

Noted:

- i) the view that given the budget had been approved several months ago, this Return was 'out-of-sync' with current assumptions but could be approved as a regulatory requirement;
- ii) that the original deadline for submission to the OfS had been aligned with approval of the budget (July);

- iii) the view that the return should highlight pay and non-pay inflationary issues impacting on the sector;
- iv) that the University also used other sector bodies to feedback on those issues.

RESOLVED: that the Annual Financial Return be approved for final submission to the OfS.

COU.22.10

### **COLLEAGUE MENTAL HEALTH COMMITMENT CLOSED**

Received: on the endorsement of the Vice-Chancellor's Executive Team, an update on the Colleague Mental Health Commitment and Action Plan (COU/22/06).

Reported:

- i) that the Commitment and Action Plan were due to be launched to all staff shortly;
- ii) that wellbeing had been placed 'front and centre' in the People Plan and much had already been achieved across a range of wellbeing services;
- iii) that there had been a significant amount of engagement and consultation with colleagues on the Commitment but that it was recognised there was an external environment that meant the offer had to constantly evolve to meet needs;
- iv) that in developing the Commitment, it had been a goal to establish parity with the Student Mental Health and Wellbeing Strategy;
- v) that the Commitment articulated a more comprehensive statement than had previously been in place;
- vi) that in particular the recognised trade union bodies and colleague networks had been consulted;
- vii) that it had been the intention to co-create the Commitment and Action Plan;
- viii) that the Action Plan would underpin the Commitment for the next two years;
- ix) that the Associate Chief Operating Officer had been appointed executive sponsor and that a working party was being established to ensure delivery of the actions;
- x) that it was important for all colleagues to understand the holistic offer and confirm the right and inclusive tertiary services were available to them, but that the Commitment affirmed the University's intention beyond symptom management toward colleague experience and consequently translation of this on the student experience.

Noted:

- i) that initial anecdotal evidence had been received, but that there would be a requirement to develop inclusivity measures to understand if the intended demographic groups had been engaged with the services offered;
- ii) the view that the University could become an 'employer of choice' in tackling the challenges of mental health support;
- iii) that metrics to demonstrate progress against the Action Plan would not capture the 'lived experience' and that there was a considerable amount of work to be undertaken to understand wider impacts;
- iv) the view that mental health had become more visible during the past two years, and this had been largely due to the impact of the pandemic;
- v) that there had been an increase in long-term absences due to mental health and anxiety;
- vi) that the Commitment and Action would provide a tangible way to reduce potential absences;
- vii) that there was also the issue of a 'knock on' effect through emotional toil arising from the experience of the pandemic;
- viii) the view that the training of mental health first aiders would be valuable to the University, particularly to enable staff experiencing crisis to approach someone known to them for initial support;
- ix) that a high priority had been placed on resources to support the Commitment and Action Plan, and that this included visibility and delivery engagement;
- x) the view from the academic staff representative that there were high levels of concern amongst colleagues regarding re-adjustment as the pandemic subsided, and that it was anticipated staff would very much welcome the launch of this initiative.

COU.22.11

### **CIVIC UNIVERSITY AGREEMENT**

Received: on the endorsement of the Vice-Chancellor's Executive Team, an update on the Greater Manchester Civic University Agreement (COU/22/07).

Reported:

- i) that the concept of civic university agreements had arisen from a Commission launched in 2018, chaired by Sir Bob Kerslake;
- ii) that there had been some impact on the timeline from the Commission's recommendations due to the pandemic, but that it had also 'fast-tracked' regular collaboration between the Vice-Chancellors of the Greater Manchester (GM) institutions;
- iii) that the GM Civic University Agreement had been signed by five universities and the Greater Manchester Combined Authority (GMCA);
- iv) that during development of the Agreement a community survey had been undertaken to understand more about local people's views regarding what a local university should and could contribute to their communities;
- v) that this would sit alongside political and policy priorities for the region;
- vi) that a hyperlink through to the polling results was included in the report, and members were encouraged to read the comments made;
- vii) that the GM Civic University Agreement had launched in September 2021 and included six strategic themes: education and skills; reducing inequalities; jobs and growth; the digital economy; net zero carbon; and the creative and cultural economy;
- viii) that each theme had an underpinning statement of intent;
- ix) that a governance structure had been put in place which included a Board comprising two representatives from each signatory;
- x) that Dr Janice Allan and Ms Charlotte Morris had been appointed to the Board as the respective academic and professional services representative members;
- xi) that the members for the GMCA included a civil servant and a member who had been elected to one of the Authority's bodies;
- xii) that the remit of a member of the Board also included promoting delivery and progress within their institutions;
- xiii) that the first Board meeting had recently taken place where the Chair was appointed from Manchester Metropolitan University (MMU) and the terms of reference had been approved;
- xiv) that the next step was for members to develop a priority for the delivery plan;
- xv) that education and skills was an obvious priority for the University, particularly engagement with learners in underrepresented groups;
- xvi) that there was alignment with the existing strategies of the University, for example the establishment of the GMloT;
- xvii) that it was not the intention the GM Civic Agreement launch new initiatives but rather that it brought existing ambitions together under a collaborative framework, with the ultimate ambition to achieve a greater impact on the region.

