A meeting of the Council was held in Room 201, Carrington Building on Monday 11 July 2016 at 2.15pm.

The President
The Vice-President (Ms S. M. Woodman)
The Vice-Chancellor
The Deputy Vice-Chancellor (Professor S Mithen)
The Pro-Vice-Chancellor (Professor G. Brooks)
The Pro-Vice-Chancellor (Professor R. Van de Noort)
The Pro-Vice-Chancellor (Mr V. Raimo)

Professor M.J. Almond
Mr T. Beardmore-Gray
Professor J. Board
Mr B Cooper
Lord Crisp
Mrs P. Egan
Professor R.H. Ellis
Dr P. Erskine

Dr O.B. Kennedy
Ms P. Oppenheimer
Mr H.W.A Palmer
Dr P.R. Preston
Mr S.C.C. Pryce
Dr B. Rawal
Professor S. Walker
Mrs S.L. Webber

The University Secretary

In attendance:
The Dean of Diversity and Inclusion (Professor E. Highwood) (for Minute 16/42)
The Chief Operating Officer
The Director of Finance and Corporate Services
The Director of Quality Support and Development

Apologies were received from the Vice-President (Mr R.E.R. Evans), Mr T. Bartlam, Dame Moira Gibb, Ms K. Owen, and Mr S.P. Sherman.

The President welcomed Mr Ben Cooper, President of the Students’ Union, and Ms Pip Oppenheimer, Welfare Officer of the Students’ Union, to their first meeting of the Council.
The President reported the deaths of:

Ted Bell, who was appointed Assistant Registrar in 1959, and became Senior Assistant Registrar in 1966. He retired in 1991.

Anne (Valerie) Hardy, who was a Sessional Lecturer in the School of Continuing Education and also in the English and American Literature department from 2004. She left the University in 2010.

Paul Moss, who was Senior Administrative Assistant/Sub-Warden for the National College of Food Technology from 1979. He became the University Examinations Officer in 1989, and Sub-Dean to the Faculty of Agriculture and Food in 1993. He moved to Systems Support for RISIS in 2001, and retired in 2007.

Emeritus Professor Peter Noble, who was appointed Assistant Lecturer in French in 1967. He gained the title of Reader in 1983, and was the Director of the Graduate Centre for Medieval Studies from 1983 – 1986. He was appointed Head of the Department of French Studies in 1991 and gained the title of Professor in 1997. He retired from the University in 2007.

Emeritus Professor Robert Pearce, who was Professor of Meteorology and Head of the Department of Geophysics in 1970, and retired in 1990.

Emeritus Professor Martin Upton, who was appointed Lecturer in Agricultural Economics in 1966. He gained the title of Reader in 1978 and of Professor in 1988. He retired from the University in 1999.

16/35 The minutes (16/16-16/33) of the meeting held on 21 March 2016 were confirmed and signed.

16/36 **Birthday Honours 2015** (Item 3.1)

It was reported that the following appointments had been made in the Birthday Honours List:

OBE – Professor Alan John Thorpe, Emeritus Professor of this University, for services to Environmental Science and Research;

OBE – Dr Roger Coates, graduate of this University (PhD Physics, 1972), for services to Nuclear Safety and Radiological Protection;

BEM – Mr Ian Rodney May, Head of Building Maintenance at this University, for services to Higher Education and to the community in Reading.

16/37 **Membership of the Council: Class 7** (Item 3.2)

It was reported that, consequent upon the Students’ Union elections, the following will be members of the Council and alternates in the Session 2016-17:

**Members:**

Mr Ben Cooper  
President

Ms Pip Oppenheimer  
Welfare Officer

**Alternates:**

Mr Sed Joshi  
Diversity Officer
Ms Molly Philpott Student Activities Officer.

16/38 Report of the Strategy and Finance Committee (Item 3.3)

The Council received the Report of the meeting of the Strategy and Finance Committee held on 13 June 2016 relating to items for report.

16/39 List of Meetings for 2016-17 (Item 3.4)

The Council received the final version of the List of Meetings for 2016-17, for the information of members.

As noted therein, meetings of the Council next Session were to take place as follows:

- Friday 25 November 2016 at 10.00am
- Friday 20 January 2017 at 2.15pm
- Monday 20 March 2017 at 2.15pm followed by a meeting of the Court at 6.30pm
- Monday 10 July 2017 at 2.15pm

Resolved:

“That the following reports, now submitted, be received:

1. Report of the Strategy and Finance Committee held on 13 June 2016 relating to items for report;

2. List of Meetings for 2016-17.”

16/40 Documents sealed and to be sealed (Item 3.5)

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

Resolved:

“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.”

