

UNIVERSITY OF WARWICK

Minutes of the meeting of the Council held on 25 November 2015

Present: Sir George Cox (Chair), Mr K Bedell-Pearce (Treasurer), Dr N Bentley (Lay Member), Professor A Clarke (Academic Member of the Senate) (for item 51/15-16), Ms V Cooke (Vice-Chair), Professor S Croft (Provost), Dr J Ferrie (Lay Member), Mr G Howells (Lay Member), Professor C Hughes (Pro-Vice-Chancellor (Teaching and Learning)), Professor C W Hughes (Academic Member of the Senate), Professor T Jones (Pro-Vice-Chancellor (Science, Engineering and Medicine)), Dr D Keith (Lay Member), Mr I Leigh (President, Students' Union), Ms J MacNaughton (Lay Member), Professor A Muthoo (Academic Member of the Senate) (except for items 44/15-16 to 51/15-16), Sir David Normington (Lay Member), Mr O Rice (Democracy and Development Officer, Students' Union), Mr A Rivett (Non-Academic Member of Staff), Professor Sir Nigel Thrift (Vice-Chancellor and President), Professor P Winstanley (Academic Member of the Senate).

Apologies: Dame Fiona Caldicott (Lay Member), Ms M Philbin (Lay Member), Mr M Temple (Lay Member).

In Attendance: Mrs E Birch (Assistant Registrar (Governance)), Ms R Drinkwater (Group Finance Director), Mrs P Glover (Director of Governance and Assurance Services), Ms J Horsburgh (Deputy Registrar (Assistant Secretary)), Mr K Sloan (Registrar and Chief Operating Officer (Secretary)).

30/15-16 Minutes

CONSIDERED:

The minutes of the meeting of the Council held on 15 October 2015.

RESOLVED:

That the minutes of the meeting of the Council held on 15 October 2015 be approved.

31/15-16 Conflicts of Interest

REPORTED:

That, should any members or attendees of the Council have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with The Committee of University Chairs (CUC) Higher Education Code of Governance (2014).

NOTE: No declarations were made.

32/15-16 Chair's Business: Vice-Chancellor and President

REPORTED: (by the Chair)

- (a) That this was Professor Sir Nigel Thrift's last meeting of the Council as Vice-Chancellor and President of the University.
- (b) That Professor Thrift's readiness to engage had greatly facilitated the effectiveness of the Council.

- (c) That the University had made significant advances over the past nine years under the direction of Professor Thrift.

RESOLVED:

That the thanks of the Council to Professor Sir Nigel Thrift be recorded.

33/15-16 Chair's Business: Appointment of Provost

REPORTED: (by the Chair)

- (a) That Professor Christine Ennew, current Provost and Chief Executive Officer of the University of Nottingham's Malaysia Campus, had been appointed by the Council as the University of Warwick's Provost with effect from 1 August 2016.
- (b) That Professor Tim Jones, Pro-Vice-Chancellor (Science, Engineering & Medicine), had agreed to serve as Acting Provost for the period 1 February 2016 to 1 August 2016.

34/15-16 Chair's Business: Appointment of Senate Representative to Membership of the Council (minute 4/15-16 refers)

REPORTED: (by the Chair)

That Professor Aileen Clarke, Head of Division, Warwick Medical School (Health Sciences), had been appointed by the Senate as one of the four academic representatives of the Senate on the Council, for the period 1 August 2015 to 31 July 2018.

35/15-16 Chair's Business: Warwick Honorary Graduate - Janet L. Yellen

REPORTED: (by the Chair)

- (a) That along with the Vice-Chancellor and President and the Vice-Chair, he had attended the honorary degree ceremony for Janet L. Yellen, Chair of the US Federal Reserve System, on 19 November 2015 in Washington.
- (b) That the success of the event had positively raised Warwick's profile in the United States of America (US), noting that representatives from California State University, Sacramento, were in attendance.
- (c) That consideration might be given to awarding an honorary degree to a US graduand and hosting an overseas ceremony each year.

RESOLVED:

That the congratulations of the Chair of Council be conveyed to all those involved in the event.

