<table>
<tr><td colspan="3" align="center">UNIVERSITY OF WARWICK
COUNCIL
PUBLIC MINUTES OF THE MEETINGS HELD
16:00 TUESDAY 10 OCTOBER 2023 IN SCARMAN CONFERENCE CENTRE, SPACE 41; AND
9:00 WEDNESDAY 11 OCTOBER 2023 IN SCARMAN CONFERENCE CENTRE, SPACE 42</td></tr>
<tr><td>Present</td><td>David Normington</td><td>Chair of Council (Chair)</td></tr>
<tr><td></td><td>Louise Ainsworth</td><td>Independent member (until end of item 018)</td></tr>
<tr><td></td><td>Yewande Akinola</td><td>Independent member</td></tr>
<tr><td></td><td>Junaid Bajwa</td><td>Independent member (from item 007)</td></tr>
<tr><td></td><td>Bal Claire</td><td>Independent member</td></tr>
<tr><td></td><td>Sophie Clark</td><td>SU Vice President of Democracy and Development (all items except 007 and 008)</td></tr>
<tr><td></td><td>Professor Stuart Croft</td><td>Vice-Chancellor</td></tr>
<tr><td></td><td>Professor David Davies</td><td>Academic member (Chair of the Academic Freedom Review Committee (AFRC))</td></tr>
<tr><td></td><td>Professor Emma Flynn</td><td>Provost</td></tr>
<tr><td></td><td>James Furse</td><td>Independent member</td></tr>
<tr><td></td><td>Richard Hyde</td><td>Independent member</td></tr>
<tr><td></td><td>Professor Nina-Anne Lawrence</td><td>Academic member</td></tr>
<tr><td></td><td>Professor Andrew Lockett</td><td>Academic member and Dean of Warwick Business School</td></tr>
<tr><td></td><td>Professor Mark Newton</td><td>Academic member</td></tr>
<tr><td></td><td>Maya Prabhu</td><td>Independent member</td></tr>
<tr><td></td><td>Adrian Penfold</td><td>Independent member and Chair of the University Estate and Environment Committee (UEEC)</td></tr>
<tr><td></td><td>Neil Sachdev</td><td>Treasurer and Chair of the Finance and General Purposes Committee (FGPC)</td></tr>
<tr><td></td><td>Anna Taylor</td><td>SU President</td></tr>
<tr><td>Attending</td><td>Adam Child</td><td>Academic Registrar (for item 013a)</td></tr>
<tr><td></td><td>Dan Derricott</td><td>Director of Education Policy & Quality (for items 001-005 and items 015-017)</td></tr>
<tr><td></td><td>Matt Drew</td><td>Director of Food and Beverage (for item 014)</td></tr>
<tr><td></td><td>Rosie Drinkwater</td><td>Group Finance Director (GFD)</td></tr>
<tr><td></td><td>Professor Lorenzo Frigerio</td><td>Pro-Vice-Chancellor (Education)</td></tr>
<tr><td></td><td>Elizabeth Gillick-Daniels</td><td>Assistant Registrar (Governance) (Assistant Secretary)</td></tr>
<tr><td></td><td>Katharine Gray</td><td>Head of Governance</td></tr>
<tr><td></td><td>Professor Chris Hughes</td><td>Professor, International Politics and Japanese Studies in PAIS (for items 015-017)</td></tr>
<tr><td></td><td>Chris Hunt</td><td>Commercial Director</td></tr>
<tr><td></td><td>Smita Jamdar</td><td>Partner, Head of Education, Shakespeare Martineau (for items 004 to 006)</td></tr>
<tr><td></td><td>Raja Javaid</td><td>Chief Information and Transformation Officer (CITO) (until end of item 014)</td></tr>
<tr><td></td><td>Professor Caroline Meyer</td><td>Pro-Vice-Chancellor (Research)</td></tr>
<tr><td></td><td>Rachel Sandby-Thomas</td><td>Registrar</td></tr>
<tr><td></td><td>Professor Michael Scott</td><td>Pro-Vice-Chancellor (International)</td></tr>
<tr><td></td><td>Saleema Tai</td><td>Administrator (Governance) (for items 001-005)</td></tr>
<tr><td></td><td>Ajay Teli</td><td>Chief Communications and Marketing Officer (CCMO)</td></tr>
<tr><td></td><td>Dr Chris Twine</td><td>Secretary to Council</td></tr>
</table>