16/41 Report of the Vice-Chancellor (Item 4)

The Vice Chancellor:

(a) commented on the probable impact of the UK electorate’s decision to leave the European Union (EU). He explained that withdrawal from the EU exposed the University to significant risks: about 13% of the University’s research income derived from the EU and in the region of 1,000 students came from EU countries. Following the outcome of the referendum, the Vice-Chancellor had issued a statement expressing the University’s unreserved support for, and commitment to, staff and students from EU countries, and had undertaken to provide updates as developments emerged. An HR task group had been established to consider the broad range of issues which would need to be addressed as a consequence of the UK’s withdrawal.
The Deputy Vice-Chancellor explained that EU collaborators were already questioning the participation of UK universities in research bids, given that the interval between a bid and initiation of a project was commonly in the region of two years and the life of the project would extend beyond the UK’s withdrawal from the EU. The impact disproportionately affected larger, higher value, prestigious projects which were at the leading edge of research. A high proportion of leading research staff were EU nationals and their retention would be more challenging in the changed context. Withdrawal from the EU was expected to have a major impact on scientific research in the UK.

Professor Van de Noort indicated that the decision to withdraw from the EU was likely to lead to a noticeable reduction in the recruitment of EU undergraduate students in September 2016; notwithstanding government assurances, there would be residual concerns among EU prospective students about fees and access to student finance over the duration of the programme. The impact on the number of EU students entering taught postgraduate programmes, which were normally 12 months in duration, was expected to be low in the current recruitment cycle. From 2017 onwards, however, it was expected that the number of EU applicants would be depressed across the University’s provision.

In response to a question from Mrs Webber, the Vice-Chancellor confirmed that Universities UK was making representations to the government on these issues, but the scope to have any impact in the short term would be limited;

(b) invited Professor Van de Noort to report on admissions 2016. Professor Van de Noort informed the Committee that, as reported at the last meeting, undergraduate applications for entry in September 2017 showed a REDACTED S.43 but that the number of offers made and offers accepted had both increased. Applications for taught postgraduate programmes had increased by REDACTED S.43 Professor Van de Noort was currently discussing with Schools how they might vire between undergraduate and postgraduate entrants, and between Home, EU and overseas students, in order to meet recruitment and financial targets. Professor Van de Noort was confident that the University would meet its overall undergraduate target for the September 2016 entry;

(c) reported that, notwithstanding competing priorities in the aftermath of the referendum, the government had confirmed its intention to proceed with the existing timetable for the Higher Education and Research Bill. The University would therefore continue with its preparations for the Teaching Excellence Framework;

(d) outlined the IMAGINE campaign to raise funds and to engage alumni and others in volunteering. The campaign was structured around seven themes, comprising Educating for 21st century lives, Shaping the future of business, and the University’s five research themes;

(e) drew the Council’s attention to the report on progress with the University’s Key Performance Indicators;

(f) reported on the University’s major projects, and advised the Council that further projects might be adopted to address issues relevant to the Teaching Excellence Framework;

(g) invited Professor Van de Noort to report on comparative data on the financial performance across the sector, recently published by Grant Thornton. Professor Van de Noort explained that the data indicated that the top quartile of universities by income had growth rates which far exceeded those in the other quartiles. The University sat around the middle of the first quartile by income, a single place below the main body of Russell Group universities. Referring to data on capital expenditure,
borrowing and surpluses, Professor Van de Noort commented on the ‘arms race’
between high-ranking universities which was driving ambitious plans for expansion,
including the development of their estate. REDACTED S.43.

In response to a question from Lord Crisp, Professor Van de Noort explained that the
risk to growth presented by the UK’s withdrawal from the EU fell disproportionately
on those universities, like Reading, which were research intensive but which could not
rely on excess demand from well-qualified UK applicants to compensate for the loss of
EU students. In response to questions from Dr Preston and others, the Vice-Chancellor
and Professor Van de Noort noted that the University’s underlying financial strength
had allowed investment in major projects which would yield unencumbered income and
contribute to increasing surpluses over the forecast period. The Vice-Chancellor
reaffirmed the University’s commitment to strict control of costs to ensure that
surpluses and consequent reinvestment were sustained in an ever more competitive
environment.

