

Minutes of the 400 meeting of Council

Friday 08 September 9:00-13:00 GMT

Venue: Hybrid meeting held via Zoom

Present:

Gurdial Besra (President, in the Chair)
Robin May (Treasurer)
Karen Robinson (General Secretary)
Paul Hoskisson (co-Chair of Building Communities Committee)
Jo Kite (Chair of Early Career Microbiologists' Forum Executive Committee)
Sarah Maddocks (co-Chair of Sustainability Committee) - items 04-07 only
Catrin Moore (co-Chair of Impact and Influence Committee)
Laura Bowater (Elected Member)
David Clarke (Elected Member)
Nigel Brown (Elected Member)
Kim Hardie (Elected Member)
Alan McNally (Elected Member)

In attendance:

John Sinclair (incoming Treasurer)
Geertje Van Keulen (incoming co-Chair of Sustainability Committee)
Sheila Patrick (incoming Elected Member)
George Salmond (incoming Elected Member)
Kalai Mathee (incoming co-Chair of Building Communities Committee, from agenda item 3.9)

Peter Cotgreave (Chief Executive)
Joanne Manning (Chief Operations Officer)
Sarah Buckman (Chief Programmes and Partnerships Officer)
Curtis Asante (Associate Director of Engagement and Insight)
Charlotte Mitchell (Associate Director of Communications, Brand and Audiences)
Rosie Waterton (Executive Governance Manager)
Glyn Owen (Executive Governance Officer)

1.1 Apologies for absence and welcome to new attendees

The President welcomed everyone to the 400 meeting of Council, particularly the incoming members of Council, who were attending as observers before taking office from January 2024.

Apologies were received from Gill Elliott, Andy Edwards, Jose Bengoechea, Tina Joshi and two incoming members, Jack Ferguson (incoming co-Chair of the ECM Forum Executive Committee) and Lorena Fernández-Martínez (incoming Elected Member).

1.2 Declaration of any new conflicts of interest

There were no new declarations of interest.

1.3 Minutes of the 399 meeting of Council

The Minutes of the 399 Meeting of Council were approved as a true and accurate record of the meeting.

1.4 Matters arising from the minutes and action points

The Chief Executive reported that all actions were either completed, in train or included as substantive items on the agenda of the current meeting. Brief updates were included on the actions table.

He drew attention particular to three items from the action table.

Action 8 - the comprehensive review of the Society's suite of journals – would be fully in train once the relevant staff vacancy was filled.

Action 9 – Artificial Intelligence policy - and Action 11 - a revised statement on Russian funded content in the journals - would all be considered at the next Publishing Panel meeting in October and further updates on each would therefore be provided at the December meeting of Council.

2. Finance Committee

The Treasurer reported on this item.

2.1.1 Investments update

The Treasurer updated Council on a further drawdown from the investment portfolio, which had been authorised since the last meeting, within the limits approved by Council in March for formal minuting. This was a drawdown of £500k in August.

He reported that the presentation from the Society's investment managers Evelyn Partners and advisers ARC had demonstrated that the Society's portfolio had performed well since the July meeting, providing a 3.7% return to the end of August 2023. The overall value was £9.8M compared to £11.3M at the same point last year, following the planned drawdowns. Analysis carried out in July had indicated that a sustainable level of drawdown from the portfolio under current market conditions would be ~£400k-£450k per year. Overall, it was concluded that the long-term performance of Evelyn Partners was excellent, with an increase of 19% over three years and 34% since it had taken over as the Society's investment managers.

Legacy

At its July meeting, Council had been updated on a legacy from Royall Tyler Moore, a deceased member of the Society, which had been outstanding for a significant period of time. The Society had originally been informed of it in 2019 and advice had been sought from the Society's lawyers, who had agreed that an excessive amount of time had passed without an update and had written to the lawyers acting as executors of the estate on several occasions. The Chief Executive reported that

significant progress on this matter had now been made and reported that **the value of the legacy according to the probate accounts was £179,685.49. He continued that the matter was now being handled by a separate firm of lawyers because the legal firm appointed as executors had made a major error in the disbursements of the estate and appeared to have wrongly paid the amount due to the Society to the beneficiaries of the residuary estate. The legal firm responsible had negligence insurance for such an event, and a financial offer had been proposed for the Society to consider.**

Finance Committee recommended Council accept the financial offer of the full £179,685.49 and up to £5k in legal fees, which was more than enough to cover the actual costs incurred. Due to the time that had elapsed on this matter, the Society might also be entitled to interest over this period; however, that did not form part of the settlement offer. The statutory probate interest rate for the period had been 0.1% and therefore, it would appear that the maximum amount of interest due was in the region of £1,460. The Society's legal firm proposed submitting a final request for this additional amount, on the basis that any further legal fees incurred in doing so were already covered by the proposed £5k legal costs included in the original financial offer. Should this be rejected, it was advised to accept the financial offer as it currently stood, subject to Council's approval of the conditions of the bequest.

