<table>
<tr><td colspan="3" align="center">UNIVERSITY OF WARWICK
COUNCIL
PUBLIC MINUTES OF THE MEETINGS HELD
11:00 TUESDAY 7 FEBRUARY 2023 IN MOSS HOUSE, UNIVERSITY COLLEGE BIRMINGHAM; AND
9:00 WEDNESDAY 8 FEBRUARY 2023 IN THE COUNCIL CHAMBER, SENATE HOUSE</td></tr>
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Present	David Normington	Chair of Council (Chair)
	Louise Ainsworth	Independent member (from item 060)
	Gareth Bennett	Professional Services Member
	Will Brewer	SU President
	Bal Claire	Independent member
	Professor Stuart Croft	Vice-Chancellor
	Professor Christine Ennew	Provost
	Professor Lorenzo Frigerio	Academic member
	James Furse	Independent member
	Richard Hyde	Independent member (for all items except 065-071)
	Professor Andrew Lockett	Academic member
	Professor Rachel Moseley	Academic member (for all items except 065-070)
	Jayne Nickalls	Vice-Chair of Council and Chair of the Audit and Risk Committee
	Neil Sachdev	Treasurer and Chair of the Finance and General Purposes Committee (from item 060)
	Jack Sperry	SU Vice President of Democracy and Development
	Gail Tucker	Independent member
	Dr Naomi Waltham-Smith	Academic member (Chair of the Academic Freedom Review Committee (AFRC))
Attending	Paul Blagburn	Assistant Director (Outreach) (for item 073)
	Professor Dan Branch	Academic Director (Africa) (for item 062)
	Rosie Drinkwater	Group Finance Director
	Professor Rebecca Freeman	Dean of Students (for item 073)
	Liz Gillick-Daniels	Assistant Registrar (Governance) (Assistant Secretary)
	Katharine Gray	Head of Governance
	Professor Sean Hand	Deputy Pro-Vice-Chancellor (Europe) (for item 062)
	Professor Chris Hughes	Pro-Vice-Chancellor (Education)
	Chris Hunt	Commercial Director
	Raja Javaid	Chief Information and Transformation Officer
	Louise Marjoram	SU Director of Membership (for item 075)
	Samuel McClenaghan	Deputy Finance Director (observing from item 065)
	Caroline Meyer	Pro-Vice-Chancellor (Research)
	Tracy Murphy	Interim Chief Executive Warwick Students' Union (for item 075)
	Professor Jonothan Neelands	Academic Director for Cultural Partnerships (for item 063)
	Rachel Sandby-Thomas	Registrar
	Ben Pithouse	Operations Director, Wellbeing and Safeguarding (for item 072)
	Professor Mike Shipman	Pro-Vice-Chancellor (International)
	Sally Smith	Director of International Strategy & Relations (for item 062)
	Professor Simon Swain	Vice-President National and Regional Engagement (for item 063)
	Saleema Tai	Administrator (Governance) (for items 057-061)
	Helen Thorne	Strategic Campaigns Manager Sustainability & Campus Development (observing for item 061)
	Dr Chris Twine	Secretary to Council
	Professor Nick Vaughan-Williams	Vice-Provost/ Chair of the Faculty of Social Sciences (for item 072)
	Sarah Wall	Executive Officer (for item 060)
	Gemma Wilkins	Senior Project Manager, Information and Digital Group (IDG) (for item 061)

	Geoff Willcocks	Cultural Consultant, Strategy Group (for item 063)

Tuesday, 7 February 2023	
Ref	**Item**

Please note: some items are noted as "Exempt information not included" as they contain information that would be withheld and released to the public because an exemption under the Freedom of Information Act 2000 applies.

Ref	Item
057	**Chair's Welcome and Introduction** The Chair welcomed Council members and attendees to the Away Day session.
058	**Apologies for Absence** Apologies were received from Yewande Akinola and Adrian Penfold.
059	**Declarations of Interest** No new declarations of interest were made.