Tuesday 10 October 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.	
001	**Chair's Welcome and Introduction** The Chair welcomed Council members and attendees to the strategic session, recognising new members: Professor David Davies, Professor Mark Newton and Professor Nina-Anne Lawrence as Senate representatives; Anna Taylor (SU President); Sophie Clark (SU Vice-President of Democracy and Development); and Professor Emma Flynn (Provost). Professor Lorenzo Frigerio and Professor Michael Scott were welcomed in their Pro-Vice-Chancellor roles (Education and International). Dan Derricott (Director of Education Policy & Quality) was welcomed as an observer.
002	**Apologies for Absence** Apologies were received from Junaid Bajwa and Jayne Nickalls.
003	**Declarations of Interest** No new declarations of interest were made.
Strategic Topics	
004	**Vice-Chancellor's Overview** The Vice-Chancellor presented slides on Warwick's recent achievements, progress and key upcoming priorities. The Council recognised it was important to recognise and celebrate Warwick's achievements and discussed forthcoming priorities.
005	**Sector-Wide Update** Smita Jamdar of Shakespeare Martineau presented on developments and wider risks in the HE sector that the Council should keep in mind for the coming year. The Council discussed these developments and risks and how they related to the Warwick context.
006	**University of Warwick Strategy Refresh** The Vice-Chancellor presented the Strategy Refresh 2030 document. The Council commended the significant progress made since the last version and provided feedback to the Vice-Chancellor to be incorporated in the finalised document. This included a stronger focus on regional leadership, cultural strategy and student inclusion commitments, ensuring the use of clear language for various audiences and drawing attention to Warwick's purpose. **DECISION:** The Council **approved** the University of Warwick Strategy Refresh 2030, recognising that final amends could be made directly by the Vice-Chancellor and UEB ahead of publication. **ACTION:** Final amends to Strategy Refresh 2030 to be approved by the Vice-Chancellor, with support and input from the UEB.
Wednesday 11 October 2023	
Ref	**Item**
007	**Chair's Welcome and Introduction** The Chair welcomed members and attendees to the formal meeting of the Council.
008	**Apologies for Absence** Apologies were received from Jayne Nickalls.
009	**Declarations of Interest** No new declarations of interest were made.

010	**Minutes of the Council meetings held on 12 and 13 July 2023** The minutes of the meetings held on 12 and 13 July 2023 (010-C111023, Protected) were **approved.**
011	**Matters arising from the Council meetings held on 12 and 13 July 2023** There were no matters arising not covered elsewhere on the agenda.
012	**Chair's business and actions** **a) Ordinance 7 amendment** The Council noted the approval by Chair's Action on 21 August 2023, amendments to the constitution of the Board of the Faculty of Social Sciences as set out in Ordinance 7 (Academic Bodies), to reflect the reconfiguration of departments and formation of the new School (School of Education, Learning and Communication Sciences (SELCS)) as approved by Council at its July 2023 meeting. **b) Council Effectiveness Review** The Head of Governance provided an update outlining that the next Council Effectiveness Review was due. The Halpin Partnership and Shakespeare Martineau had been appointed to conduct the review. Council members would be requested to engage with this process over coming months. **c) Reinforced Autoclaved Aerated Concrete (RAAC) Update** The Group Finance Director provided an update on RAAC, outlining the investigations and examinations that had been undertaken and the buildings that were impacted. Affected buildings were a mix of restricted access and public facing buildings. Information on the remedial action taken in each case was provided. Regular inspections were being undertaken by structural engineers. There had been no signs of movement or stress in buildings, but this would continue to be monitored closely. A RAAC working group had been established. The Council commended the action that had been taken. The age and lifespan of buildings was discussed, as was the pressure on teaching spaces.
013	**Vice-Chancellor's business** The Vice-Chancellor presented the report (013-C111023, Protected) and acknowledged the Warwick community's sadness at the passing of the former Vice-Chancellor, Professor David VandeLinde, Professor Peter Mack and Professor Nick Crafts. The Council noted the considerable successes and achievements as listed in the Vice-Chancellor's report. **a) Update on the Marking and Assessment Boycott/Industrial Action** The Academic Registrar updated that the situation had largely improved with the suspension of the Marking and Assessment Boycott. The focus was now on PGT students and it was expected that all PGT students would graduate on time. The marking backlog was reducing and was expected to decrease dramatically by the end of November once marks had been processed and logged. Communications to students were discussed; it was noted that bespoke messaging to particular cohorts was important.
	Strategic Items
014	**Warwick Retail Strategy to 2030** The Director of Food & Beverage, CCSG presented the Warwick Retail Strategy to 2030 (014-C111023, Protected) and provided a presentation, highlighting the following: • A strategic learning process had been undertaken to review Warwick Retail. Recognising the context of climate change, biodiversity loss, and public health and food inequality challenges, it was important to reflect on Warwick Retail's purpose in this context. • Several "burning platforms" had been identified as part of the learning process and review. It was recognised that value was being lost from sourcing to service; there was an opportunity to change this and transform into a food business with purpose.

