

**APPROVED COUNCIL MINUTES MEETING  
HELD ON 27<sup>th</sup> MARCH 2026, 9AM  
Northampton Suite A and B**

| Members                  |   | Meeting 1<br>12.09.25 | Meeting 2<br>10.10.25 | Meeting 3<br>27.11.25 | Meeting 4<br>26.02.26 | Meeting 5<br>27.03.26 | Meeting 6<br>22.05.26 | Meeting 7<br>02.07.26 |
|--------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Independent Members      | Professor Ian Jacobs (Chair)                  | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Professor Sir Anthony Finkelstein (President) | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Godfrey Allen                              | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Professor Bob Allison                         | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Mark Evans                                 | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Adrienne Fresko                            | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Josh Joshi                                 | ✓                     | ✓                     | ✓                     | A                     | A                     |                       |                       |
|                          | Mr Max Khan                                   | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Rachel Lock                                | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Mark Lowcock                               | ✓                     | A                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Catherine McGuinness                       | ✓                     | A                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Julia Palca                                | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Anant Prakash                              | ✓                     | ✓                     | A                     | ✓                     | ✓                     |                       |                       |
|                          | Mr Damian Reid                                | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Christine Swabey                           | ✓                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Sandra Ashton                              | A                     | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |
|                          | Ms Ana-Maria Barrow                           | ✓                     | A                     | A                     | A                     | A                     |                       |                       |
|                          | Professor Jon Friedland                       | ✓                     | ✓                     | ✓                     | A                     | A                     |                       |                       |
| Professor Elisabeth Hill | ✓   | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |                       |
| Mr Nasir Mohammed        | ✓   | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |                       |
| Professor Rich Payne     | ✓   | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |                       |
| Ms Helen Watson          | A   | ✓                     | ✓                     | ✓                     | ✓                     |                       |                       |                       |

**Key:** ✓ In Attendance A Apologies P Part Attendance N/M Not a Member S Sabbatical

| In Attendance                 | Reason and Meeting Section                              |
|-------------------------------|---|
| Professor Natalie Armstrong   | Executive Dean, School of Health and Medical Sciences   |
| Mr Dominic Davis              | Director of Strategy, Planning and Performance          |
| Dr William Jordan             | University Secretary                                    |
| Ms Helen Kempster             | Deputy Director, Careers & Employability (Item 16 only) |
| Ms Sarah Lawton               | Senior Governance Officer                               |
| Professor Sionade Robinson    | Vice-President EEE (Item 16 only)                       |
| Professor Andre Spicer        | Executive Dean, Bayes Business School                   |
| Mr Matthew Swales             | Chief Financial Officer                                 |
| Dr Marcelle Moncrieffe-Newman | CPO (item 21 only)                                      |

**MINUTES SECTION A – OPEN FOR PUBLICATION**

**Part One – Preliminary Items**

- Apologies for Absence**  
Council noted apologies from Josh Joshi and Ana-Maria Barrow.
- Quorum**  
The meeting was quorate.
- Highlighted Items**  
Council **agreed** the highlighted items.
- Conflicts of Interest**  
None reported in relation to the items of business on the agenda. For future reference it was noted that the Chair had become the Chair of the Board of Trustees at the RSPCA and Catherine McGuinness was joining the board of a multi-academy trust.
- Minutes**  
The minutes of the meetings held on 27<sup>th</sup> November 2025 were approved.

## 6. **Matters Arising**

Council noted the actions arising from past meetings.

### Matter Arising 1: President's Report – International Strategy

This item would be taken forward as part of the strategy refresh process and would be deleted.

The President assured Council that work on International Strategy would be a component of the sub strategy work, but he would welcome a collective discussion of this topic that also covered the risk appetite of Council in this domain.

Discussion would be scheduled for the July meeting of Council; and, if timing allowed risk appetite in this domain would be discussed at the June meeting of ARC. **[Action]**

### Closed Matters Arising 2 and 3: Confidential Update – Potential Partnerships

These items would be taken forward by the SaDCo Partnerships Working Group and would be deleted.