36/15-16 *Chair's Business: Report from the Remuneration Committee

(COMMERCIAL AND IN CONFIDENCE)

37/15-16 *Chair's Business: Nominations in progress

(COMMERCIAL AND IN CONFIDENCE)

38/15-16 Vice-Chancellor and President's Business

RECEIVED:

An oral report from the Vice-Chancellor and President, together with a summary list of topics to be addressed by the Vice-Chancellor and President (C.13/15-16).

(a) Recent Institutional Successes

(i) Queen's Anniversary Prize for Higher and Further Education

REPORTED: (by the Vice-Chancellor and President)

That Warwick had been awarded a Queen's Anniversary Prize for Higher and Further Education in the eleventh round 2014-16 prize-winners for 'World-class excellence in applied mathematical sciences and statistics underpinning a wide spectrum of human endeavour'.

(ii) European Research Council (ERC) Proof of Concept 2015 Call

REPORTED: (by the Vice-Chancellor and President)

That Warwick was the only institution in Europe to be awarded three grants by the ERC following the second deadline of the Proof of Concept 2015 call, noting that this was a real achievement.

(iii) National Rainbow Bridge Award

REPORTED: (by the Vice-Chancellor and President)

(A) That on 25 October 2015, Professor Lord Kumar Bhattacharya, Chairman of Warwick Manufacturing Group, was awarded China's first ever National Rainbow Bridge Award at a ceremony in Beijing in recognition of his leading role in the creation of strong and mutually beneficial technology partnerships between China and the UK.

(B) That the prize would be awarded annually to an expert who had made outstanding contributions to cooperation in the fields of education, science and technology, and culture between China and countries around the world.

(iv) Centre for Television History, Heritage and Memory Research

REPORTED: (by the Vice-Chancellor and President)

That in late October 2015, the Department of Film and Television Studies, in collaboration with the Centre for Cultural Policy Studies, had opened a new Centre for Television History, Heritage and Memory Research.

(b) Warwick Manufacturing Group (WMG) Academy for Young Engineers in Solihull

REPORTED: (by the Vice-Chancellor and President)

- (i) That in October 2015, he had visited the site for the new WMG Academy for Young Engineers in Chelmsley Wood, Solihull.
- (ii) That the Greater Birmingham and Solihull Local Enterprise Partnership (LEP) had awarded a £1.1 million grant to the Academy that would go towards state of the art, industry standard engineering and IT equipment.

(c) Higher Education Developments

REPORTED: (by the Vice-Chancellor and President)

- (i) That the Nurse review of research councils had been published on 19 November 2015, which proposed a single independent agency for UK science funding.
- (ii) That on 6 November 2015, the government had published its green paper on the future of higher education, entitled '*Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice*', which was to be the subject of this meeting's strategic discussion topic (minute 51/15-16 refers).

39/15-16 Registrar and Chief Operating Officer's Business: Review of the Statutes and Associated Processes Relating to Employment Matters (minute 90/14-15 refers)

REPORTED: (by the Registrar and Chief Operating Officer)

That work to review the statutes and associated processes relating to employment matters was progressing, noting that this would be considered at a future meeting of the Council.

40/15-16 Registrar and Chief Operating Officer's Business: Council Members' Expenses

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That the University had received several freedom of information (FOI) requests relating to the disclosure of expenses claimed by lay members of the Council.
- (b) That it was proposed that a schedule of lay member expenses be published on the University website, noting that it would be made clear that lay members of the Council were not remunerated.

(by Sir David Normington)

- (c) That in his view disclosure of the expenses claimed by individual lay members was appropriate.

(by the Group Finance Director)

- (d) That the aggregate amount was already disclosed as a note to the statutory accounts.

RESOLVED:

That a schedule of expenses claimed by individual lay members of the Council, identified by individual, be published on the University website.

41/15-16 *Report from the Senate

CONSIDERED and ADOPTED, a report on selected items considered at the meeting of the Senate held on 12 October 2015 (C.14/15-16 {restricted}), noting that an oral report had been provided by the Vice-Chancellor and President at the 15 October 2015 meeting of the Council:

(a) The HEFCE Quality Assurance Consultation and the Teaching Excellence Framework (TEF) (S.1/15-16)

REPORTED: (by the Vice-Chancellor and President)

- (i) That under the HEFCE proposals there was anticipated to be a greater requirement for the Council to have more explicit oversight of quality assurance (QA).