Strategic Topics	
060	**Strategy Refresh** The Vice-Chancellor welcomed Council members and attendees to the Away Day session and provided the context for the refresh of the University Strategy. The Registrar presented the underlying themes and emerging structure for the Strategy refresh and invited members and attendees to take part in an exercise to identify and discuss case studies that illustrate the Strategy, and future commitments that the University could set itself to exemplify the refreshed Strategy.
061	**Sustainability** The Provost and Senior Project Manager, IDG provided a presentation, the purpose of which was to: share progress on the Way to Sustainable Strategy, including ongoing and planned work on KPIs, reporting and behaviour change interventions; highlight opportunities and challenges in implementing the Strategy; and seek input, challenge and involvement from Council members and attendees. **ACTIONS:** 1) Consider whether the triple bottom line accounting framework can be adopted, particularly into the evaluation of business cases. 2) Sustainability team to liaise with the Chief Information and Transformation Officer (CITO) to synthesise KPIs and develop a sustainability dashboard.
062	**International Strategy Update** The Pro-Vice-Chancellor (International) provided a presentation on the progress and achievements of the International Strategy to date and invited Council members and attendees to take part in an exercise to discuss the Strategy and its progress and identify future priorities.
063	**Cultural Strategy** The Vice-President National and Regional Engagement, Academic Director for Cultural Partnerships and Cultural Consultant, Strategy Group, provided a presentation, the purpose of which was to: share the draft Cultural Strategy which was in the consultation stage; provide an opportunity for Council members and attendees to input to the logic models underpinning the Strategy; and to gain commitment to the Strategy and its ability to support the wider University Strategy.
064	**Closing Discussion** The Vice-Chancellor summarised the themes that had emerged and closed the session, thanking presenters, Council members and attendees for their participation.

Wednesday, 8 February 2023	
Ref	**Item**

065	**Chair's Welcome and Introduction**
	The Chair welcomed members and attendees to the formal meeting of the Council and thanked the Governance team and University College Birmingham (UCB) colleagues for a successful Away Day.
	The Council noted that this was Jayne Nickalls' first meeting as Vice-Chair of Council and congratulated James Furse who was awarded an OBE in the King's New Year's Honours list for his public service.
	Sam McClenaghan (Deputy Finance Director) was in attendance to observe the meeting, shadowing the Group Finance Director.
066	**Apologies for Absence**
	Apologies were received from Yewande Akinola and Adrian Penfold.
067	**Declarations of Interest**
	No new declarations of interest were made.
068	**Minutes of the Council meetings held on 15 and 16 November 2022**
	The minutes of the meetings held on 15 and 16 November 2022 (039-C161122, Protected) were **approved**.
069	**Matters arising from the Council meetings held on 15 and 16 November 2022**
	There were no matters arising not covered on the agenda.
070	**Chair's Business**
	There was no Chair's business not covered elsewhere on the agenda.
071	**Vice-Chancellor's Business**
	The Vice-Chancellor presented the report (071-C080223, Protected) and highlighted the following:
	- Warwick had ranked 4th overall, and first in the Russell Group, for work-based learning by Forage UK. - There were several new members of staff joining, including Ajay Teli as Chief Communications and Marketing Officer (CCMO) from 13 February 2023. - Two disputes with UCU were ongoing nationally, one on pensions and a second on pay and a series of non-pay issues. Warwick staff had taken strike action on 24, 25 and 30 November 2022, with c. 200 staff self-declaring. Assurance was given that Warwick had measures in place to mitigate impacts on students and their learning objectives. - The recent Government reshuffle was acknowledged, recognising that there may be implications for higher education.
	Substantive Items
072	**Report from Joint Working Group on Residential Community Team (RCT)**
	The Vice-Provost and Chair of Faculty of Social Sciences and Operations Director, Wellbeing and Safeguarding presented the report (072-C080223, Protected) and highlighted the following:
	- Issues that had been raised by stakeholders had been grouped into themes and a methodology developed to measure success in responding to those issues. - Quantitative data was being collected from a new RCT dashboard and qualitative data from key stakeholder groups. Analysis would consider Equality, Diversity, and Inclusion factors. - More data over time was required but in the period 28 August to 20 November 2022 it was noted that: - the number of incidents reported was within an expected range which did not suggest a reluctance to report; - the new RCT model seemed sufficient to manage with current levels of demand; - it was too early to determine the impact of preventative measures on student behaviour;