The Chief Executive explained the three conditions of the bequest as set out in the will (i) it was an endowment, which meant that income could be spent, but not the capital amount, (ii) it should be used for the "study of fungal biosystematics" and (iii) that the British Mycological Society (BMS) should be consulted about its use, but with an absolute right for the Microbiology Society to determine the outcome. Each of the words in the phrase "study of fungal biosystematics" could have a particular construction put upon it, and it was the role of Council as trustees to interpret them. Council considered the restrictions around the use of the funds to be acceptable given that relevant activities related to this area of microbiology already existed in its programmes. Similarly, the Society already consulted with the BMS annually regarding the Tony Trinci Award and so the condition concerning consultation would not be onerous.

Council approved the recommendation from Finance Committee to agree to the financial offer, subject to a final request for the additional interest and subject to legal review of the detail, to accept the conditions of the bequest and to delegate authority to the Treasurer to sign the paperwork to formally accept the offer.

Action 02: The Chief Executive and the Chief Operations Officer to take forward the next steps for agreeing and securing the funds with the Society's lawyer.

2.1.2 Management Accounts – to July 2023

The Treasurer noted the Management Accounts to the end of July 2023 and informed Council that income was affected by some payments yet to be received from the third party that handled Author Processing Charges on behalf of the Society; however, overall the Finance Committee was content with the position.

2.1.3 Final budget proposal 2024

The Treasurer reminded Council of the extensive discussion at its July meeting regarding the “Review of Everything” and observed that some changes to the budget resulting from outcomes of those discussions were detailed in the paper.

Council approved the 2024 budget, acknowledging the deficit of -£800K and observing this was not a long term sustainable position. However, it also noted that the funds currently held by the Society exceeded that stated in its Reserves Policy and was cognisant of the balance between ensuring the Society’s long term sustainability and ensuring it maximised opportunities to support its beneficiaries.

Action 03: The Chief Operations Officer to implement the 2024 budget.

2.1.4 Pensions Review

Following a recommendation from the Society’s pensions broker, arising from the pensions review that had been authorised at its 398 meeting, Council considered a proposal regarding employer’s National Insurance contributions. The Treasurer explained that the Society currently offered staff the opportunity to pay into the pension scheme via salary sacrifice, meaning that they paid into the pension scheme before tax and National Insurance was calculated, so that employee (tax and NI) and employer (NI) contributions were reduced. Therefore, the Society benefited every time staff voluntarily paid into their pension. At present, this generated £10,736 a year of savings in employer contributions that would otherwise have to be paid to HMRC but was instead retained by the Society. Council therefore considered the option to distribute all, or a proportion of this saving back to staff through rebating it into their pensions, noting that the salary sacrifice scheme was more likely to be affordable to staff on higher salaries and therefore any shared savings benefit from this would not be equal across all staff. Council noted that some employers retained the employer National Insurance saving, but offered another staff benefit instead which could benefit all staff as opposed to just those able to make contributions to their pension fund. It also noted that the Society’s scheme was already far more generous than most employers.

Council agreed that 50% of the NI savings received by the Society through the pensions’ salary sacrifice scheme be redistributed back to staff into their pensions and requested that the Chief Executive and Chief Operations Officer explored the possibility of further using the saving towards further staff benefits.

Action 04: The Chief Executive and the Chief Operations Officer to utilise 50% of the equivalent value of the overall employer NI saving on a relevant benefit for all staff consider options.

2.1.5 Expenses Policy

Following a report from the Society’s auditors that stated “Due to the high rate of inflation the UK experienced recently, and the fact that the current expense policy was implemented a number of years ago, we recommend that the policy is reviewed to ensure the thresholds remain realistic for current market rates...”, Finance Committee recommended a series of proposed changes to the expenses policy which the Chief Operations Officer confirmed were reflected in the 2024 budget proposal. It also included changes to move away from being UK-centric to better support the Society’s strategic aim of becoming more international. Council noted that, although the revised policy increased allowances across most categories, this was in conjunction with the decision to

reduce the number of nights' accommodation or number of days' registration for claimants across the governance structure, which would offset at least some of the increase in costs.