(by the Registrar and Chief Operating Officer)

- (ii) That currently QA was subject to the authority of the Senate, noting that in light of these proposals, there could be the need to give consideration to the future membership of the Council, in terms of ensuring expertise in this area.
- (iii) That the HEFCE QA proposals would be a topic for discussion at a future meeting of the Council.

(b) *Results of Student Surveys (S.9/15-16 {restricted})

REPORTED: (by the Pro-Vice-Chancellor (Teaching and Learning))

- (i) That there had been a two per cent drop in the National Student Survey (NSS) scores in 2015, noting that whilst much work remained to be done, significant effort had been invested over the last three years to improve scores, engaging closely with departments.
- (ii) That a departmental dashboard portal had been developed to provide the outcomes from all of the different student surveys.
- (iii) That all academic departments had developed action plans to improve the quality of the student experience, together with agreed challenge target satisfaction ratings.
- (iv) That targeted work was being undertaken with departments who performed less well in the student surveys.
- (v) That further work on key NSS data was in progress, in particular in relation to feedback and assessment, noting that a campaign was being launched in conjunction with the Students' Union.
- (vi) That a new single information portal for students had been launched and was working well, resulting in improvements in communication and student engagement.

(vii) That given its significance in the proposed TEF, a review of employability was underway.

(viii) That Warwick had been awarded HEFCE funding to lead a sector-wide investigation into student learning gains.

(by the President of the Students' Union)

(ix) That given the number of surveys students were requested to complete, guidance on the impact of different surveys on the University would be beneficial to facilitate students to focus on those that had the most impact on the University.

(by the Vice-Chancellor and President)

(x) That the postgraduate student survey results were encouraging, noting that one department had achieved a 100% satisfaction rate.

(xi) That it was anticipated that the TEF would take into consideration both the undergraduate and the postgraduate student survey results.

(by the Provost)

(xii) That the University was in the process of making an exceptional appointment to the role of Director of the Warwick International Higher Education Academy, noting that the candidate had led work over the last six years which had resulted in significant improvement to their current institution's NSS scores.

(by Sir David Normington)

(xiii) That in addition to long term improvements, there was the need to drive up student satisfaction results in the short term to avoid being at a disadvantage in the TEF, noting that focus should be given to targeting improvements in departments that would provide the greatest gains.

(by the Registrar and Chief Operating Officer)

(xiv) That for student survey results to improve, it was necessary not only to undertake interventions, but for the students to recognise and acknowledge those interventions in their responses, which is not within the institution's control.

(c) *University Strategy

(d) *University Rankings (S.6/15-16 {restricted})

(e) *University Access Agreement 2016/17 to 2019/20 (S.7/15-16 {restricted})

(f) *Student Admissions Update

(g) Amendment to University Ordinance 7, Constitution of the Faculties (minute 23/15-16 refers)

(h) Amendment to Ordinance 13, Degrees and Diplomas (minute 23/15-16 refers)

(i) Amendment to Ordinance 16, Payment of Annual Fees, Residential Charges and Other Debts (minute 56/15-16 refers)

(j) Amendment to Regulation 2.3, Regulations Governing the Election of Representatives of the Assembly to Membership of the Senate (minute 57/15-16 refers)

- (k) Amendments to Regulation 8 for First Degrees and Regulation 9: Constitution of Boards of Examiners (minute 57/15-16 refers)
- (l) Membership of Senate Committees
- (m) Student and Alumni Deaths

42/15-16 *Report from the Finance and General Purposes Committee (FGPC)

CONSIDERED and ADOPTED, with the resolutions set out below, a report from the meeting of the FGPC held on 10 November 2015 (C.15/15-16 {restricted}), together with an oral report from the Treasurer and Group Finance Director on the following items of business:

- (a) University Consolidated Accounts for the year ended 31 July 2015, associated HEFCE financial return, the Annual Sustainability Assurance Report (ASSUR) and letter of representation

(COMMERCIAL AND IN CONFIDENCE)

- (b) Update Report on Student Residences: Proposed Nominations Agreements with Liberty Park and Study Inn

(COMMERCIAL AND IN CONFIDENCE)

- (c) Update Report on Student Residences: New Student Residences

(COMMERCIAL AND IN CONFIDENCE)