## 7. **Items Specially Brought Forward by the Chair**

### **Julia Palca**

Julia would be standing down from Council after the May meeting, at which Council would have the opportunity to thank Julia for her huge contribution to the University and to say farewell.

The Chair wished to move quickly to appoint Julia's replacement. Minerva had been informed that they would be asked to take the recruitment process forward. The Chair of CGNC would consult with members (by circulation) regarding the skill set required for the new Council Member, noting that the overarching aim of the exercise was simply, in this case, to appoint an outstanding candidate.

### **Reflections on Away Day and next steps**

The Away Day discussions had been excellent, and the issues discussed then would be further considered at the next meeting of SaDCo). The question of how different strands of strategic discussion, including discussions on Financial Headroom, could be brought together, would also be considered by SaDCo.

### **Reflections on last night's Council dinner.**

The Chair passed on his thanks to Diana Beech for her presentation on universities and the social licence. It was an informative and very enjoyable evening.

### **People and Finance Business Case**

Owing to the ongoing IT incident at Tooting, the planned paper had been deferred and would be presented to Council for approval at the next meeting.

## 8. **Calendar**

Council members noted the calendar.

## 9. **President's Report**

Council noted the report from the President which included updates from the Vice-Presidents and Executive Deans. In discussion the following points were made:

- The President had visited Arizona State University at the start of the year with Professors Andre Spicer, Natalie Armstrong and Karen Fowler-Watt (Head, Department of Journalism) to explore further partnership opportunities in Health and Medical Sciences, Business, Journalism, Engineering and Performing Arts. In September CSG would host ASU students visiting to play American football.
- Work on partnerships including VIOLET HARP, GREEN TRAIN and SMITHFIELD SALMON would be reported to SaDCo via its associated Working Group.
- Professor Jon Friedland would return to his substantive role in the School of Health and Medical Sciences at the end of March. The plan was to recruit externally for this role; and to appoint an interim to the post, pending that appointment.
- The search for the new VP (Development), had commenced working with Minerva Search consultants.
- Professor Bashar Nuseibeh had joined CSG on 23 March as Executive Dean Science & Technology. His brief was to develop a stronger strategic vision and delivery in SST – for UG and PGT programmes, educational enterprise, research and innovation – aligned with City St George's strategy.

- Progress on the Professional Services Target Operating Model (PSTOM) continued. The President passed on his thanks to all those colleagues involved in this complex process; and would present a paper on the benefits of the PSTOM project to Council when the project had been completed. **[Action]**
- The President had served as a panellist at an event regarding the Sullivan review and the way in which Universities handle the issues of gender identity. The event was constructive and positive.
- A cyber security incident had occurred at Tooting [details at Item 22]. The DP, Operations noted that IT colleagues in particular were continuing to work considerably beyond contracted hours to deal with the incident and reinstate services in a safe and secure environment. She also thanked SU colleagues for their collaboration in dealing with the consequences of the incident and acknowledged the very considerable disruption for students and staff on the Tooting campus. The DP&P was convening a group considering mitigations required to ensure that learning or research activity is not lost because of the incident.
- The Chair commended all those involved for the outstanding response to this incident.

## 10. **SU President's Report**

Council considered the report which gave a full account of the events and campaigns being taken forward by the Students' Union. In discussion the following points were noted:

