

IMPERIAL COLLEGE OF SCIENCE, TECHNOLOGY AND MEDICINE

Minutes of Council Meeting

Held at The Stadium, Scale Space on 28 November 2025, at 09.00

Present

Mr. V. Banga (Chair), Ms. A. Ashley-Smith, Professor Sir L. Borysiewicz, Professor H. Brady (President), Ms. K. Briggs, Ms. K. Coates (online), Professor R. Craster, Dr L. Elvidge, Professor Dame L. Gladden, Professor P. Haynes (Provost and Deputy President), Mr. A. Hennah, Mr. N. Henry, Sir R. Kalifa, Mr. R. Kerse, Professor L. Lightstone, Ms. A. MacIntosh-LaRocque, Dr M. Meaney Haynes (online), Mr. T. Olanrewaju, Mr. S. Saxena, Mr. J. Seppala (until Minute 39), Ms. A. Spring (online), Professor P. Todd, and Mr. R. Martin (Registrar and University Secretary).

In attendance

Vice-President (Communications and Strategic Engagement), Acting Dean of the Faculty of Medicine, Chief People Officer (Minutes 4 - 11), Head of People Programmes (Minutes 4 - 11), Vice-Provost (Research and Enterprise (Minutes 12 - 16), Chief Financial Officer (from Minute 17), Chief Investment Officer (online) (Minutes 26 - 28) and Director of University Governance.

Welcome

1. The Chair welcomed Professor Graham Cooke, Deputy Dean of the Faculty of Medicine, who was observing the meeting, and noted that this was the first meeting for Professor Peter Haynes in his role as Provost and Deputy President. Apologies for absence were received from Professor Deborah Ashby, Professor Nigel Brandon, Mr. Deepak Khanna and Mr. Jamie Ritblat.

Minutes and matters arising

2. The Minutes from the meeting held on 26 September 2025 were approved and the action tracker noted.

Conflicts of interest with agenda items

3. No conflicts of interest were raised.

People Plan and the Annual Staffing and Organisation Report

4. The President introduced the agenda item on the People Plan and related reports (Paper 4), noting the significant improvements already achieved in delivering core services, with continued progress towards an integrated approach that supported both University and individual performance.

5. The Chief People Officer and Provost and Deputy President provided an update on the annual pay award and strike action. The pay award comprised a 2% increase, discretionary increments, and additional National Insurance contributions, resulting in an overall increase of approximately 4.5% in staff costs. Trade union action had been concentrated in a small number of departments, and support was being provided to leaders to mitigate any adverse impact on students.
6. Two requests originating from the picket line, where Council members had respectful conversations with striking staff, were relayed to Council: one to reopen pay negotiations and another concerning an alleged failure of governance in relation to pay benchmarking in 2020–21. In discussion, it was noted that the governance concern related to the implementation of recommendations from a Pay Benchmarking Working Group. Whilst there had been a sentence in a published booklet that did not fully reflect those recommendations, the appropriate governance processes had been followed when converting them into practice.
7. The Chief People Officer then presented the annual report, which adopted a trend-based analytical approach to provide data driven staffing insights intended to inform decision making. The introduction of the new ERP system was expected to strengthen data quality and address the current limitations in consistency. Overall, the workforce was reported to be in a strong position, reflecting Imperial's standing, with areas for improvement identified but no urgent risks requiring immediate intervention. This provided a solid foundation for the future.
8. She highlighted that:
 - a. Workforce growth had exceeded 10% over the past five years, mainly across research and professional services, which aligned with transformation and professionalisation goals.
 - b. Retention remained strong, indicating that the reward strategy was effective. However, consideration was being given to whether this represented the appropriate level of churn, as strong retention was only positive if the right people were retained in the right roles.
 - c. The workforce was diverse and multi-generational, enriching culture and decision-making. This also introduced complexity in meeting varied needs and ensuring a consistent employee experience.
 - d. Data had revealed cultural and leadership challenges, including a number of matters progressing to become employee relations cases and pockets of low engagement with essential training. These findings reinforced the need to strengthen leadership capability, culture, and engagement.
 - e. Strategic implications included attracting and retaining talent to meet current and future workforce needs. Addressing challenging issues was essential to drive innovation and growth.