Noted:

- i) that Salford was a 'Learning City' and had already made a commitment to lifelong learning;
- ii) that future reports would be made as the Agreement progressed;
- iii) that thanks were offered to Dr Allan and Ms Morris for representing the University on the Board.

(Secretary's note: it was agreed that the update had concluded formative briefing for members, and that it could be shared across other public bodies and groups that members were engaged with).

COU.22.12

## **ENVIRONMENTAL SUSTAINABILITY**

Received: on the endorsement of the Vice-Chancellor's Executive Team, the University's planned response in regards climate change and the previous call to declare a climate emergency (COU/22/08).

Reported:

- i) that there had been an outstanding action to review the call for a declaration of a climate emergency;
- ii) that it was the intention to take forward an action plan instead of making a declaration;
- iii) that a meeting had taken place with the President and Chief Executive Officer of the University of Salford Students' Union (USSU) where the currency of a declaration had

- been discussed and that it had been agreed that the progress of the Environmental Sustainability Plan was the key opportunity in achieving success;
- iv) that a proposal was scheduled to be made to the next meeting of the Vice-Chancellor's Executive Team Meeting to establish an institutional governance structure for the Plan, including appointment of executive sponsor and operational lead;
  - v) that the promotional launch would be a joint endeavor between the University and USSU, and that a revised oversight structure should include engagement with current and future student bodies and external agencies;
  - vi) that the University and USSU hoped to become a sector leader in this area;
  - vii) that the promotion would include a strong narrative on the University's commitment to environmental sustainability.

Noted: that members were wholly supportive of the direction of travel toward successful outcomes from the Environmental Sustainability Plan.

COU.22.13

## **ENABLING STUDENT SUCCESS / QUARTERLY PERFORMANCE AND RISK REPORT**

Received: on the endorsement of the Vice-Chancellor's Executive Team, a detailed report on 'educational sustainability' in the context of the Enabling Student Success action plan. Also included is the University's performance against lead indicators during Quarter 1 2021/22, and the Top 10 Risk Profile is appended on the recommendation of the Audit and Risk Committee (COU/22/09).

Reported:

- i) that the University continued to focus on four key areas;
- ii) that the OfS had published three consultations on the regulatory framework, and that these had confirmed the context the University had been working towards over the past 18 months;
- iii) that at this stage the University was assured it did not need to deviate away from the original Enabling Student Success (ESS) strategic plan;
- iv) that current activities included review of first assessment submissions and the impact of the return to a pre-pandemic policy and process to apply for personal mitigating circumstances (PMCs) to be taken into account;
- v) that during the pandemic PMCs had been more widely accepted through a process of self-certification, and there had been a shift in cultural usage;
- vi) that the University was striving to ensure that students submitted 'first time, on time' as this had a direct positive correlation to issues pertaining to progression;
- vii) that the Associate Chief Operating Officer was leading activity focusing on students' experience of organisation and management;
- viii) that the University confirmed that it had consolidated the progress previously reported in the 2020/21 academic year regarding progression;
- ix) that there also continued to be focussed workstreams on commuting students and those who had been admitted with BTEC qualifications;
- x) that this remained a 'whole university' effort, which relied on small incremental and daily application, but that there was a sense of urgency developing in light of the consultations published by the OfS;
- xi) that despite pressures in student recruitment from the core home undergraduate market, the University continued to grow in student numbers;
- xii) that the shift in focus from student continuation to student progression had aligned with the intentions of the OfS published in the consultations.

Noted:

- i) that consolidation of the progression gains was commended;
- ii) the view that two or more years of declining recruitment could lead to unsustainability, and that the earlier report of an increase in applications was welcomed;
- iii) that however, conversion of applicants to firm acceptances of offers made could be challenging;
- iv) the view that challenges in conversion could be compounded by the very competitive domestic labour market;
- v) that the University had worked very hard with local schools in terms of support for applications, and that it was likely there would be a number of late applications again this year;
- vi) that it was a positive that conversion activities could take place again on campus;
- vii) the view that this was particularly important in light of the correlation drawn between

visiting campus and conversion during the last recruitment cycle.

**COU.22.14 SENATE**

Received: the (unconfirmed) minutes of the meeting of Senate 8 December 2021 (COU/22/10).

Reported:

- i) that the Senate discussed the Corporate Strategy refresh and that there had been support to continue with industrial collaboration;
- ii) that the Innovation District had been viewed as a major component to the ambitions of a refreshed strategy;
- iii) that the Senate was to receive and discuss the consultations released by the OfS at its next meeting.