- The Deputy President, Education and Welfare had not yet returned from a period of extended leave, and other Officers were covering her duties and maintaining Tooting site engagement. Welfare and education priorities specific to SHMS remained active through cross-Officer collaboration.
- The cost-of-living £3 meal deal had been successfully extended to 7pm on campus.
- Work was progressing well toward the opening of a new Union-run café and shop at Clerkenwell, with construction and operational planning on schedule thanks to the excellent support from EEF.
- ASU London wanted the Union to establish a new service agreement to ensure parity with provision currently received through KCLSU, when ASU London relocated to the City St George's campus from the 2026/27 academic year onwards. The draft Memorandum of Understanding outlined access to core services including student groups, recreational sport, social spaces, welcome activities, and digital platforms, though delivery was dependent on several unresolved issues. The most significant risk concerned digital infrastructure, and formal agreements could not advance until these dependencies were resolved.
- The Union auditors, Knox Cropper, had presented the Trustees Annual Report and Audited Accounts 2024/25 to the Board of Trustees, which the Board had approved on 17 March 2026. These would be submitted to the next Finance Committee.
- Work continued toward securing dual signing of the Miscarriage Association's Pregnancy Loss Pledge by both the University and the Union.
- January Welcome 2026 had delivered a focused programme across Clerkenwell and Tooting, including Welcome Fairs, Sports Circles, Karaoke, a free week of GetActive, and Hot Choc & Hidden Wins. Activities were well attended and supported across teams, helping students feel welcomed and prepared for Term 2.
- The Union elections were temporarily paused due to the Tooting IT issues.
- The Academic Impact Awards to celebrate excellence across the CSG University community, recognising the outstanding achievements, dedication and innovation of both students and staff take place on 1<sup>st</sup> April and all Council members were welcome to attend.
- Student societies at the University wish to explore further the University's ethical investment policy; and the opportunity to do so occurred annually when the University's investment policy was reviewed by Finance Committee and Council.
- The SU also had concerns about research into drones and its potential links to military activity. The President noted that the University did not, and would not, have a policy that prevented investment in respect of defence. This was an important feature of being a UK institution for the public good.

### 11.1 **Integration (post-merger) update**

Council considered the update and in discussion the following points were noted:

- The programme of work to integrate, post-merger has now been underway for 18 months. Good progress continues to be made against the Year 2 plan, with adaptations made as

unexpected situations and / or new information emerge e.g., clarity on programmes proposed, Hunter wing flood, cyber incident.

- The scope of the Integration Programme was to deliver an Integrated School of Health and Medical Sciences and the operational integration of Professional Services, encompassing policies, people, governance structures, systems and processes.
- There remained challenges in terms of integration and operational work regarding the School of Health and Medical Sciences which was located on two sites and currently relied upon separate IT platforms.

## 11.2 Merger Benefits Realisation Framework

Council considered the report and in discussion the following points were noted:

- This paper proposed a strategic framework for annual reporting on merger benefits across City St George's, providing an update on the tracking of merger benefits identified in the March 2023 business case through business-as-usual short-term delivery and highlighting how mid- to longer-term benefits will be communicated to Council as the final point of visibility through City St George's governance system.
- The infrastructure inheritance cast a long shadow over the work to realise the benefits of the merger and Council would like to learn more about that shadow including, for example, the capital spending required to address this. There would be continued discussion of these issues at meetings of Finance Committee. This would include consideration of the recent BDO report on the financial impact and implications of merger (Project Caxton) – commissioned by City St George's and conducted for the OfS - using City St George's own merger as a case study. . The aim of the exercise was to develop the OfS's understanding of sector combinations (as a strand of sector sustainability), so that they might better assess the approach to government funding as well as the role they might valuably play as Regulator. In doing this, the report also provides a helpful external perspective on the merger itself and CSG's current estimate of integration costs (including capital expenditure of £140 million across the estate and administrative systems). **[Action]**
- Council and Remuneration Committee would be interested to learn more about the new recognition agreement and the work being undertaken on Terms and Conditions. The update in the paper was brief but this process inevitably involved a great deal of work. These issues would be discussed further outside the meeting with the Chair of RemCo. **[Action]**
- It would be important to be clear on which KPIs measured the success of the strategy as a whole, and which measured the benefits of the merger in particular. It might also be helpful to develop objective measures of when a state of BAU had been fully achieved following merger.
- SaDCo would consider further the KPIs that would enable Council to track progress in implementing the Vision and Strategy 2035 and this work would help take forward work on the Benefit Domain Matrix outlined on pages 5 and 6 of the paper. **[Action]**
- It would be important for Council to consider the trade-offs between the work required to realise the benefits of merger and other priorities of the University. It would be helpful to discuss this at the October meeting of Council. **[Action]**
- Collaborations with GESH would be discussed at the GESH Board in June. The Executive Dean of SHMS was the University's representative on the GESH Board and she noted that she had had a very positive discussion with the new incoming CEO of GESH.
- It was important to engage staff and students on the integration journey and one option would be to establish a web page to host good news stories about the benefits of the merger. The DP&P would feed this suggestion back to the Communications Team. **[Action]**
- It would be important for the report to set out the benefits of the merger across the University (i.e. not just focus on SHMS). The DP&P assured Council that the final version of the report would cover this aspect of benefit realisation.
- If AI were to be built into pedagogy moving forward, there would need to be funding found to enable students to have appropriate access to AI tools from September 2026.
- The Chair welcomed the framework, which served as a reminder of how complex mergers were, and this should be borne in mind when embarking on any future mergers.