- The business would be redefined as 'Warwick Food Group' (WFG) with a clear business model, recognising contributions from in-house, concessionaires, and partnerships.

- A manifesto for WFG with eight defined commitments.

- Updates on planned initiatives and progress that had been made to date e.g. removal of single use water bottles and new food van offerings.

The Council commended the presentation and the intended direction of travel, noting that this was an exciting and inspiring opportunity, while also recognising the potential challenges and risks. The affordability of food offerings, long-term financial model and risks of in-house delivery were discussed. It was noted that Warwick could have a particular advantage through its strengths in crop science research and partnership opportunities.

The Council discussed opportunities to attract people onto campus; 'bundling' of food offers with other wellbeing offers; provision of food/nutrition learning and coaching sessions to students; the importance of international food offerings to reflect the diversity of the campus community; and longer-term ambitions to expand beyond the campus to support tackling poverty and food inequality in the region.

Ambitions for the next year and the next five years were considered. Student members welcomed the plans, and encouraged momentum to be maintained in delivery. Financial sustainability and striking a balance between "leading" and "following" customer choice would be key. More detailed proposals would be brought forward in due course.

The Council endorsed the strategic direction for Warwick Retail (to be redefined as Warwick Food Group (WFG)).

Substantive Items

015	**Teaching Excellence Framework (TEF) 2023 Results**

The former Pro-Vice-Chancellor, Education and the Director of Education Policy & Quality presented the TEF 2023 Results (015-C111023, Protected) and provided a presentation, highlighting the following:

- An overview of the TEF and context around its history, scope (UG courses only, excluding Degree Apprenticeships) and process.

- Provider and student submissions had been made for both Student Experience and Student Outcomes Ratings, together with provision of metrics, to form an 'Overall Provider Rating'.

- The TEF Panel had identified several 'outstanding' practices: Student Engagement, Interdisciplinarity, Internationalisation, Assessment and Education Governance.

- Warwick had been rated Gold in all three areas: in Student Experience, Student Outcomes and Overall.

- A celebratory marketing and communications campaign was being delivered.

- Warwick's positive results relative to the Russell Group and the wider HE sector.

- The learnings from TEF, areas for further work and momentum for further enhancement of education quality.

The Council discussed which institutions in the sector Warwick was benchmarked against; it was recognised that learning from institutions across the whole sector was valuable, particularly for issues that were universal e.g. provision of support for disabled students. It was noted that the TEF process was now broadly supported and accepted across the sector.

The Chair remarked on the progression of education at Warwick to a position of being equally valued with research. It was recognised that the two Grand Challenges were seeking to transform education delivery with interdisciplinarity at their heart.