Council discussed the policy in detail and requested clearer wording to encourage open discourse from members who required flexibility within the policy for extenuating circumstances or where an alternative route was more appropriate or more environmentally sustainable.

Council approved the expenses policy subject to a minor amendment to the wording, to be approved by the Officers in consultation with the Chief Operations Officer.

Action 05: Chief Operations Officer to undertake the changes to the policy requested by Council, in consultation with the Officers.

2.1.6 Opportunity for incoming Council members and associated expenses

The Treasurer reminded Council that it had considered this matter at its July meeting and as requested, a more detailed proposal was now proposed for longer-term implementation.

Council supported the suggestion of the opportunity for all incoming Council members to come to the Society's headquarters to learn more about the organisation and, given its hope to attract a more international pool of members, Council approved a fixed *per capita* budget for international Council Members which would allow for a specified amount per international member varying with geographic location (e.g., Europe, Rest of the World). Incoming Council members should be encouraged to find additional funds to help cover these costs from other sources where possible, though it was also noted that early career members of Council and those from LMIC countries might face different financial challenges. The proposed policy made explicit provision for this, allowing for flexibility to minimise the financial barriers to attendance.

Council approved the framework for international Council members expenses.

Action 06: Chief Operations Officer to implement the framework as appropriate.

2.1.7 Fundraising update

Council noted the update.

2.1.8 Update on significant operational matters

Council noted the update.

2.1.9 A. Contingency budget statement

The statement included the previously approved item for the 31st International Conference on Yeast Genetics and Molecular Biology.

B. Approval of contingency items

There were no further contingency items to approve.

2.2.1 Collated finance papers

These were taken as read.

2.2 Critical Risk Register

For the benefit of incoming members, the Chief Operations Officer reminded Council that the Risk Register was presented to Council for review at its March and September meetings each year and that the Audit Risk and Evaluation Committee looked at risk in detail in between, with particular focus at its September meeting. The external Chair of the committee, Andrew Wilson, had reported to Council in July that in order to understand the Society and its risks, and to propose a final version of a risk appetite statement to Council, the Committee had revised the Critical Risk Register via a mapping exercise for each of the risks on the existing register, not to reclassify any risks but to define them more clearly, and provided a progress update in the paper. The Committee would present a final draft of the register, the revised risk appetite statement, and other additional management information such as an examination of fraud risk and a system of recording risk events to Council for approval in December.

Council reviewed the draft Critical Risk Register and was satisfied with its content and mitigations.

3. President/Chief Executive business

3.1 General business/report back from CEO

Royal College of Veterinary Surgeons Plowright Prize Panel

The Chief Executive reported that at the request of the Royal College of Veterinary Surgeons, the Society had previously nominated a member to sit on the panel for the Plowright Prize and that the current nominee Steven Gordon had come to the end of his term. The Plowright Prize awarded £100k to a winner who had “made a key contribution to the field of infectious diseases in animals” and suggestions were sought for candidates to approach to sit on the judging panel, who had a good knowledge of veterinary microbiology and a good overview of advances in the area within the past decade.

Council had already been canvassed for suggestions by email, and members undertook to send any additional suggestions to the Chief Executive by Tuesday of the following week, after which he would distribute a full list with links to biographies of candidates to Council for comment. Council delegated authority to the General Secretary to make the final decision for appointment following any feedback.

Action 07: Council members to submit suggestions for the Royal College of Veterinary Surgeons Plowright Prize Panel to the Chief Executive and the Chief Executive to circulate a final list with biographies for comment.

Norwich Research Park

The Chief Executive updated Council that previous President Judy Armitage had been overseeing a review of microbiology across Norwich Research Park to better unite the networks that existed there and had seen potential advantages in involving the Society in some way. This was an opportunity to

establish ways to engage and be involved with networks of microbiologists who already existed, in similar ways to that of the Irish Division.