	o feedback from stakeholders including personal tutors had been positive; and
	o staffing had returned to full complement.
	The process for managing operational issues was discussed; this had purposefully not been included within the Group's Terms of Reference (ToR) to ensure the Group could focus on the development and oversight of a sustainable method for assurance. Operational issues were being managed by the Operations Director, Wellbeing and Safeguarding and their team.
	Staff turnover during the initial implementation period was discussed; exit interviews were in place but were not always taken up by departing staff. Staffing levels had now stabilised.
	The Council acknowledged the progress that had been made by the Group and, given its establishment for a specific purpose, the need for its future to be reviewed. A proposal would be brought to Council for discussion after a review in Term 3.
073	**Widening Participation (WP) Update**
	The Pro-Vice-Chancellor (Education), Assistant Director (Outreach) and Dean of Students presented the report (073-C080223, Protected) and provided a presentation, highlighting the following:
	• There had been a shift from a narrow focus on access to HE to a much broader, whole student lifecycle approach aimed at enabling students to thrive at Warwick.
	• An executive summary of the University's Access and Participation Plan (APP) for 2023-24 had been developed to make it more accessible to potential and current students and their parents.
	• Warwick had moved from 27th in 2021 to 20th in 2022 on the English Social Mobility Index of HEIs.
	• Warwick's student community was becoming more diverse; continuation rate gaps between disabled students and non-disabled students had narrowed; the awarding gap for Black students narrowed; and graduate outcomes for the most underrepresented groups (POLAR4 Q1) had improved.
	• Warwick's partnership with the charity IntoUniversity (IU) supporting young people and their families in the local area through the Coventry IU centre was making significant positive impact on raising achievement and aspiration. The feasibility of opening a second IU centre in Birmingham in partnership with UCB was under consideration.
	• The Warwick Scholars Programme, designed to enhance access and opportunity for key WP groups in the region, was continuing to see significant demand and hence the catchment area had been widened.
	• The Inclusive Education Model (IEM), developed in 2020-21 and approved by the Senate in 2021 had been mobilised across the institution.
	o UG attainment dashboards had been released to departments, alongside training, to enable departmental review, analysis and action planning to address attainment/awarding gaps.
	o Warwick's first Inclusion Conference had taken place in June 2022 in collaboration with the Social Inclusion team.
	o All academic departments had submitted an inclusive education action plan, co-created with students, to set their priorities for inclusion.
	o Networking and training sessions were being offered to departments to share good practice.
	• Focus areas for 2023 which included enhanced support for care leavers, estranged students and refugees.
	The Council commended the WP team for the excellent work and progress that had been made, particularly noting the impact of the IntoUniversity centre.
	The Council discussed the importance of maintaining ambition and risk appetite in this area, taking a bold and proactive approach to continue to identify emerging areas for further action, and embedding this work culturally and into business as usual at Warwick. Alignment both with the Doctoral College to support research students/culture, and with activities supporting international students was crucial. The Cultural Strategy, in

	terms of attracting potential students and their families to the campus, and Warwick's partnership with UCB could both have parts to play in supporting the WP agenda. The types of activities academic departments were including in their action plans were discussed. The Council was assured of positive early signs that work through the IEM was being embedded and that leading departments would be showcased and those with more to do would be appropriately supported.
074	**Update from Working Group on Academic Freedom and Freedom of Expression** The Chair of the Working Group on Academic Freedom and Freedom of Expression provided a verbal update on work that had been undertaken in preparation for the awaited Higher Education (Freedom of Speech) Bill. To ensure compliance with the legislation and to respond to potential additional Office for Students (OfS) processes, a draft policy framework and technical guidance had been developed, pending final approval of legislation by Parliament. Supporting processes, lines of accountability and training required for implementation were being worked on. The Council discussed "no-platforming" and noted that previous cases at Warwick had arisen either from misunderstandings or misreporting in the media and had been resolved in each case. It was acknowledged that there was a duty on the University to ensure that students were fully apprised of the process and timeline required for submitting external speaker requests. Accessible information and staff and student training, as well as monitoring of training, would be crucial.
075	**Students' Union Governance Structure Update** The interim Chief Executive Warwick Students' Union (SU) and the SU Director of Membership presented the report (075-C080223, Protected) and highlighted the following: • 32 of the 35 recommendations arising from the Advance HE review had been completed. • The Policy Toolkit, Committee Reform, Ideas Platform, Policy Categorisation and Scrutiny Panel had been unanimously approved by the Student Council. • The new structure, adopted for the 23/24 academic year, would be solution-focused and more representative of the wider student body. • The process of reviewing and discussing motions with students at an early stage had been positive. • Elections for new Sabbatical Officers would commence shortly; it was positive to see a high number of nominations with every position except one being contested. The Chair of Council and student members commended the significant progress that had been made. Student members noted that the wide and extensive consultation had been positive, and that under the new structure, there would be greater accountability for Officers and more considered and well-developed proposals coming forward from students. It was acknowledged that this action had met the threshold of progress at which bids for further funding for the SU would be considered as part of the Annual Planning process.
076	**Pay Gap Report** The Provost presented the report (076-C080223, Public) and explained that Council had already reviewed the underlying data as part of the Pay Action Plan report in November 2022 (paper and minute 056ii-C161122, Protected, refer). The Pay Gap Report now presented this data with a supporting narrative which would be published on the Government Gender Pay Gap Reporting website prior to the deadline of 30 March 2023. The report had also been presented to the Remuneration Committee in January 2023 and feedback from members would be incorporated before publication. The Council discussed whether, for future reports, the data graphs could be presented in a clearer style and intersectional data could be included. The sharing of the detailed data internally was also discussed. **DECISION:** The Council **approved** the Pay Gap Report, subject to final amends (see 076 Action and feedback from the Remuneration Committee).