The Council noted the University's Gold award in TEF 2023 and celebrated the tremendous achievement of the entire Warwick community. Recognition was given to Professor Chris Hughes as the former Pro-Vice-Chancellor, Education and Dr Chris Twine as the former Academic Registrar. Members encouraged the communications and celebration opportunities to be maximised, particularly with students, to recognise their role in the achievement and what the award means to them.

016	**Institutional Teaching and Learning Review (ITLR) 2023: Summary Findings and Assurance**
	The Pro-Vice-Chancellor, Education and the Director of Education Policy & Quality presented the ITLR 2023 report (016-C111023, Protected) and provided a presentation, highlighting the following:
	• An overview of the ITLR process: 38 reviews had been delivered which provided deep institutional insight into education, student support and student experience in each academic department and professional service.
	• The reviews were overwhelmingly positive, providing assurance that the bulk of Warwick's provision was sound.
	• Three departments required improvement in two evaluation areas.
	• Follow up with departments would be important; this would be broken down into short-term 'required actions' for particular departments, and support for departments' longer-term education plans.
	• Examples of thematic findings across Warwick's strengths, opportunities for building upon and known issues and risks. These, together with learning from the NSS (see item 017), would inform the refresh of the Education and Student Experience Strategy in summer 2024.
	James Furse who had been nominated to sit on the ITLR Strategic Board reported that having been deeply involved in the process, they were assured of the thoroughness of the process and its value.
	The Council noted the progress made in delivering ITLR and the assurance provided regarding educational quality and academic standards. Departments which had been identified as having major risks were discussed.
	The Council discussed the challenges and opportunities that AI could pose in both teaching and research, and more particularly within assessment. The importance of connection and alignment with the Warwick Transformation programme to support the delivery of outcomes from professional services was reiterated.
	DECISION: The Council **approved** the next steps for further assuring Council of the positive impact of ITLR, namely that Audit & Risk Committee would examine the impact of follow-up processes to address known issues (notably including the quality and regulatory compliance of degree apprenticeships provision) and that a refreshed Education Strategy would be presented to Council for approval in July 2024.
	ACTION: Strategic session on Artificial Intelligence (AI) and the potential risks and opportunities it could bring for both staff and students to be scheduled.
017	**National Student Survey (NSS) 2023 Results**
	The Pro-Vice-Chancellor, Education and the Director of Education Policy & Quality presented the NSS 2023 Results report (017-C111023, Protected) and provided a presentation, highlighting the following:
	• 82.6% of students would recommend Warwick to future students (up by 1.2% on last year's Overall Satisfaction question); this recommendation rate varied by department.
	• There was correlation between the NSS metrics and TEF and ITLR outcomes which gave reassurance that students were giving similar feedback as was being picked up through the ITLR and TEF.
	• There had been significant changes to the NSS methodology this year.
	• Warwick's performance against Russell Group institutions and the wider sector across the various NSS themes.
	• Planned next steps, notably using the learnings from NSS to inform the refresh of the Education and Student Experience Strategy.
	The Council noted the results of the NSS 2023 and next steps for using students' feedback. It was discussed that the cohort of students answering NSS this year had had a different experience through the pandemic; these data would need to be taken in context and Council was assured that other datasets would also be informing the strategy.
	Differences in scores from particular groups of students and for particular departments were discussed. Recognising differences in scoring from BAME, disabled and 25+ year old students, Warwick's inclusive