Brazilian Microbiology Society

The Chief Executive informed Council of developing links through the General Secretary of the Brazilian Microbiology Society, who had met with Society staff at ECCMID. The Brazilian Society had a journal that would be exploring renewal partners soon. The Society would ensure some representation attended the Brazilian Microbiology Society Annual Congress. He also commented on the strong relationship the Society had with Bruno Francesco Rodrigues de Oliveira, one of the Society's champions and an incoming member of the Prokaryotic Division, who was engaged with various activities of the Society including writing for *Microbiology Today* and featuring in Get Involved sessions and LGBTQ+ events.

Horizon Europe

Following the unexpected but welcome announcement the previous day that the UK was rejoining the Horizon Europe funding programme, the Chief Executive sought recommendations from Council for potential speakers for an online seminar to support and encourage UK members to become involved in applications to the scheme.

Administrative arrangements for the December meeting

The Chief Executive reminded Council that the Executive Governance Manager would be taking a period of maternity leave from November 2023 and to enable better administration of the December Council meeting, the Outlook diary invitations in her name would be cancelled and resent by the Executive Governance Officer, Glyn Owen.

Members' news

The Chief Executive reported that the former General Secretary Mark Harris and previous Council Member Nic Stonehouse had recently been married after 23 years together. Council extended its congratulations and best wishes to them.

3.2 Composition of Council and Committees

This paper was taken as read.

3.3 Outcomes from the 2023 Annual General Meeting

The Chief Executive reported that the 2023 Annual General Meeting on the previous day had proceeded as expected and that all proposals by Council had been accepted by the voting members present. The draft minutes would be submitted to December Council.

3.4 Outcomes from the Thursday session

The Chief Executive summarised the discussions from the Thursday session in which Council had considered the purpose and composition of the board.

Council had agreed that it needed to take significant steps to ensure that the diversity of its community, diversity of thought and expertise, and diversity of the membership was better

represented in its decision-making structures. It had invited the Members Panel to the Thursday session of the next in-person meeting of Council in December 2023, with a view to committing to actions that would make a significant difference to the diversity of decision-making bodies in the Society.

Specific commitments were made by each Council Member to undertake between the September and December meetings of Council to further this issue.

Council had also noted that it needed to avoid “tinkering and tokenism” and had agreed that in addition to considering diversity and inclusion, a complete review of its structure was needed.

3.5 2024 Prize Lectures and 2025 Prize Medal

The General Secretary reported on the process to date and the high calibre of all nominations received and the resulting winners. However, she expressed concern at the lack of diversity within nominations and that the efforts of the Society to ensure a diverse panel composition and to encourage diversity within nominations had failed to present sufficiently visible, diverse role models through its prize winners.

Council considered possible barriers to participation and noted the complexity of the nominations process requirements, suggesting further streamlining of the form or an initial shorter submission phase to enable the Prizes Panel to shortlist candidates and then request the full nomination information at a later stage. It acknowledged the balance required to ensure the panel was equipped with adequate information to make a decision in a competitive field and making the process accessible to all. Further areas for consideration included the overlap of criteria between prizes and the regularity of awards, in light of the potential changes to the Annual Conference schedule.

Council received recommendations from the 2024 Prize Panel, the nominations for the recommended winners and runners up and the Prize Panel meeting minutes. The following conflicts of interest were declared:

Nigel Brown noted his honorary position at the University of Nottingham, the institution where the recommended winner of the Translational Microbiology Prize was affiliated.

Karen Robinson and Kim Hardie also noted their positions at the University of Nottingham but reported no relationship with the nominee and thus no conflict.

It was noted that the names of all nominators on the recommended prize winners’ forms had been redacted to prevent any further possible conflicts.

Council considered the recommendations submitted by the Prizes Panel.

Fleming Prize

Council approved the Prizes Panel recommendation to award Daniel Streicker the 2024 Fleming Prize.

Peter Wildy Prize

Council approved the Prizes Panel recommendation to award Lucy Thorne the 2024 Peter Wildy Prize.

Marjory Stephenson Prize

Council approved the Prizes Panel recommendation to award Maggie Smith the 2024 Marjory Stephenson Prize.

Translational Microbiology Prize

Council approved the Prizes Panel recommendation to award Catherine Rees the 2024 Translational Microbiology Prize.

2025 Prize Medal

Council acknowledged that the Prizes Panel considered candidates to shortlist for the Medal and the winner was voted for via anonymous ballot by Council members present at the September meeting. The two shortlisted candidates for the 2025 Prize Medal were put to a vote. The initial ballot presented equal votes. Council noted its previous decision that in circumstances such as this, Council engaged in further discussion and re-voted. If the vote remained equal then the Chair had a second and casting vote. Council discussed the candidates and the second ballot resulted in a clear winner in Richard Lenski.