9. The Chief People Officer presented the People Plan, which set out how Imperial would create an outstanding employee experience and deliver a future-ready workforce. The plan concluded the previous 2020 People Plan and reflected extensive organisational feedback, with input from Deans, Faculty Chief Operating Officers, and other stakeholders. It provided a unifying framework for the next five years, aligned to Imperial's strategy to 2030, and depended on senior leadership support, particularly from academic leaders, to ensure voices were heard and responsibilities were shared. It was noted that the immediate priorities would be focused on service improvements enabled by the transition to the new ERP system, including the introduction of a new line manager framework with enhanced training, targeted retention activities, and centralising right-to-work checks for consistency and efficiency.
10. The main points in discussion were that:
 - a. The language in the plan focused on long-term, full-time roles, creating a perception risk that it did not fully address postdoctoral researchers, who were critical to research delivery, formed a large proportion of staff and 90% of whom left after 3–4 years. It was important that the plan defined a clear and competitive offering to attract, retain and support this group.
 - b. Performance driven organisations set clear expectations, enabled success, and celebrated achievements, whilst also having the processes and tools to address poor performance swiftly and effectively. This required equipping managers to have constructive conversations and ensuring that annual review conversations were productive and added value.
 - c. The language used was important; terms like “performance management” were seen as heavy and negative, and reframing towards creating a “high-performing culture” was suggested as a more positive and aspirational approach.
 - d. Improving the employee experience was important to reduce regrettable staff losses and strengthen the ability to attract and secure top candidates. Actions included enhanced exit interviews, engagement with staff alumni, succession planning, and targeted leadership and faculty appointments, alongside discussion of retention challenges, staff turnover patterns, and lessons from incomplete hires.
 - e. The impact of AI on the future workforce, particularly across administrative functions, was acknowledged as largely unknown, but work was underway to identify the skills that would be critical in the years ahead. Recruitment should not be based solely on the image of current roles but instead focus on building capability for a rapidly evolving environment.
 - f. Industry and higher education market factors were reflected in the overall recruitment offer. Examples included international benchmarking, which was kept under review, and work underway within professional services to refresh job families and frameworks. It was noted that agility, within clear guardrails, was necessary to respond to emerging

- needs, including the occasional use of tailored packages to secure critical talent.
- g. It was agreed that meaningful KPIs should focus on outcomes rather than inputs to measure progress toward achieving a future-ready workforce. The Remuneration Committee maintained oversight of the overall direction of travel regarding workforce composition, with work ongoing to identify checkpoints to monitor progress over time.
 - h. Some managers had up to 40 direct reports, which limited their ability to manage effectively and develop talent. Reducing this to a good practice span of 6–8 direct reports per manager was seen as a way to strengthen engagement and enable managers to focus on succession planning. An institutional review of succession planning was scheduled to begin in the New Year, building on good work already underway, and was expected to become easier as new technology was introduced.
 - i. The People team engaged actively with peers and other institutions to share experiences, learn from good practices, and reflect on lessons from challenges. Decisions were carefully contextualised within the Imperial environment to ensure they were fit for purpose. There was also a clear ambition to build stronger international networks.
 - j. The leadership academy was highlighted as a key initiative to equip the next cohort of leaders to drive the agenda. It was important to develop scalable approaches and incorporate best practices to future-proof leadership through programmes that combined knowledge and capability.
11. In summary, it was noted that Imperial's success depended on its people, with a distinctive workforce profile requiring tailored approaches. Those staff leading large, cross-cutting research programmes had a particularly significant impact, reinforcing the need to nurture and retain exceptional talent. Consideration would need to be given to competitive reward and attraction strategies to support this objective. Harnessing diversity as a source of creativity was also emphasised as a continuing strength.

Universities and National Security

For security reasons, the online call was disabled for this item, and online participants left the meeting before the discussion commenced. The item was considered in person only.

12. The President introduced the Universities and National Security item (Paper 5), which reflected the changing global context. Imperial's approach was to manage risks and enable as much as possible in the complex external environment. The University's unique characteristics placed it in a strong position to engage. While the objectives remained unchanged, actions were guided by the commitment to protect Imperial's people and safeguard academic freedom, ensuring that both were upheld together.
13. The Vice-President (Communications and Strategic Engagement) presented the actions the

University had taken to address the challenges posed by the National Security Strategy 2025 and related matters, particularly the impact on the approach to Research and Development. Imperial had adopted the Trusted Research Evaluation Framework (TREF), and sought to remain a secure and trusted partner, capable of delivering cutting-edge research with international collaborators. This required careful policy design to balance openness with resilience, enabling collaboration while maintaining the highest standards of integrity and security.