Resolved:

“That the Report of the Vice-Chancellor, now submitted, be approved.”

16/42 Presentation to the Council by the Dean of Diversity and Inclusion (Professor E. Highwood)
(Item 5)

The Dean of Diversity and Inclusion (Professor E. Highwood) made a presentation to the
Council on the University’s work to embed principles of diversity and inclusion across all
aspects of its activity (copy inserted in Minute Book).

Professor Highwood explained that, as well as an ethical imperative, there was a strong
business case for the University to develop further a culture of diversity and inclusion. There
was considerable evidence that boards and committees which had a diverse profile made
better business decisions, and, in many cases, access to research funding was now dependent
on having achieved Athena Swan awards at bronze or silver level. Professor Highwood
outlined the priority areas for diversity and inclusion, which covered the range of protected
characteristics, together with socio-economic background, and indicated some of the actions
which were being taken to raise awareness of these issues, including the adoption of the
Stonewall LGBT+ allies programme, a presence at London Pride and sponsorship of Reading
Pride, Aurora and Springboard leadership programmes for women, and the
Women@Reading support network. The new personal titles process had been designed to be
more inclusive and would help to address under-representation across a range of categories.
In relation to student attainment, the University was undertaking some pioneering work to
address the attainment gap among black and minority ethnic students. The University was
also working with RUSU on a range of diversity and inclusivity initiatives.

In response to questions, the Vice-Chancellor acknowledged the gender and race/ethnicity
imbalance in the University’s most senior management. He affirmed the need, in recruiting
to senior roles, to attract applications from a more diverse range of well-qualified individuals,
while maintaining appointment on merit as a key principle. Succession-planning and
mentoring played an important role in encouraging colleagues to apply for senior roles and to
undertake responsibilities at a higher level. The Vice-Chancellor indicated that the
University was adopting a more flexible approach to job definitions to enable the many posts
to be available on a job-share or part-time basis.

16/43 Reports of the Strategy and Finance Committee (Item 6)
The Council received reports of the meeting of the Strategy and Finance Committee held on 13 June 2016 relating to items for discussion and decision.

In regard to item 6.1, the Financial Report: April 2016, the Council noted that the forecast operating surplus for the Academic Group for the year ending 31 July 2016 remained at REDACTED S.43.

In regard to item 6.2, the Financial Forecasts 2016-17 to 2020-21, the Vice-Chancellor referred to the ambitious programme of major projects to be undertaken during this period, which would represent a new phase in the University’s development. He also advised the Council on the provision within BIS’s proposed Teaching Excellence Framework which would enable universities to raise their undergraduate fees for Home/EU students to £9,250 from 2017 onwards, subject to satisfaction of a threshold quality condition. Assuming the proposed changes were enacted and given that the University met this threshold, the University Executive Board (UEB) was minded to recommend that the fee be raised to £9,250 noting that, in the higher education market, price was often perceived as a proxy for quality. The increased fee would, however, only apply to the cohort entering in 2017 and thereafter, and students who entered before 2017 would remain subject to the current £9,000 fee. By participating in the first round of the Teaching Excellence Framework (TEF) in 2016 and availing itself of the increased fee, the University was effectively committing to participation in the TEF in subsequent years.

The Council agreed to the changes in undergraduate fees as proposed by the University Executive Board through the Strategy and Finance Committee.

Mr Beardmore-Gray commended the commitment to return consistent surpluses over the planning period, and noted that Architecture and the University of Reading Malaysia would both be transferred to the Academic Group in the course of the planning period, which would give their financial position greater visibility.

In regard to item 6.3, the University Budget 2016-17, the Director of Finance and Corporate Services reported that the Academic Group Budget resulted in a REDACTED S.43 operating surplus and the Consolidated Group Budget in a surplus of REDACTED S.43. She reported that, in principle, there was greater confidence than in previous years that the surpluses could be achieved, partly due to improved provisions relating to the contingency. However, the UK’s decision to withdraw from the EU meant that the economic environment in the coming year would be less predictable.

In regard to item 6.4, a Financing Plan, the President noted that the progress of the University’s major capital projects was subject to a number of factors outwith its control, including delays in planning permission and the impact of the uncertain economic environment on land values and the optimal timing for its realisation. In this context, the University would benefit from having in place a revolving credit facility to allow a flexible response to fluctuations in market conditions and to avoid the need to resort to short-term financial provision. REDACTED S.43. The Chief Operating Officer would submit a proposal in respect of overall credit facilities to the Strategy and Finance Committee and to Council in the Autumn Term.