### **Decision**

Council **approved** the approach set out for the Merger Benefits Realisation Framework as a living document.

## 12. Transformation Board Impact Report

Council considered and discussed the report as part of the discussion of Item 11.2.

## 13. USS 2026 Pension Valuation: Informal response to UCEA

Council **noted** the University's response to the UCEA consultation on the USS 2026 Pension Valuation. In discussion the following points were noted:

- In the approach to the 2026 USS pension valuation, UCEA (as employer representative) is looking to explore and test employers' initial outlook.
- The Scheme's funding position had continued to improve over the last 3 years and the latest financial reports showed a £15bn technical provisions surplus. This indicated that a contribution level of 16% of salary (vs 20.6% at present) would now be required to maintain future benefits.
- The CFO noted that the reduction in contributions would be the default under existing Scheme rules and that - aside from bringing some financial relief to both institutions and employees - would begin to address long-term issues around low participation rates for early career staff and create greater capacity for flex in the upcoming annual pay negotiations. .
- There remained a case for caution given the continuing sensitivity of the Scheme valuations to external factors and its 60% holding in equities. This had been reflected in discussions across the sector and the roadmap to long-term scheme stability was expected to remain a focal point through the process.

## 14. Mid-Year Forecast 2025/26

Council considered the Mid-Year Forecast and in discussion the following points were noted:

- The University remained on track to deliver an outturn in line with its forecast.
- Some risk remained in the system in relation to delivering the in-year staff saving targets (albeit with sufficient central contingency still in place to offset); and discussions continued with OfS in relation to the potential clawback by OfS of £1.5m of funding. These points had both been fully considered at Finance Committee.
- The Chair noted that real rigour had been demonstrated in CSG's financial controls and that the outlook remained encouraging when compared to the position of other Universities.

### Decision

Council **approved** the Mid-Year Forecast 2025/26.

## 15. Q2 Financial Performance Report

Council considered the report which had been fully considered and endorsed by Finance Committee.

### Decision

Council **approved** the Q2 Financial Performance Report.

## 16. Careers and Employability Report

Council considered the report and in discussion the following points were noted:

- The appendix outlined the metrics used to measure how CSG was performing, and these showed a strong set of outcomes. The results were the outcome of an integrated approach to a series of interventions; and although the improved results were pleasing there was no room for complacency.
- Long term data on graduate outcomes – from the Longitudinal Educational Opportunities (LEO) data set, drawn from HMRC figures – were also monitored by the University.
- It was worth noting, particularly in the light of the presentation and discussion at the Plenary Dinner held the previous night, that providing a skilled workforce and supporting inclusion fed into the University's social licence to operate.
- Intensive work was underway with the City Law School to address outcomes for LLB students which were in the lowest quartile. The VP EEE was working closely with the Executive Dean of the Law School to be more aspirational about the opportunities for those students; and ensure that academic staff in the School were aware of what the new job opportunities were in the legal sector.
- Often these students are the first in families to study for a degree and did not have the extensive social networks that others might be able to exploit to help find suitable employment opportunities. This law cohort was growing at CSG and so work is being taken forward with the Executive Dean as a matter of priority.
- The SU President noted how helpful he had personally found the University Careers Service in discussing the employment opportunities open to him as a law student at the University.

- The Chair welcomed the paper and the outcome measures which were testament to the incredible work being undertaken by the Careers and Employability Team.