14. Embedding a culture of research security would be central to the approach. Academic and professional services staff were empowered to integrate security into decision-making, supported by clear leadership and champions to emphasise its importance. Research security was treated as an ongoing process, shifting responsibility from a small group to a shared institutional obligation. An advisory group ensured academic perspectives informed decisions and promoted integration across the University. This reinforced the principle that research security enables, rather than restricts, world-class collaboration. In recognition of its strategic significance, research security was being considered for inclusion in the principal risk register.
15. The governance structures were discussed, including examples of decisions, associated risks, and mitigations, including cases that tested the boundaries of compliance and guidance.
16. In discussion, Council considered engagement with students on roles and responsibilities and awareness-raising initiatives. The relationship between research security policy and Freedom of Information obligations was explored, recognising potential tensions and opportunities for greater transparency. Inclusivity and legal responsibilities were highlighted, ensuring measures did not alienate students or create unnecessary restrictions, while also avoiding any unintended chilling effect.

The online call was restored, and online participants rejoined the meeting.

Capital plan funding update

17. The Chief Operating Officer presented the report (Paper 6). He set out the upcoming decision milestones for the Academic Building and other capital projects. Working with the Property and Finance Committees, an updated business case for the Academic Building would be presented to Council at its February 2026 meeting. This would provide an opportunity for members to review the details and gain confidence before Council was asked to authorise the contractual commitment to proceed in September 2026.
18. The wider capital investment programme included the five-year initiative to achieve a 25% reduction in Scope 1 & 2 Carbon emissions by 2030, with an estimated cost of £125 million, which would be discussed at the May 2026 Council meeting. The programme comprised multiple smaller projects with flexibility to adjust expenditure based on cash position, with the Operations and Infrastructure Committee reviewing progress quarterly and making adjustments as required.
19. Referring to the financial report in the Chief Operating Officer's regular report, it was noted that

the forecast for the year showed only minor cost pressures, while tuition fee income was broadly on target. Overall, top-line income remained strong, supported by a healthy cash balance and endowment, with continued focus on managing costs and creating capacity to invest in people and critical infrastructure. Funding for the capital programme would be supported by the disposal of legacy assets at South Kensington, expected to complete by next summer and generate around £60 million. Work was also underway to increase borrowing headroom through revolving credit facilities and term loan arrangements of up to ten years, providing flexibility and efficient access to third party debt to support the next stage of investment.

20. The Chair of the Finance Committee confirmed that there had been significant progress with the modelling and financial analysis to support the delivery of the capital plan. Over recent meetings, the Committee had explored the portfolio in detail and understood the position to be as follows, which was also reflected in the five-year forecast to be submitted to the OfS in January.
- a. That commercial innovation activity, while extensive, did not generate material income and was not expected to.
 - b. That residential property and potential disposals, after covering interest on associated debt and ongoing capital expenditure, did not provide a net contribution to the capital plan. Disposals may occur, but proceeds would largely offset debt.
 - c. That new student residences would require additional capital as numbers grow, but these would be delivered through third-party partnerships rather than Imperial capital, which must remain focused on academic priorities.
 - d. That the capital plan would be funded primarily from academic income and philanthropy. Modelling indicated that, under current assumptions, the additional funding required could be met through to 2030, although projections beyond that were less certain.
 - e. That the model assumed growth in student numbers and overseas tuition fees, flat central costs, and no material increase in faculty margins, which together provided capacity to fund the Academic Building.

ACTION: The Registrar and University Secretary to circulate the Innovation paper received by the Property and Finance Committees.

21. Faculty-level analysis had validated key assumptions, supported by additional material and engagement from academic leaders to confirm the plan for student growth. Sensitivity modelling remained critical to assess risk, with work underway to develop scenarios featuring lower student growth and more aggressive stress tests to identify pressure points and financial resilience limits. The main points in discussion were:
- a. That the capital plan to 2040 appeared sustainable under normal assumptions, but stress testing was essential to identify vulnerabilities. Donations remained the most significant variable, with potential swings between £50m and £300–400m over the next five years.