In regard to item 6.5, a Bank Facility, the Director of Finance and Corporate Services explained, in the context of the new capital programme, the importance of a revolving credit facility as a cushion against volatility in the market. She advised that the University would be required to consult HEFCE on the proposal for a revolving credit facility, and that the bank would require a formal resolution of Council in order to proceed.

In regard to item 6.6, Proposals for Major Capital Projects, the Chief Operating Officer noted that the Council had previously given preliminary consideration to, and had endorsed in
principle, the proposals for major capital projects. The Council agreed now to give its final approval to these projects.

In regard to item 6.7, **Update on the Efficiency and Effectiveness Programme**, the Chief Operating Officer reminded the Council that the Efficiency and Effectiveness Programme would formally come to an end this month and that the Audit Committee had commissioned an independent review of the programme from BDO, which had significant experience in this area. In response to a question from Dr Preston in respect of the Professional and Administrative Services (PAS) review, Professor Brooks reported that the timetable for the implementation of Student Support Centres had been adjusted with the consequence that two satellite centres would be opened at the beginning of the academic year 2016-17 and the main centres provisionally at Easter 2017. He reported that, following a period when there was some opposition among staff and students to the proposals arising from the PAS review, both staff and RUSU were now focussed on ensuring the successful implementation of the new arrangements.

Mr Cooper urged that the proposed timing for the implementation of the Student Support Centres be reviewed. RUSU was concerned that the Summer Term was one of the busiest periods in the year for teaching and learning operations staff and, equally, was a stressful period for students when commonly they made high demands on the formal and informal support currently available from Schools. RUSU believed that that a transfer in the course of the summer 2017, following the end of term, would be preferable. The Vice-Chancellor acknowledged these concerns and confirmed that the University would review the implementation date and agree a resolution in the near future. He expressed his appreciation of RUSU’s constructive engagement with the restructuring of student support.

In regard to item 6.8, the **Update on the University of Reading Malaysia**, the Chief Operating Officer was pleased to report that the MPharm programme and the BSc in Accounting and Finance had now received accreditation from the Malaysian authorities and, in consequence, were able to recruit students. REDACTED S.43. In response to a question from Ms Woodman, the Chief Operating Officer explained that the University of Reading Malaysia (UoRM) was now investing increased resource in recruitment, and that, to date, recruitment had been strong relative to the UoRM’s competitors and given the restricted portfolio of programmes; following the recent accreditations, it would now be possible to recruit in larger volumes. He also indicated that political and policy changes in Malaysia meant that the portfolio of programmes would most probably evolve to offer a more limited range of programmes recruiting larger cohorts and that UoRM would concentrate more on its teaching activity. Progress would be kept under regular review.

In regard to item 6.9, the **University Executive Board Report**, which included the **Annual Report on Health and Safety Performance 2015-16**, the Vice-Chancellor reported that the Deputy Vice-Chancellor had been leading work on raising the awareness of senior and other staff in relation to health and safety, and that this was proving successful.

**Resolved:**

1. “That:
   
   (a) the Financial Report for April 2016, now submitted, be received;
   
   (b) the Financial Forecasts 2016-17 to 2020-21, now submitted, be approved;
   
   (c) the University Budget 2016-17, now submitted, be approved;
   
   (d) the paper titled Financing Plan, now submitted, be received.”

2. “That:
(a) the University accept a credit facility for up to REDACTED S.43 for a period of five years and review the position in Autumn 2016;
(b) the paper titled Bank Facility, now submitted, be received.”

3. “That:
   (a) the Health and Life Sciences new build project, including the demolition of existing life-expired buildings, with a budget of REDACTED S.43, including a project contingency of REDACTED S.43, be approved;
   (b) the Henley Business School project, with a budget of REDACTED S.43, including a project contingency of REDACTED S.43, be approved.”

4. “That:
   (a) the Update on the Efficiency and Effectiveness Programme, now submitted, be received;
   (b) the Update on the University of Reading Malaysia, now submitted, be received;
   (c) the Report of the meetings of the University Executive Board held on 29 February, 14 March, 18 April, 2 and 31 May, including the Annual Report on Health and Safety Performance 2015-16, now submitted, be received.”

16/44 Report of the Senate (Item 7)

The Council received the Report of the meeting of the Senate held on 30 June 2016. In response to questions, Dr Messer elaborated on the revised personal titles procedures, which were more transparent and inclusive than the previous process. It was expected that the revised procedures would address the historic problem that proportionately fewer women put themselves forward for consideration.