## 17. **Annual Research and Innovation Report**

Council noted the report which was previously considered at Finance Committee and in discussion the following points were noted:

- The research income metric was based on the expenditure on research grants (direct costs plus overheads). Therefore, the award of a research grant did not immediately impact research income, but rather it was the spending of that grant which would in due course be measured as research income. This meant that it would take time for success in research funding bids to translate into research income.
- The recent increase in research grants awarded, as set out in the paper, was a direct result of the increased focus across the institution of submitting bids. This was moving in the right direction and bigger bids were anticipated. These components would be captured in the writing of the Research Strategy.
- The Chair of SaDCo would welcome a research report at his committee and the President suggested that it might make sense for SaDCo to consider the Research Sub-Strategy at a future meeting.
- Finance Committee typically considered research income growth but it would be useful for SaDCo to consider the strategic approach to research. The Chair of SaDCo would liaise with the DP&P to determine when such an item should be considered. **[Action]**
- The Chair noted that it would also be useful to capture the non-finance related benefits of research, in particular what part it played in attracting international students.
- It might also be worth exploring further the Knowledge Exchange Framework (local growth and regeneration and working with the public) and the reference in the report that there is potential for growth in this area.

## 18. **Annual Quality Assurance Report to Council on Academic Quality & Standards 2024/25**

Council noted the report, which was approved by Senate and provided assurance to Council on academic quality and standards at the University. In discussion the following points were noted:

- The OfS was very clear about the importance of Council's oversight of academic quality and standards issues; and the assurance report gave details of the work of the University in this domain during the academic year 2024/25. This included for example
  - Amending Senate Regulations and Policies to reflect new legislation on academic freedom
  - Data on continuation and student outcomes
  - An overview of the University's educational partnerships (i.e. of 'Collaborative Provision').
- The PSTOM project would improve the work of the University on academic quality and standards by amending the operating model for professional services staff in this area. This should improve how information is collected and presented to Senate (and, therefore Council) and made more widely accessible.
- The SUMS/GGI report had offered reflections on the annual report and on the relationship between Council and Senate and made recommendations for improvement. These would be further considered, but one option might be in future to ensure that an independent member of Council not only attended each meeting of Senate but offered a brief report to Council on issues that it would be helpful for Council to note or to consider.
- It was clear that the report (which followed a template suggested by the CUC) did not make for easy reading for those not well versed in the terminology associated with discussions of academic quality and standards. It might be helpful if future iterations of the report were written in a more focussed way to highlight the areas more prominently on which Council need assurance.
- A meeting was taking place next week to which the four members of Council who had attended Senate over the previous 12 months were invited. They would be asked to share their impressions and discuss recommendation 39 of the Council and Committees Effectiveness Review, which related to the interface between Council and Senate.

## 19.1 Independent Review of Council and Council Committees

Council noted progress in relation to the recommendations outlined in the final report of the review and in discussion the following points were noted:

- The report had been presented to Council at the Away Day in February, and relevant recommendations in the report had been discussed subsequently at Council Committee meetings. The current paper reported on the outcome of those discussions.
- The next step would be to discuss the report and the way forward further at CGNC in May with a view to developing proposals for consideration and agreement by Council at its meeting in July.
- Members of Senate had asked what the plans were for the report to be shared with staff; and the Chair of CGNC, after considering best practice in the sector, proposed that the Executive Summary be disseminated to all staff in July together with the way forward Council had agreed. The communication should link to the text of the full report.
- The President noted that he did not personally agree with many of the recommendations in the report, and that therefore the experience of disseminating the report widely might be uncomfortable for him and for the Executive. This might, however, be seen as a 'cost of doing business'; and the Chair noted that it was important to be transparent about the findings of the report – not least as they in fact reflected very well on the governance of the University.
- The President noted in particular that he was not content with Recommendation 1 in the report and the wording SUMS/GGI had recommended now be adopted in Ordinance B.1 and for the Scheme of Delegation at the University.
- The proposed 'minor' amendments to the text of Ordinance B.1 that CGNC had agreed at its meeting in February, which related to the approval of spin out companies by the University, also required further consideration, as these represented an area of significant risk to the University. **[Action]**

Summing up the discussion, the Chair noted that Council had **agreed** that the full text of the report would be made available to staff in the summer, together with a response to the report from Council.