- b. That planned residential sales were critical but complex, as many assets required 12–24 months of preparation to achieve prime value. Partnering with third parties may be necessary to bring in equity and debt while shifting development risk off the institutional balance sheet.
- c. That stress testing must determine when financial indicators became critical under shocks such as donation shortfalls, delayed asset sales, or market downturns. Extreme downside scenarios, whether ‘V,’ ‘Y,’ or ‘L’ shaped recoveries, demand a clear understanding of trade-offs and the development of targeted mitigation strategies to preserve financial stability.
- d. That covenant-heavy bank facilities could create significant risk during geopolitical or market shocks, while covenant-light debt offered security but at higher cost. Current thinking was to align bank mandates and covenant terms to reduce risk exposure and time issuance to market conditions.
- e. That Imperial held a £300m cash cushion, providing short-term resilience, but reliance on this reserve should be avoided. Scenario modelling would inform how liquidity interacted with macro-risk and debt financing strategies.
- f. That cost control and efficiency gains became increasingly important under stress scenarios. There was an opportunity to drive greater operational efficiency as part of mitigation planning.
- g. That while research was positive for reputation it was heavily subsidised, creating a potential cost drag that should be monitored going forward.

OfS 5-year forecast (Annual Return)

22. The Chief Financial Officer presented the paper, which provided a comprehensive overview of Imperial’s financial projections from 2024-25 to 2029 -30 (Paper 7). When these figures were compiled, they included the proposed 6% levy on international students. The recent budget announcement had confirmed that a lower fee would be applied, returning approximately £18m cash to the plan. This change was not materially significant but would require minor adjustments to the commentary and potentially the reported numbers. The Chief Financial Officer thanked Members for their support and challenge, which had positively influenced the thinking and approach to the financial strategy.

Resolved: That subject to the amendments to reflect the changes to the international student fee levy, that the financial statements (as summarised in appendices C – E) be approved for inclusion on the annual financial submission to the OfS.

Reports

23. The Chair provided a verbal report. He noted that he had recently been appointed as chair of Haleon, and that the appointment would not impact on his time commitment to Imperial or

create a conflict of interest. He confirmed that on 15 October 2025 the Privy Council had approved changes to the Charter and Statutes, removing the requirement to maintain a Court. On 14 November 2025 he had appointed Mrs Katherine Coates to the Nominations Committee by Chair's action.

24. The President presented his report (Paper 8.2). He began by recording the University's condolences to the family of Professor Alice Gast, which he had expressed in person at a recent memorial service for Professor Gast.
25. He provided an overview of the initial assessment of the potential impact of the UK Budget announcement on the University. The budget confirmed increased investment in research and development and introduced a more strategic approach to funding, with allocations across four areas: curiosity-driven research, government priorities, company growth, and talent development. The government's earlier announcements had signalled good news for the sector, although the Comprehensive Spending Review confirmed that many areas, including Quality-Related (QR) research funding, the core block grant based on research excellence, would remain "flat cash," meaning allocations would not rise in real terms once inflation was considered. QR funding remained central but could face risk if financial pressures increase. The international student tuition fee levy had been set at £925 per student from 2028/29, with the first 220 students exempt. This represented a significant cost alongside National Insurance increases. He also noted additional financial considerations, including the impact on salary sacrifice for pensions. While the budget reaffirmed the government's commitment to research and development, the introduction of the levy represented a significant financial challenge.
26. The first annual President's Dinner, held as a gala event at the Natural History Museum, had had over 300 attendees. The dinner provided a high-profile networking opportunity for CEOs, senior civil servants and other key partners, and featured Julia Gillard as an inspiring keynote speaker. The date for the 2026 event would be confirmed in January, and Council members were encouraged to nominate other senior leaders to join them at the event.
27. In discussion, potential changes to UKRI's approach were noted, including a shift toward investment in national facilities rather than universities, despite 80% of UK research being delivered through universities. UKRI's budget increase was modest, around 2.4% above headline inflation, so strategic positioning was considered important. Recently Imperial hosted the UKRI Board, which had provided an opportunity to hear their vision, which included developing deeper relationships and making a limited number of significant strategic investments, signaling a move toward mission-driven research alongside curiosity-driven research. It would be beneficial for universities to collaborate and speak with a common voice, particularly through the Russell Group, to influence these changes before they took effect.
28. The Provost and Deputy President presented his report (Paper 8.3). He highlighted that the search for the next Dean of Engineering was underway, supported by a recruitment firm

alongside a group of senior professors with strong knowledge of the potential candidate pool. There had already been encouraging interest. Work was also underway on a substantive appointment for Vice-Provost (Education and Student Experience). Both panels included an independent Council member. The purpose of the Provost's Visiting Professorship programme had been refined to focus on building relationships, with four appointments per year aimed at improving diversity and creating a network that could strengthen Imperial's visibility for future recruitment. Professor Bernadette Byrne had been appointed as the new Associate Provost for EDI, succeeding Professor Lesley Cohen.