	education model would be a key tool to improve in these areas. It was recognised that for some departments, this was the first year they had been part of the NSS and that learnings would be taken from this first dataset. The clarity and availability of communications to students around assessment criteria was discussed. The Vice-Chancellor thanked the Council for their support and active engagement with education at Warwick which had been crucial to achieving the progress made.
018	**Outcomes of the 2023 Admissions Cycle** The Provost presented the admissions update report (018-C111023, Protected), highlighting the following: • Applications had been strong and fee income was [Exempt information not included] on 2022. • Grade boundaries had impacted on intake and could impact again next year. • [Exempt information not included] continued to remain a challenge. • Discussions were underway to review the PGR shape and size strategy and how this would shape how Warwick would recruit and fund PGR students. Diversification of international students and their routes to studying at Warwick would also be reviewed. The Council noted the student admissions update and discussed the challenges in [Exempt information not included]. [Exempt information not included]. It would be crucial to translate and communicate what the TEF Gold award for Warwick means to an international student audience unfamiliar with TEF. The Council discussed how Warwick could better reach out to students from diverse backgrounds and those with different paths e.g. through industry. This would be a particular focus within the two Grand Challenges, through plans for the Innovation Corridor and through planned future provision of online learning.
	Governance I
019	**Scheme of Delegation: Review and Updates** The Secretary to Council presented the Scheme of Delegation report (019-C111023, Protected), highlighting that a significant review had been undertaken in which the Scheme had been streamlined; lines of responsibility and accountability for the Office for Students (OfS) conditions of registration had been added; a set of UEB management committees had been established; and changes had been proposed to financial delegated authorities. **DECISION:** The Council **approved** the updated Scheme of Delegation.
020	**Membership and Terms of Reference of the Council 2023-24** The Secretary to Council presented the Membership and Terms of Reference of the Council (020-C111023, Public). **DECISION:** The Council **approved** the Membership and Terms of Reference of the Council for 2023/24.
021	**Statement of Primary Responsibilities of the Council** The Secretary to Council presented the Statement of Primary Responsibilities of the Council (021-C111023, Public), highlighting that one amendment had been proposed, to reflect and embed the requirement of the Higher Education (Freedom of Speech) Act 2023 on the University to *promote* freedom of speech. **DECISION:** The Council **approved** and adopted the Statement of Primary Responsibilities of the Council.
022	**Code of Practice on Corporate Governance** The Secretary to Council presented the Code of Practice on Corporate Governance (022-C111023, Public), highlighting that there had been significant changes to the terms of reference of the FGPC and that changes to the terms of reference of the Remuneration Committee were expected later this academic year. **DECISION:** The Council **approved** the University's Code of Practice on Corporate Governance.

Committee Reports	
023	**Report from the Senate** The Vice-Chancellor presented the report (023-C111023, Protected) from the meeting of Senate on 20 September 2023, highlighting that an Academic Governance Review was underway which would review delegated authorities and the constitutions and memberships of the sub-committees of Senate. It was intended that principles would be presented to Senate in January 2024, with updates to Council in due course.
024	**Report from the Finance and General Purposes Committee (FGPC)** The Treasurer and Chair of the FGPC presented the report (024-C111023, Protected) from the meeting of FGPC on 3 October 2023, highlighting that: • Additional costs would be incurred to rectify the issues identified by RAAC. • [Exempt information not included] had been RAG-rated as "red"; the CITO was taking action to address this. • The Committee had commended the financial performance of the University at Q4-2022/23. Statutory accounts would be presented to the Council in November 2023. • The changes to the financial delegated authority of the FGPC (as approved in the FGPC terms of reference under item 022) were designed to speed up decision-making. It would be important to review if this aim had been fulfilled over the next year. The Council noted the report.
025	**Report from the Audit and Risk Committee (A&RC)** The Secretary to Council provided a verbal update from the meeting of A&RC on 28 September 2023, highlighting that: • Cybersecurity remained the highest risk on the Strategic Risk Register. • The Head of Internal Audit had presented their Annual Report for 2022/23 and had assured that their opinion remained that the University had adequate and effective arrangements in place. The Annual Report would be presented to the Council at its November 2023 meeting. The Council noted the update.
026	**Report from the University Estate and Environment Committee (UEEC)** The Chair of the UEEC presented the report (026-C111023, Protected) from the meeting of the UEEC on 3 October 2023, highlighting: • The Faculty of Arts Building had been included in the shortlist of six projects nationally selected for the prestigious RIBA Stirling Prize 2023. • The Masterplan Update was making good progress. • Updates had been received from both Grand Challenges: STEM GC was progressing with engagement regarding space allocations as part of RIBA Stage 3; and the Social Sciences Grand Challenge was finalising RIBA Stage 1. • The topic of embodied carbon was becoming more prominent and would have implications for the University's Scope 3 target. • During c.206 000 hours worked by contractors across all capital projects in 2022-23, no lost time RIDDOR incidents had been recorded. This had been commended by the Committee. The Council noted the report.
027	**Report from the Nominations Committee** The Chair presented the report (027-C111023, Protected) from the meeting of the Nominations Committee on 26 September 2023.