Action 08: The Chief Executive to write to the 2024 Prize Lecture winners and 2025 Prize Medal winner.

3.6 Equality, Diversity and Inclusion Prize

Council approved the details of the EDI Prize as set out in the paper and agreed that, to ensure it was not considered sidelined, the recipient's lecture would be incorporated each year into the Annual Conference schedule.

Action 09: The Executive Governance Manager to ensure launch and implementation of the EDI Prize alongside nominations for the 2025 suite of Prize Lectures and 2026 Prize Medal.

3.7 Champions Scheme Review

Sarah Maddocks, Chair of the Champions Review Working Group reported that the aims of the review had been to ensure that the Society's Champions Scheme continued to benefit the organisation in achieving its strategic aims and that it was optimised to enable further opportunities for wider engagement. She summarised the recommendations presented in the paper and noted how each supported both the aims of the scheme and wider strategic priorities of the Society, drawing Council's attention to the requirement for additional resource to ensure successful implementation. Council approved all the recommendations presented in the paper but emphasised that it would need to see a quantifiable impact of the scheme for the enhanced budget and it was agreed that this could be included in the annual champions report.

Action 10: The Member Engagement and Communities Manager to implement the recommendations of the Champions Scheme Review.

3.8 Open Access Business Model

The Chief Executive reminded Council that in December 2022, Council had taken a decision to flip the *Journal of General Virology* (JGV) and the *Journal of Medical Microbiology* (JMM) to fully Open

Access by 1 January 2025, the deadline after which many major funders would no longer allow their money to be used to support publication in hybrid titles. He explained that a significant proportion of Publish and Read (P&R) deals would be needed for a journal to flip to Open Access in a way that was financially viable, and whilst the Society's P&R model was working very well, it would be put under pressure when *JGV* and *JMM* moved to Open Access. The decision on timing had always included an element of learning from experience, and it had become clear that more time would be required to increase the numbers of papers published and to convert more subscriptions to P&R deals.

Staff had therefore investigated options which could complement Publish and Read and one alternative would be a model called Subscribe to Open (S2O). Once further information was compiled, Council would be asked to consider at its December meeting whether S2O was a suitable option for the Society. Operationally, a decision would be needed before 1 January 2024.

Council acknowledged the complexity of the landscape, particularly that several definitions of Subscribe to Open existed and clarified that for the Society it meant that:

Under the Subscribe to Open model, subscribers would be offered continued access to their publications through the normal subscription renewal process. If enough chose to renew, the publication would be flipped over to OA for that year.

If a publication was converted to OA under Subscribe to Open, all content for that year would be made openly available under a CC-BY license at no cost to the author. The following year, subscribers would once again be given the chance to renew via the normal subscription process. If enough chose to renew, the publication would remain OA for another year. If not, then the publication could revert to becoming gated once again, but the OA content from the year prior would remain OA in perpetuity.

He continued that initial investigations suggested many positive outcomes of utilising the S2O model, including that moving to S2O could potentially give the Society more time to convert customers to Publish and Read, without the level of impact on existing revenue as fully flipping *JGV* and *JMM* to Open Access on 1 Jan 2025. He also continued that funders would accept the S2O model when it was explicitly part of a move to Open Access.

Council was cautiously positive about the scheme in principle and looked forward to receiving a more detailed proposal at its December meeting, including a presentation from the Journal Sales and Opportunities Lead. The matter would also be further discussed at a meeting of the Publishing Panel in October.

Action 11: The Head of Scientific Programmes and Journal Sales and Opportunities Lead to develop a full proposal for discussion and presentation to Council in December.

3.9 Membership Report

This paper was largely taken as read.

The Chair of the EC Forum Executive Committee reported on the success of the EC Summer conference, stating that it had been a welcoming environment that was enjoyable and inclusive, and feedback demonstrated that it had given early career members the confidence to attend other conferences, thereby supporting their professional development.

She also confirmed the change of name from Early Career Microbiologists Forum, to Early Career Forum to better reflect the diversity of its membership and avoid confusion about the phrase “ECM”.