29. The USS pension valuation was due in March 2026, and plans were in place to reconvene the University's pension group, led by Professor Richard Craster, to engage with any proposals.
30. The Chief Operating Officer presented his report (Paper 8.4) on the Enabling Roadmap. The Great Service programme to transform finance, people, and research administration had been ramping up, with positive feedback as key user training began. The programme was technically on track for an August 2026 go-live, though risk workshops were assessing whether August or November would be more realistic, with a decision on the cutover to the new ERP due shortly. Moving forward was essential as the current business suite would be out of support next month. As noted by the Chief People Officer, resource redistribution post go-live was being considered to simplify ways of working while balancing change and cost, alongside other organisational change initiatives.
31. Negotiations to hand back Evelyn Gardens to Wellcome had been completed on more favourable terms than previously agreed. The refurbishment of the Great Hall was around five months behind schedule due to structural challenges discovered during the work, with cost implications under review by the Property Committee. Significant fire safety building remediation works were planned over the next 12 months, with £20–30m required to bring residences up to standard. Items in the capital plan were being reprioritised, and staff time focused on critical work. Operational fire alarm issues had largely been resolved, and fire evacuation plans were under review given safety challenges in some buildings.
32. The President of ICU presented his report (Paper 8.5). The Union Council had mandated support for the trade unions to press for pay negotiations to re-open while prioritising academic continuity and student wellbeing. The Students' Union was collecting data on disruption, alongside advocacy for compensation, with the University rescheduling affected activities. Engagement activities aimed to strengthen alumni connections and create student–alumni links to support the advancement strategy, while collaboration with the Business School was improving significantly through joint projects. The President of ICU was engaged in a campaign to increase London weighting for UKRI-funded PhD student stipends, which were unchanged since 1994. UKRI's overall stipend increases were welcomed, but financial barriers remained for PhD candidates in London. Local and national campaigns were progressing, marking a first experience of this type of engagement for some time for ICU.

33. The Provost and Deputy President presented the report from Senate (Paper 8.6), which would now be presented as a standalone report to strengthen the linkage between Council and the University's academic governance. He highlighted that Senate had discussed the new OfS condition of registration (E6) on harassment and sexual misconduct, which came into effect in August. There had been a question included in the recent National Student Survey (NSS), which had garnered a 12% response rate, and which had shown that Imperial was broadly in line with the sector, although student confidence in knowing where to report incidents was lower than the national average. Uptake of consent training during enrolment was high compared to the sector, despite being voluntary. It was noted that making the training mandatory would not be appropriate, as victims of sexual assault would be unintentionally caught by the requirement. Work continued to raise participation closer to 100%.

Audit and Risk Committee Annual Report

34. The Chair of the Audit and Risk Committee presented the report (Paper 9.1), which highlighted the work of the Committee over the past year. The internal audit model had been co-sourced, comprising KPMG supported by the internal audit team and the Registrar and University Secretary acting as the internal audit executive. Both internal audit teams had confirmed their independence. Ten internal audit reviews were completed, with scope adjusted for areas of higher risk, resulting in 86 actions (7 high, 51 medium, 26 low), of which none were outstanding. Overall, the conclusions were that control frameworks were appropriately designed but not always applied consistently. Data quality issues had been identified, but remedial plans were deemed adequate. The Committee planned to focus on fraud and whistleblowing controls and reporting over the coming year.

35. External audit by PwC had provided an unqualified opinion and supported the Office for Students accounts direction reporting. Since the last annual report, the Committee had met PwC in private, without members of the University Management Board.

36. Following discussion of the principal risks, the Committee had brought cyber security and NHS partnerships to Council. A deep dive on compliance with the Building Safety Act had concluded reasonable assurance, with a robust control environment and sufficient enhancement plans going forward.

37. The Audit and Risk Committee had recommended the Annual Report and Accounts to Council. and the team were thanked for their excellent work.