- (d) Singapore Branch

REPORTED: (by the Group Finance Director)

- (i) That she wished to remind members of the Council of their role and responsibilities as Directors of the Singapore Branch Office.
- (ii) That accordingly information would be made available on the information portal for Council members.
- (e) Wellesbourne Campus
- (f) Warwick University Enterprises (Australia) Pty Ltd (WUEAL): Proposed Board of Directors
- (g) WBS Shard Usage

RESOLVED:

- (a) That the 2014/15 University consolidated accounts, the associated HEFCE financial return, the letter of representation and ASSUR (Appendix 2) as set out in the paper (C.15/15-16 {restricted}, Appendix 1a: Part 1 and Appendix 1a: Part 2) be approved.

(COMMERCIAL AND IN CONFIDENCE)

43/15-16 *Report from the Audit Committee

CONSIDERED and ADOPTED, with the resolutions set out below, a report from the meeting of the Audit Committee held on 20 October 2015 (C.16/15-16 {restricted}) on the following items of business:

(a) Audit Committee Effectiveness Review

REPORTED: (by the Vice-Chair and Chair of the Audit Committee)

- (i) That the effectiveness review of the Audit Committee was progressing, noting that members of the Council had been sent a questionnaire seeking their views, copies of which were also available at this meeting.
- (ii) That all members of the Council were encouraged to complete the questionnaire to enable their views to be taken into consideration.
- (iii) That a discussion on risk had been held earlier that morning involving a number of the Council members to consider different approaches to risk.

(b) Financial Year ended 31 July 2015

- (i) Audit Committee Review of the Audit Elements of the Statutory Accounts
 - (ii) Internal Audit Annual Report
 - (iii) Audit Committee Annual Report
- (c) Data Management
 - (d) Value for Money
 - (e) Key Academic and Administrative Developments
 - (f) Membership and Terms of Reference of the Committee

RESOLVED:

- (a) That the Audit Committee Annual Report 2014/15, as set out in the paper (C.16/15-16 {restricted}, Appendix 1) be approved.
- (b) That the further documents to be submitted to the HEFCE, as detailed in the paper (C.16/15-16 {restricted}), be noted.

44/15-16 *Report from the University Health and Safety Executive Committee

CONSIDERED and ADOPTED, with the resolutions set out below, a report from the meeting of the University Health and Safety Executive Committee (UHSEC) held on 3 November 2015 (C.17/15-16 {restricted}) on the following items of business:

(a) Health and Safety Policy Statement

REPORTED: (by the Deputy Registrar)

- (i) That following work undertaken in conjunction with Dr J Ferrie to review health and safety assurance mechanisms, a revised policy was being proposed that clarified the accountabilities of individuals and the governance route for health and safety matters.
- (ii) That the revised policy had been considered by the Steering Committee.
- (iii) That it was proposed that the UHSEC become an executive committee reporting to the Steering Committee, with the Council receiving assurance reports via the Audit Committee or directly from the Steering Committee, as required.
- (iv) That this revised governance route better reflected the accountability of the Vice-Chancellor and President for health and safety matters.

(by Dr J Ferrie)

- (v) That the reinforcement of the importance of health and safety within the University community was key.
- (vi) That he welcomed the reporting of health and safety through the Audit Committee to the Council, noting the University's changing risk profile, particularly with respect to construction.
- (vii) That the proposed revisions strengthened the University's health and safety policy.

- (b) Chemistry and WMG Incidents
- (c) Proposed Health and Safety Plan 2016
- (d) Health and Safety Report
- (e) Health and Safety Policies
- (f) University Health and Safety Committee
- (g) University Genetic Modification and Biosafety Committee
- (h) Major Projects Update

RESOLVED:

- (a) That the proposed Health and Safety Policy Statement as set out in Appendix 1 of the report C.17/15-16 (SC.23/15-16, Appendix 1) be approved.
- (b) That the University Health and Safety Executive Committee be disestablished as a Committee of the Council with immediate effect, noting that the University Health and Safety Executive Committee would be re-established as an executive committee reporting to the Steering Committee, and that the Council would receive assurance reports in relation to health and safety via the Audit Committee, and directly from the Steering Committee, as required.