Council revisited its previous discussion regarding the free Affiliate member category of membership. The Chief Programmes and Partnerships Officer noted that Council had agreed a membership category review in July. She continued that the original intention of the Affiliate category had been to support participation from those in low or middle income countries. Affiliate Members received many fewer benefits than the paid membership categories and it was felt that members from low or middle income countries might be better supported. Simultaneously, it was likely that many in the Affiliate category could be converted to paid members. The review would consider these points in detail.

3.9.1 New Members

Council approved the new members list.

3.10 Honorary Membership

The Chief Executive reminded Council that at its next meeting, in December 2023, it would be asked whether it wished to elect any new Honorary Members, a distinction offered by Council to distinguished microbiologists who have made a significant contribution to the science. Nominations for Honorary Membership were required to come with the support of a Council member (extended to incoming Council members) to the December meeting each year. Nominations were initially reviewed by the General Secretary, who determined whether they met the standard for consideration by Council.

Action 12: The Executive Governance Officer to distribute the Honorary Members nomination form.

4. Summary of Progress

4.1 Strategy implementation plan

Council acknowledged the substantial progress made against the strategy implementation plan noting the updates provided.

The Chief Executive drew attention to the items highlighted in Section 2 of the paper, and thanked David Clarke for having introduced the Society’s staff to the scientific representatives in the British Embassy in Dublin, who were preparing for the UN’s major event on antimicrobial resistance in 2024.

5. AOB

There being no other business, the meeting closed at 12.30pm

6. Closed session of Council

All staff save the Chief Executive left the meeting.

7. Action table

Actions from the 399 meeting of Council				
08	3.4.1	To conduct a comprehensive review of the suite of Society journals, to include product development of potential new titles if appropriate.	Head of Scientific Programmes	Paper 401-07
09	3.5.1	To ensure AI policy is discussed by the Publishing Panel.	Head of Scientific Programmes	Completed.
10	3.1	To invite the members of the Members Panel to attend the Thursday session of the 401 meeting of Council in December 2023, including paying travel and accommodation expenses and an option to join virtually if needed.	Chief Executive	Completed.
11	3.7.1	To develop a new statement in line with option 2 (allowing publications from Russian institutions out with the EUA suspensions) for consultation with the journal Editors-in-Chief, before publication in response to the feedback received.	The Associate Director of Communications, Brand and Audiences	Update to be provided under 401 President / Chief Executive's business.
Actions from the 400 meeting of Council				
01	1.5	The Executive Governance Manager to undertake the agreed redactions of the 399 minutes of Council and publish them on the website.	Executive Governance Manager	Completed.
02	2.1.1	The Chief Executive and the Chief Operations Officer to take forward the next steps for agreeing and securing the funds with the Society's lawyer.	Chief Executive and Chief Operations Officer	Completed.
03	2.1.3	The Chief Operations Officer to implement the 2024 budget.	Chief Operations Officer	Completed.
04	2.1.4	The Chief Executive and the Chief Operations Officer to utilise 50% of the equivalent value of the overall employer NI saving on a relevant benefit for all staff.	Chief Executive and Chief Operations Officer	Completed.
05	2.1.5	Chief Operations Officer to undertake the changes to the expenses policy requested by Council, in consultation with the Officers.	Chief Operations Officer	Completed

06	2.1.6	Chief Operations Officer to implement the framework for International Council member expenses as appropriate.	Chief Operations Officer	Completed
07	3.1	Council members to submit suggestions for the Royal College of Veterinary Surgeons Plowright Prize Panel to the Chief Executive and for the Chief Executive to circulate a final list with biographies for comment.	Chief Executive	Completed.
08	3.5	The Chief Executive to write to the 2024 Prize Lecture winners and 2025 Prize Medal winner.	Chief Executive	Completed.
09	3.6	The Executive Governance Manager to ensure launch and implementation of the EDI Prize alongside nominations for the 2025 suite of Prize Lectures and 2026 Prize Medal.	Executive Governance Manager	Completed.
10	3.7	The Member Engagement and Communities Manager to implement the recommendations of the Champions Scheme Review.	Member Engagement and Communities Manager	Ongoing.
11	3.8	The Head of Scientific Programmes and Journal Sales and Opportunities Lead to develop a full proposal for discussion and presentation to Council in December.	Head of Scientific Programmes and Journal Sales and Opportunities Lead	Completed. Paper 401-06.
12	3.10	The Executive Governance Officer to distribute the Honorary Members nomination form.	Executive Governance Officer	Completed.