	ACTION: Amendment to be made to the text on equal pay for grade 9 staff for clarification.

	Committee Reports
077	**Report from the Nominations Committee**
	The Chair of Council presented the report (077-C080223, Protected) from the Nominations Committee meeting held on 31 January 2023 and highlighted the following:
	- The Nominations Committee had discussed the SU Governance Transformation Update (item 075 refers). - Independent member recruitment had been successful. Two strong candidates had been identified and the Nominations Committee recommended their appointment, noting the skills and expertise that they would bring.
	The Council noted that another independent member vacancy would arise in summer which would need recruiting to, and that an online election would be held in due course for a professional services representative on Council, to replace Gareth Bennett whose term would be ending in July 2023.
	DECISION: The Council **approved** the appointment of Junaid Bajwa and Maya Prabhu to Council, subject to agreeing timescales.
078	**Report from the Finance and General Purposes Committee (FGPC)**
	The Treasurer and Chair of the FGPC and the Group Finance Director presented the report (078-C080223, Protected) from the meeting of FGPC on 24 January 2023, highlighting:
	- The Commercial Director had provided a report on the Campus and Commercial Services Group (CCSG) position which the Committee had welcomed; updated financial plans for CCSG activities would be provided to reflect latest forecasts and proposed plans of action as part of the upcoming planning round. - The CITO had provided a new format of report; additional details had been requested and would be brought back to the next meeting (March 2023). - The University's financial performance had been [Exempt information not included], with the forecast [Exempt information not included] for 2022/23 [Exempt information not included]. However, [Exempt information not included]. - The process of refurbishing and reviewing sample rooms in Scarman had worked well and identified issues ahead of the large-scale refurbishment. - Contribution levels on the UPS pension scheme would remain unchanged. - The University had been successful in its Public Sector Decarbonisation Scheme (PSDS) funding bid for the Computer Science building. The funding (c. £1m) would be matched by the University.
	DECISION: The Council **approved** the final costings of [Exempt information not included] for Scarman refurbishment, and the plan to commence the tender process as soon as possible.
079	**Report from the Audit and Risk Committee (A&RC)**
	The Vice-Chair of Council and Chair of A&RC presented the report (079-C080223, Protected) from the meeting on 23 January 2023, highlighting:
	- The A&RC were supportive of the Internal Audit (IA) plan; in light of resourcing pressures, prioritisation may need to be reviewed. - Within the IT Security Initiative, an action remained to define responsibility and resource to coordinate Disaster Recovery Planning and Penetration Testing activity. Recruitment of a Chief Information Security Officer (CISO) was planned. An audit into Cyber Security would take place in due course. - Work was ongoing by the Compliance & Assurance (C&A) function to improve controls and reduce risk in areas of compliance across the institution. C&A would work with IA and Risk and Resilience on this.