Resolved:

1. “That, with reference to item 1, the title of Chancellor Emeritus be conferred upon Sir John Madejski.”

2. “That, with reference to item 2, under the provisions of Ordinance B7, the title of Professor Emeritus/Emeira be conferred on each of the following with effect from the date indicated:

   Professor Paul Luna (31 August 2016)
   Professor Roger Stern (29 July 2016)
   Professor Andrew Kempe (31 August 2016)
   Professor Elizabeth Taylor (31 August 2016).”

3. “That, with reference to item 3, each of the following be accorded the title of Honorary Fellow for a period of five years with effect from the date indicated:

   Dr Mary Dyson (31 March 2016)
   Mr Mark Rodgers (29 April 2016)
   Ms Elizabeth Westgarth (30 April 2016)
   Mr Peter Race (31 August 2016)
Mrs Deidre Burrell (31 August 2016)
Ms Verna Care (30 September 2016).”

4. “That, with reference to item 4, the following be accorded the title of Visiting Professor:

Dr Alison Bailey (Lincoln University), School of Agriculture, Policy and Development, for the period ending 31 July 2019;
Professor Hartmut Berghoff (University of Gottingen), Henley Business School, for the period ending 31 July 2019;
Dr Patricia Bossons (Massey University), Henley Business School, for the period ending 31 July 2019;
Saul Lehrfreund (The Death Penalty Project), School of Law, for the period ending 31 July 2019;
Professor Warwick Rodwell, School of Archaeology, Geography and Environmental Science, for a further period ending 31 July 2019;
Dr Deborah Rosenorn-Lanng (NHS), Henley Business School, for a further period ending 31 July 2019.”

5. “That, with reference to item 5, draft amendments to Ordinances, now submitted, be approved.”

6. “That, with reference to item 6, the Report of the Personal Titles Process, now submitted, be approved.”

7. “That, with reference to item 7, the intention to charge fees of £9250 (Home/EU undergraduate) for new students from 2017-18, but to retain existing fees for continuing Home/EU undergraduates, be endorsed.”

8. “That the Report of the meeting of the Senate held on 30 June 2016, now submitted, be approved.”

16/45 Report of the Student Experience Committee (Item 8)

The Council received the Report of the meeting of the Student Experience Committee held on 22 June 2016.

Ms Woodman, as Chair of the Committee, outlined the Committee’s consideration of concerns raised by RUSU in relation to PAS, to the impact of building works on the student experience, and to the loss of student accommodation for the period of the refurbishment of St Patrick’s Hall. She reported that there was constructive dialogue between RUSU and the University on these issues and a shared will to achieve mutually satisfactory solutions.

Mr Cooper explained RUSU’s concern that 300 rooms would be lost for a period of two years from 2017-18 during the refurbishment of St Patrick’s Hall and asked the University to give a firm commitment to pursue all options to mitigate the problem. The Chief Operating Officer reported that the University was considering a range of options to address this issue, including the purchase of a hotel for the period of the redevelopment to provide student accommodation throughout the year.

In relation to the Teaching Excellence Framework, Ms Oppenheimer outlined RUSU’s objections to the provisions for universities to increase undergraduate Home/EU fees.
Resolved:

“That the Report of the meeting of the Student Experience Committee held on 22 June 2016, now submitted, be approved.”

16/46 Report of the Remuneration Committee (Item 9)

The Council received the Report of the meeting of the Remuneration Committee held on 14 June 2016.

Resolved:

“That the Report of the meeting of the Remuneration Committee held on 14 June 2016, now submitted, be approved.”

16/47 Report of the Appointments and Governance Committee (Item 10)

The Council received the Report of the meeting of the Appointments Committee held on 14 June 2016. The Committee noted, in particular, that the process had been initiated for appointing a new Chief Financial Officer, and that, in due course, Council would be invited to approve consequential changes to the membership of UEB.

Resolved:

1. “That Professor S.J. Mithen be appointed as Deputy Vice-Chancellor for a further two year period from 1 August 2016 to 31 July 2018;”

2. “That:

   (a) *Appeals against the decisions of School Promotions Groups*

   Mr R. Dwyer be appointed to chair the Appeals against the decisions of School Promotions Groups for a period from 1 August 2016 to 31 July 2019;

   (b) *Student Disciplinary Committee*

   Mr J. Wilkins be appointed to the new Student Disciplinary Committee for a period from 1 August 2016 to 31 July 2019.