	The Council noted the following:
	- An online election would be held for the professional services member of Council. - The annual review of all nominees considered for independent Council memberships. - Recruitment for an independent member of Council would be extended due to insufficient diversity of candidates initially. - The attendance percentages of independent and external members at Council and Council sub-committees.
	The Chair thanked independent members of the Council for their good attendance.
	DECISION: The Council **approved** the membership of the following Council and Joint Senate and Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Remuneration, Nominations, University Estate and Environment, Fundraising Ethics, Honorary Degrees, Research Governance and Ethics, Social Inclusion (as referenced in paper 030-C111023 below the line).
028	**Report from the Remuneration Committee** The Chair of the Remuneration Committee provided a verbal update from the meeting of the Remuneration Committee on 26 September 2023, highlighting: - To support the progression of Warwick Transformation, the Committee had discussed a process in principle for agreeing pay of individuals above a threshold, recognising that this needed to be done in a timely way. - Opportunities for speeding up the recruitment and appointment process had been discussed. - The Committee had had early sight of the Pay Gap data; this would be shared with the Council in due course. - Senior staff remuneration recommendations, and the Remuneration Committee's Annual Report would be brought to the November 2023 meeting of the Council for discussion. The Council noted the update.
*Items below this line were for receipt and/or approval, without discussion*
**Committee Reports II**
029	**Report from the University Executive Board** The Council received and noted the summary report (029-C111023, Protected) without discussion.
**Governance II**
030	**Membership of Council and joint Senate and Council Committees 2023/24** The Council received the report (030-C111023, Public) without discussion. See item 027 (Report from the Nominations Committee) for decision.
031	**Standing Orders of the Council** The Council received the report (031-C111023, Public) without discussion. **DECISION:** The Council **approved** the Standing Orders of the Council.
032	**Warwick Students' Union Annual Elections Report 2022/23** The Council received and noted the report (032-C111023, Public) without discussion.
033	**Council Schedule of Business and Council Committees' Reporting Schedule 2023/24** The Council received and noted the report (033-C111023, Public) without discussion.
034	**Graduation Dates 2024** The Council received and noted the report (034-C111023, Public) without discussion.

	Other		
035	**Any other business**		
	There was no other business.		
**Next meeting: Wednesday, 22 November 2023 at 09:00 in the Slate**		

DECISIONS AND ACTIONS			
ITEM	**DECISION/ACTION**	**LEAD AND DUE DATE**	**STATUS**
2021-22			
138 – Report from Senate	**ACTION 4:** Consider on-campus accommodation options for Post Graduate Researchers.	Rosie Drinkwater Nov 2022	In progress
2022-23			
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	Complete
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	Complete - Actions now picked up as part of Warwick Transformation review of HR
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	In progress
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	On hold
8 February 2023			
076 – Pay Gap Report	**ACTION:** Amendment to be made to the text on equal pay for grade 9 staff for clarification.	Chris Ennew	
16/17 May 2023			
094 – University Strategy Refresh	**ACTION 2:** Strategy Refresh content to be designed into an interactive digital format and marketing and communications plan developed for launch at the start of academic year 2023/24.	Rachel Sandby-Thomas, Ajay Teli, September 2023	In progress
102 - STEM Grand Challenge Business Case	**ACTION 2:** Organise an informal session for Council members to meet with Heads of Departments (HODs) and academic staff to discuss the transformational change required (in terms of education, research, ways of working, innovation etc.) that is needed in preparation for and within the Science and Engineering Precinct.	Chris Twine, Council Secretariat, TBC	To be scheduled
103 - Innovation Corridor	**ACTION:** Update on plans for the development of a regional University-led Innovation Corridor to be brought to Council in February 2024 for further discussion.	Stuart Croft, Martin Yardley, Simon Swain, February 2024	Scheduled for February 2024 Council