	• Health and Safety (H&S) had raised issues relating to the fire emergency alarm system and pockets of poor engagement with some H&S tools. Actions were underway to address these.
080	**Report from the Senate** The Vice-Chancellor and Chair of Senate presented the report (080-C080223, Protected), highlighting: • The interim report on progress to date with delivering the Institutional Teaching and Learning Review (ITLR). • The Teaching Excellence Framework (TEF) 2023 submissions had been made by the University and the SU. Ratings were expected to be published in August 2023.
081	**Report from the Social Inclusion Committee** The Registrar (Chair for the 8 November Social Inclusion meeting) presented the report (081-C080223, Protected) highlighting that the Committee had discussed and provided feedback on the Warwick Values. These remained unchanged and would be shared with Council as part of the next update on the University Strategy refresh in May 2023.
082	**Report from the University Estate and Environment Committee (UEEC)** A member of the UEEC highlighted the following from the report (082-C080223, Protected): • The proposed site for the development of the new student accommodation, Whitefields, had been approved by UEEC. • A paper would be brought to Council to update on the Wellesbourne campus in due course. • UEEC had approved the refurbishment of [Exempt information not included] to provide a new Health Centre.
	Items below this line were for receipt and/or approval, without discussion
	Governance
083	**Singapore Branch Accounts** The Council received and noted the Accounts (083-C080223, Protected) without discussion. **DECISION:** The Council **approved** the University of Warwick (Branch Office Singapore) Accounts.
084	**Remuneration Policy Framework** The Council received and noted the report (084-C080223, Protected) without discussion. **DECISION:** The Council **approved** the Remuneration Framework for 2022-23.
085	**Warwick Arts Centre Annual Report and Accounts 2021/22** The Council received and noted the report and accounts (085-C080223, Public) without discussion.
086	**List of Deeds Information** The Council received and noted the report (086-C080223, Protected) without discussion.
087	**Membership Updates** The Council received and noted the report (087-C080223, Public) without discussion.
	Committee Reports II
088	**Annual Report from the Art Collection Committee 2021/22** The Council received and noted the report (088-C080223, Public) without discussion.
089	**Report from the University Executive Board** The Council received and noted the report (089-C080223, Protected) without discussion.
	Other

090	**Any other business**		
	There was no other business.		
Next meeting: Wednesday, 17 May 2023 at 9:00 in the Council Chamber, Senate House			

DECISIONS AND ACTIONS			
ITEM	**DECISION/ACTION**	**LEAD AND DUE DATE**	**STATUS**
2021-22			
138 – Report from Senate	**ACTION 2:** To keep the implementation under review on a termly basis initially, through the joint Senate and UEB working group, to report to the Council on implementation progress.	Rachel Sandby-Thomas Nov 2022	In progress
	ACTION 3: Monitor the level of demand after 11pm and whether the support available is sufficient, as well as conducting a gap analysis of the current services across the demand side (including Estates, mental health and any others) and how they map on to the new structure.	Rachel Sandby-Thomas, *Dr Hannah Friend* Nov 2022	In progress
	ACTION 4: Consider on-campus accommodation options for Post Graduate Researchers.	Rosie Drinkwater Nov 2022	In progress
2022-23			
11 October 2022			
006 – University Strategy Update	**ACTION:** The Council to discuss the Innovation pillar of the University Strategy and how it links across the other elements of the Strategy.	Rachel Sandby-Thomas Jul 2023	In progress
12 October 2022			
015 – 2022 NSS	**ACTION:** The ITLR Report to Council to highlight recommendations and actions taken for academic departments with poor NSS results.	Chris Hughes Jul 2023	
020 – Code of Practice on Corporate Governance	**ACTION:** References to Academic Freedom to be reviewed.	Chris Twine/ Naomi Waltham-Smith Sep 2023	In progress
15 November 2022			
042 – People Strategy Implementation	**ACTION:** Measurable benefits of the People Strategy to include not only strategic developments but also operational improvements, for instance time spent on HR process (e.g. recruitment).	Geraldine Mills November 2023	
048 – University Financial Statements 21/22	**ACTION:** Implement integrated reporting for next year's financial statements to ensure they are more user-friendly and visually appealing.	Rosie Drinkwater, Chief Communications Officer November 2023	
7 February 2023			
061 - Sustainability	**ACTION 1:** Consider whether the triple bottom line accounting framework can be adopted, particularly into the evaluation of business cases.	Chris Hunt, Rosie Drinkwater	
	ACTION 2: Sustainability team to liaise with the Chief Information and Transformation Officer (CITO) to synthesise KPIs and develop a sustainability dashboard.	Chris Ennew, Gemma Wilkins, Raja Javaid	
8 February 2023			

076 – Pay Gap Report	**DECISION:** The Council **approved** the Pay Gap Report, subject to final amends (see 076 Action and feedback from the Remuneration Committee).		
	ACTION: Amendment to be made to the text on equal pay for grade 9 staff for clarification.	Chris Ennew	
077 – Report from the Nominations Committee	**DECISION:** The Council **approved** the appointment of Junaid Bajwa and Maya Prabhu to Council, subject to agreeing timescales.		
078 – Report from the FGPC	**DECISION:** The Council **approved** the final costings of [Exempt information not included] for Scarman refurbishment, and the plan to commence the tender process as soon as possible.		
083 – Singapore Branch Accounts	**DECISION:** The Council **approved** the University of Warwick (Branch Office Singapore) Accounts.		
084 - Remuneration Policy Framework	**DECISION:** The Council **approved** the Remuneration Framework for 2022-23.		