   Alternates to be drawn from the lay membership of Council, in the first instance from among lay members of the Student Experience Committee. In each case the particular name would need to be approved by the President on behalf of Council;

   (c) *Student Appeals Committee*

   Mr R. Dwyer be appointed to the new Student Appeals Committee for a period from 1 August 2016 to 31 July 2019.

   Alternates to be drawn from the lay membership of Council, in the first instance from among lay members of the Student Experience Committee. In each case the particular name would need to be approved by the President on behalf of Council.

   (d) *Statute XXXIII Panels*
The named individuals on Council from which membership for 2016-17 panels is drawn continue:

Tribunals: Lord Crisp, Mr Palmer and Ms Woodman
Grievances: Lord Crisp, Mr Evans and Ms Woodman

If none of those already listed is available, any lay member of Council may be approached to act in their stead. In each case the particular name to be approved by the President on behalf of Council.”

3. “That a report that the University is now fully compliant with the CUC Code of Practice, now submitted, be approved.”

4. “That the Report of the meeting of the Appointments and Governance Committee held on 14 June 2016, now submitted, be approved.”

16/48 Report of the Audit Committee (Item 11)

The Council received the report of the meeting of the Audit Committee held on 9 June 2016. Mr Beardmore-Gray reported that KPMG had reviewed the University’s revaluation in accordance with the new SORP and had not had any significant issues to report. The new SORP had a materially negative impact on the University’s balance sheet, REDACTED S.43 due to accelerated depreciation and the recognition of liabilities in the USS Pension Plan.

Resolved:

“That the Report of the meeting of the Audit Committee held on 9 June 2016, now submitted, be approved.”

16/49 Report of the Joint Standing Committee of Council and Senate on Honorary Degrees (Item 12)

The Council received the Report of the meeting of the Joint Standing Committee of Council and Senate on Honorary Degrees held on 14 June 2016.

The President reminded the Council that the information contained within this Report should be regarded as strictly confidential until such time as the proposed recipients had been contacted and had accepted the University’s invitation.

Resolved:

“That the Report of the meeting of the Joint Standing Committee of Council and Senate on Honorary Degrees held on 14 June 2016, now submitted, be approved.”

16/50 Report on matters relating to Statute XXXIII (Item 13)

The Council received a Report on matters relating to Statute XXXIII. The University Secretary noted that REDACTED S.40 appeals had been considered under Statute XXXIII REDACTED S.40 he advised the Council that a report had being prepared which reflected on lessons in respect of process which could be learned from these cases.

Resolved:
“That the Report on matters relating to Statute XXXIII, now submitted, be approved.”

16/51 **Vacation Powers**

**Resolved:**

“That authority be given to the President, the Vice-Presidents and the Vice-Chancellor to act on behalf of the Council during the Long Vacation 2016 and that a report on the exercise of that authority be submitted to the next meeting.”

The expectation that those powers would be used in relation to the proposed new bank facility was noted.

16/52 **Council: Retirement and completion of periods of service**

It was reported that the following would complete their periods of office before the next meeting of the Council:

- **Class 2:** President of the Council: Mr Christopher C. Fisher
- **Class 3:** The Dean of the Faculty of Arts, Humanities and Social Science: Professor M.J. Almond
  The Dean of the Faculty of Life Sciences and of the Faculty of Science: Professor R.H. Ellis
- **Class 7:** President of the Students’ Union: Mr O. Ratcliffe
  Students’ Union Welfare Officer: Ms N. Hager

The President thanked Professor Almond, Professor Ellis, Mr Ratcliffe and Ms Hager for their contributions to the work of the Council.

Dr Preston, as President-elect, paid tribute to the President’s outstanding leadership and unbounded commitment to the University over many years. He noted that the President had helped to guide the University through a challenging period, and, among his many notable achievements, had been instrumental in transforming the University’s financial position and in the reform of its governance arrangements. The President had represented the University on many external bodies, where he was held in the highest regard and had been an influential voice. The Vice-Chancellor expressed his appreciation of the President’s wise counsel, and the generous support and judicious challenge which he had consistently provided to the executive. The Council thanked the President for all his work on behalf of the University and wished him well in the future.

16/53 **Council Dinner**

The President advised that there would be a dinner for members of the Council held on the evening of Thursday 24 November 2016, prior to the meeting of the Council at 10.00am on Friday 25 November.