Noted:

- i) that regarding the Innovation District, the planning application for The Rise was expected to be submitted by Salford City Council in March 2022;
- ii) that if the application were to be successful it was feasible the build could be completed by Summer 2023;
- iii) that the North of England Robotics Innovation Centre (NERIC) build had commenced;
- iv) that the current review for the siting of the GMloT building had resulted in suggesting it would be better placed on the main campus, but having a presence in the Innovation District, for example in the collision building;
- v) that a final proposal for the GMloT building would be produced shortly;
- vi) that The Rise development would provide a better link to the University than had originally been envisaged, and that those buildings discussed could be physically closer in reality than 'on paper'.

**COU.22.15 EQUALITY, DIVERSITY, AND INCLUSIVITY REPORT**

Received: on the endorsement of the Vice-Chancellor's Executive Team, an update on the impact of equality, diversity, and inclusivity (EDI) patterns specific to ethnicity in grievances/complaints (COU/22/11).

Reported:

- i) that the data set reviewed had been relatively small and consequently variations could appear more significant than was actually the case;
- ii) that however, the University was assured that there was an acceptance among Black, Asian and Minority Ethnic (BAME) cultures to be able to bring forward complaints and grievances;
- iii) that the University also liaised with the BAME staff network and the recognised trade union bodies to understand any barriers in raising complaints.

Noted:

- i) that regarding Equality Impact Assessment (EIA), the view that whilst relevant papers included confirmation of an EIA being undertaken, there might be further scope to look holistically at the agenda and understand the relevant equality perspectives in advance of each meeting;
- ii) the view that this was an innovative suggestion and that the Vice-Chancellor's Executive Team (VCET) had been working towards an improvement in equality impact focus across its executive meetings;
- iii) that regarding the reduction in the BAME attainment gap in the previous year, the newly appointed Director of Learning and Teaching – Dr Jess Power – was undertaking analysis to confirm the driving factors for the improvements;
- iv) that part of the improvement could be traced to the changes in assessment practices put in place due to the pandemic, including reduction in formal examinations and different formats for in-class tests;
- v) that there was data of a similar nature emerging across the Sector and that the University would seek to retain and develop that which was having a positive impact.

RESOLVED: that the Report be noted, and that further consideration be given to the use of



Equality Impact Assessments and/or agenda-led EDI briefings to support effective governance arrangements and decision-making.

**ACTION: GOVERNANCE, NOMINATIONS AND ETHICS COMMITTEE**

**COU.22.16      QUARTERLY FINANCE REPORT CLOSED**

Received: on the recommendation of the Finance and Resources Committee, the Quarter 1 2021/22 finance report (COU/22/12).

Reported:

- i) - redacted -

**COU.22.17      COMMITTEE CHAIRS' REPORTS**

Received: the Committee Chairs' Reports (COU/22/13).

Reported:

- i) that the Remuneration Committee (RemCo) had received its standing report on pay and pensions which had included an update on the USS member consultation;
- ii) that RemCo had discussed sector practice on succession planning for executive roles and had been assured that the Vice-Chancellor's Executive Team (VCET) roles could be covered by existing senior managers if there was a need to go to market for a replacement;
- iii) that the substantive business from the Finance and Resources Committee (FRC) had been recommended onward to Council but that, given the significance of the USS member consultation outcome, a special meeting was to be convened in February 2022 (subject to the detail of the outcome);
- iv) that a special meeting of FRC would consider the degree of impact from the outcome of the consultation, but that this issue was also a standing item of scheduled business at ordinary meetings until further notice;
- v) that there was also an educative activity to undertake to ensure all members of FRC understood all the pension schemes offered by the University;
- vi) that FRC had also noted congratulations to the Estates Team for the significant rise in the University's ranking in the People and Planet University League.

**COU.22.18      ANY OTHER BUSINESS**

Noted:

- i) that Mr Rik Sterken, nominated professional services staff member, would be leaving employment with the University shortly;
- ii) that members thanked Mr Sterken for his valuable and effective contribution to the Council and wished him well in his new position;
- iii) that Mr Sterken thanked individual members for their time in mentor conversations and for the opportunity to serve on the Council;
- iv) that Professor Jackie Kay had finished her tenure as Chancellor on 31 December 2021

- and that, in addition to a formal presentation at the recent graduation ceremonies, a letter of thanks had been forwarded;
- v) that Professor Kay had made a very large contribution to the University and that she would also continue to work with the University through her professional work as a poet;
  - vi) that members added their thanks for the significant and valuable contributions from Professor Kay and formally wished her well for the future.

COU.22.19

**DATE OF NEXT MEETING**

Reported: that the next meeting was scheduled for Friday 8 April 2022.

Noted: that it was the intention to return to meetings on campus for Council and its standing committees but that this would be in discussion with the respective Chairs.