104a - Strategic Key Performance Indicators	**ACTION 1:** Proposed updates to: Strategic KPI metrics, granular data behind the top-level metrics and supporting narratives to be presented to Council in October 2023.	Raja Javaid, Fiona Parsons, October 2023	Scheduled for November 2023 Council
	ACTION 2: Relevant Strategic KPIs to be provided as part of substantive item updates when presented to Council.	Chris Twine (Governance team), Raja Javaid (SPA team), Implemented for start of 23/24	In progress
109 – Report from the Social Inclusion Committee	**ACTION:** Update on social inclusion (particularly in relation to Race Equality Charter Mark action plan and the Professional Services Transformation programme) to be brought back to Council for further discussion.	Ros Roke, Kulbir Shergill, TBC	To be scheduled in 2023/24
12/13 July			
120 - Financial Plan	**ACTION:** Update on the University's debts and borrowing arrangements to be brought to a future Council meeting.	Rosie Drinkwater, Council Secretariat, date TBC	
129 - University Strategy Refresh	**ACTION:** Strategy Refresh text to incorporate feedback from the Council and be brought back to the October 2023 meeting for final approval. The updated version should reference the Strategy Refresh as a foundation for longer-term ambition, use outcome-focused language and language/phrases that can be understood by external stakeholders and clearly draw out what is distinctive about Warwick.	Rachel Sandby-Thomas, October 2023	Complete
131 - Report from Joint Working Group on the Residential Community Team (RCT)	**ACTION:** Update report to Senate planned for June 2024 on the RCT performance against the agreed measures of success to be shared with the Council. This report should reference progress made on communicating the RCT and awareness rates of RCT support among student groups.	Nick Vaughan-Williams, Ben Pithouse, July 2024	Scheduled for July 2024 Council
138 - Report from the UEEC	**ACTION 2:** Update on Journey to Net Zero to be scheduled for late 2023/early 2024, with regular updates scheduled thereafter.	Rosie Drinkwater, Council Secretariat, timing TBC	Scheduled for February 2024 Council tbc
2023-24			
10/11 October			
006 - University of Warwick Strategy Refresh	**DECISION:** The Council **approved** the University of Warwick Strategy Refresh 2030, recognising that final amends could be made directly by the Vice-Chancellor and UEB ahead of publication.		
	ACTION: Final amends to Strategy Refresh 2030 to be approved by the Vice-Chancellor, with support and input from the UEB.	Stuart Croft, asap	
016 - Institutional Teaching and Learning Review (ITLR) 2023: Summary Findings and Assurance	**DECISION:** The Council **approved** the next steps for further assuring Council of the positive impact of ITLR, namely that Audit & Risk Committee would examine the impact of follow-up processes to address known issues (notably including the quality and regulatory compliance of degree apprenticeships provision) and that a refreshed Education Strategy would be presented to Council for approval in July 2024.		
	ACTION: Strategic session on Artificial Intelligence (AI) and the potential risks and opportunities it could bring for both staff and students to be scheduled.	Council Secretariat, tbc	
019 - Scheme of Delegation:	**DECISION:** The Council **approved** the updated Scheme of Delegation.		

Review and Updates	
020 - Membership and Terms of Reference of the Council 2023-24	**DECISION:** The Council **approved** the Membership and Terms of Reference of the Council for 2023/24.
021 - Statement of Primary Responsibilities of the Council	**DECISION:** The Council **approved** and adopted the Statement of Primary Responsibilities of the Council.
022 - Code of Practice on Corporate Governance	**DECISION:** The Council **approved** the University's Code of Practice on Corporate Governance.
027 - Report from the Nominations Committee	**DECISION:** The Council **approved** the membership of the following Council and Joint Senate and Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Remuneration, Nominations, University Estate and Environment, Fundraising Ethics, Honorary Degrees, Research Governance and Ethics, Social Inclusion (as referenced in paper 030-C111023 below the line).
031 - Standing Orders of the Council	**DECISION:** The Council **approved** the Standing Orders of the Council.