Annual Report and Accounts for the Year Ended 31 July 2025 and the External Auditors Representation Letter

38. The Chief Financial Officer presented the Annual Report and Accounts (Paper 9.3), highlighting the main changes that had been made since earlier drafts had been shared for review. The framing now included clearer and more explicit references to value for money, complemented

by additional detail in this year's sustainability report. To improve accessibility, some content had also been incorporated into the annual report to reduce the need for cross-referencing.

39. There had been minor changes to the representation letter (Paper 9.2) since last year, including on tax compliance, with PwC having confirmed these were not material. The letter included an additional representation noting that research grant values were higher due to the migration process to the new ERP system, which ensured no legacy awards were transferred. These changes were not material but were highlighted for transparency. It was confirmed that Management supported the approach.
40. The Chair noted that this was the final Council meeting for Dr Tony Lawrence, who would be retiring from his role as Chief Finance Officer at the end of the year. He was thanked for his leadership and significant contributions during his tenure. Dr Lawrence, in turn, expressed his appreciation to the Council for their support and constructive challenge.

Resolved:

- a. That the representation letter be approved and signed by the Chair of Council and the President, and
- b. That the Annual Report and Accounts for the year ended 31 July 2025 be approved.

Endowment Board Annual Report

26. The Chair of the Endowment Board presented the report (Paper 10). The Endowment stood at approximately £600m, with the objective of preserving value in real terms to support Imperial's academic mission through strong investment returns. Disparate funds had been consolidated under the President's Fund with clear redemption protocols providing assurance and clarity. Returns and annualised performance remained above average, although recent figures were less exceptional compared to previous outlier years. Over the past decade, despite challenges such as AI disruption and US tariffs, the portfolio consistently ranked in the top quartile among peers. Real estate and private equity performed strongly, with successful disposals providing liquidity for the President's Units, although the portfolio remained concentrated in real estate. Despite geopolitical challenges, including Middle East tensions and US market volatility, the Endowment had suffered materially less than peers, reflecting prudent management.
27. Development strategies for One Portal Way were under review, and Private Equity portfolio management was expected to continue into the coming year. An unprecedented £25m drawdown of President's Funds had been approved to contribute to the purchase of the Victoria Industrial Estate alongside an additional £15m from unspent distributions.
28. The Committee continued to discuss the wider philosophy of Endowment management and would work towards agreeing key principles to guide future decision, reaffirming confidence in the asset allocation strategy and flexibility to manage under extreme conditions. The Committee had reaffirmed the balance between risk and return, noting that higher returns

implied higher risk and liquidity requirements. Targets were considered achievable, but ongoing conversations would address market conditions and donor expectations, with any significant changes brought back to Council for approval.

Other Committee Reports

29. The Finance Committee and Property Committee Reports (Papers 11.1 and 11.2) were noted.

Starred items

30. The Chair confirmed that there had been no other requests to discuss the starred items, and Council noted the OfS Conditions Assurance Report (Paper 13.6), the Harlington Grant fund report (Paper 13.7) and the Annual Sustainability Report (Paper 14).

31. Council received the Proposals for Honorary Degrees and Imperial College Medals (Paper 12).

Resolved: That the nominations for the conferment of Honorary Degrees and for the award of the Imperial College Medal be approved.

32. Council received the Prevent Duty Annual Report (Paper 13.1).

Resolved: That the annual Prevent Accountability Statement confirming that Imperial has met its statutory obligations for the reporting period be approved and signed by the Chair of Council.

33. Council received the Statement on Modern Slavery (Paper 13.2).

Resolved: That the 2024-25 Modern Slavery Statement be approved.

34. Council received the updated Council Committee Terms of Reference included in Council Regulation 4 (Paper 13.3),

Resolved: That the updated Regulation 4 be approved with immediate effect.

35. Council received the Regulation of Council Updates (Paper 13.4), specifically the revised Regulation 9: Public Interest Disclosure (Whistleblowing), consequential amendments to Regulation 13: Complaints against the President or Provost, and Regulation 15: Consuls.

Resolved: That the revised Regulations of Council be approved, with immediate effect.

36. Council received the Policy updates, specifically the revised Gifts and Hospitality Policy and the revised Declarations of Interests Policy (Paper 13.5).

Resolved: That the revised Policies be approved, with immediate effect.

37. Council received the Council EDI Champion Role Description (Paper 13.8).

Resolved: That the role description for the Council Equality, Diversity and Inclusion Champion be approved.

Any other business

38. There were no items of any other business.

The meeting closed at 12.25, followed by a closed session with the President and Independent Members.