The Chair also encouraged Council members to feed further comments about the report and the recommendation to the University Secretary, so that they could be considered at the May meeting of CGNC. **[Action]**

## 19.2 Role Description for Council Members

Council considered the proposed role description for Council Members and in discussion the following points were noted:

- The role description for Council members had been prepared at the request of CGNC and set out in more detail than in the Ordinances what is expected from Council members, including consideration of 'what is different' in the case of staff Council members who were not members of the Executive.
- The time commitment expected of Council members (stated as 8-15 days a year) warranted further consideration at CGNC and should be considered in tandem with the recommendations of the SUMS/GGI report which could potentially add to the existing time commitment expected of independent members. **[Action]**
- There was a need for training for the non-executive staff members to go beyond the induction meetings offered to the two incoming non-executive staff members last year.
- CGNC should consider further whether the initial period of office for non-executive staff members should be for three years (rather than two years for which the two current incumbents were appointed). There was a clear case for a three-year term of appointment for non-executive staff members, as there is for independent members of Council. This issue would be further considered when appointments were next made to these two roles.
- The question of whether membership of Finance Committee was always appropriate for one of the two Non-Executive staff members of Council should be further considered. It might be better just to indicate the expectation that any Non-Executive staff member should expect to become a member of one of the Committees of Council, 'for example Finance Committee'.

### **Decision**

Council **approved** the role description for Council Members subject to CGNC's further consideration of the points raised.

### 19.3 Honorary Degree Nominations

Council considered and **approved** 11 nominations for the award of Honorary Degree as recommended by CGNC. The Chair of CGNC had been delighted with the number of nominations put forward by colleagues.

*This item is continued in the closed section of these minutes.*

### 20. Legal Update

Council noted the verbal update.

*This item is continued in the closed section of these minutes.*

### 21. Staff Survey

Council considered the high-level findings of the survey and in discussion the following points were noted:

- There had been over 5000 comments which reflected good engagement with the survey.
- Overall, there was a strong commitment among staff to the University's mission and positivity about the University's approach to flexible working and work/life balance.
- Overall, staff reported a good connection and relationship with their immediate line managers.
- The CPO noted that the reward and recognition feedback was not strong overall and more work was required to improve this.
- Improvement was also needed in change management, and to address the expectation of many staff that no changes would be made in response to the survey results.
- The Executive was keen to move quickly to respond to the survey; and was considering three areas of focus as follows:
  - Drive the process of empowering middle management through training and development.
  - Undertake work to ensure that CSG was a less siloed organisation and more joined up in its approach.
  - Ensure that the Senior Leadership Team were more visible to staff.
- The President would work with SLT to refine those three proposed areas of focus and then would communicate them directly to staff.
- It was clearly important that the three areas of focus addressed the feedback received in the staff survey.
- The Chair asked that RemCo consider the staff survey in more detail at its next meeting, and that a further report on the Executive's responses to the survey was brought to the meeting of Council in July for consideration.

### 22. OfS Reportable Event

Council noted the submission to the OfS relating to cyber security.

### 23.1 Estates & Property Project Report

Council noted the report which had previously been considered by Finance Committee.

### 23.2 Estate Compliance Improvement

Council noted the report which had previously been considered by Finance Committee.

### 24. Policy Affairs Update

Council noted the report and would welcome a full discussion of the next iteration of the report at a future meeting with this item placed earlier on the agenda. **[Action]**

### 25. Minutes

Council noted the minutes of the following meetings:

25.1 Senate, 15<sup>th</sup> October 2025

25.2 Audit and Risk Committee, 17<sup>th</sup> November 2025

25.3 Remuneration Committee, 20<sup>th</sup> November 2025

25.4 S&DCo, 22<sup>nd</sup> January 2026

25.5 Finance Committee, 29<sup>th</sup> January 2026

### 26. FOI Review

Council **agreed** that no changes were required.

**27. Date of Next Meeting**  
Friday 22<sup>nd</sup> May, 9am

Professor Ian Jacobs  
Chair of Council  
March 2026