45/15-16 Annual Assurance Return to the HEFCE (Annex E)

CONSIDERED:

The draft of the University's Annual Assurance Return to the HEFCE, including in particular the required statement by the Council as trustees that, "in all material respects, the institution has conducted its affairs during the year in accordance with its status as a charity" (C.18/15-16).

RESOLVED:

- (a) That the University's Annual Assurance Return to the HEFCE (Annex E) as set out in C.18/15-16 be approved.
- (b) That the Vice-Chancellor and President sign Part 2 of the Annual Assurance Return as a trustee on behalf of all members of the Council as trustees for return to the HEFCE in the meeting.

46/15-16 *University Risk Update: Autumn Term 2015

CONSIDERED:

A paper on the status of the University's key risks, together with an oral report from the Deputy Registrar (C.19/15-16 {restricted}).

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

That the Institutional Risk Register for the Autumn Term 2015, as set out in the paper (C.19/15-16 {restricted}), be approved.

47/15-16 *University Strategy Report: Autumn Term 2015

CONSIDERED:

A report on progress towards the achievement of the goals set out in the University Strategy, together with an oral report from the Deputy Registrar (C.20/15-16 {restricted}).

REPORTED: (by the Deputy Registrar)

- (a) That the report detailed a significant degree of progress across all six goals of the University Strategy.
- (b) That the Strategy programme boards were beginning to define their approach and schedule of work more precisely, with reporting paths in place to enable the Steering Committee to have holistic oversight in line with its revised terms of reference.
- (c) That work was progressing to define the key performance indicators for each programme board.
- (d) That the Steering Committee had identified two important areas that required further clarity; regional engagement and sustainability, noting that work was underway to enable greater definition of a strategic approach and to define the appropriate governance arrangements for monitoring and review.
- (e) That clearer articulation between the University Strategy and risks was being developed (minute 46/15-16 refers).

(by Dr J Ferrie)

- (f) That he wished to suggest that consideration be given to the creation of a simple high level indicator document to show the University's progress against each of the six goals.

(by the Registrar and Chief Operating Officer)

- (g) That it was anticipated that such a high level indicator document would be available by February 2016.

RESOLVED:

That progress towards the achievement of the goals set out in the University Strategy as detailed in the paper (C.20/15-16 {restricted}) be noted.

48/15-16 *California: Progress Report

CONSIDERED:

An oral report from the Provost on progress to establish academic and student activities and a physical presence in California.

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

That the oral report from the Provost on progress to establish academic and student activities and a physical presence in California be noted.

49/15-16 Warwick Arts Centre Annual Report and Accounts 2014/15

CONSIDERED:

The Warwick Arts Centre Annual Report and Accounts for the 2014/15 financial year (C.21/15-16).

REPORTED: (by Mr A Rivett, Director of Warwick Arts Centre)

- (a) That Warwick Arts Centre had celebrated its 40th anniversary during 2014/15, noting the phenomenal impact of the Arts Centre on the local region, with ten million tickets estimated to have been sold since its opening,
- (b) That over its 40 years, the Arts Centre had been careful to ensure the quality of its programme and artists.
- (c) That during 2014/15 Warwick Arts Centre had played an important part in the University's 50th anniversary celebrations, including through its contributions to the civic launch dinner in Butterworth Hall, the golden festival of music and imagining a university exhibition: fifty years of the University of Warwick art collection.
- (d) That 2014/15 had been a successful year, noting in particular the 9% increase in attendance for live events despite the challenging road works and construction around the University, and the success of student productions, events and festivals.

RESOLVED:

That the congratulations of the Council be extended to the Warwick Arts Centre on its achievements.

50/15-16 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that had been conferred on members of the University since the last meeting of the Council held on 15 October 2015 (C.22/15-16).

51/15-16 *Strategic Topic for Discussion: BIS Consultation on the Higher Education Green Paper

CONSIDERED:

A paper and presentation for discussion from the Deputy Registrar on the Higher Education (HE) Green Paper (C.23/15-16).

Note: Following the presentation, a discussion took place on the potential implications of the HE Green Paper.

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

That the paper and presentation on the HE Green Paper (C.23/15-16) be noted.

52/15-16 Report from the University Estate Committee

CONSIDERED and ADOPTED, a report from the meeting of the University Estate Committee held on 3 November 2015 (C.24/15-16) on the following items of business:

- (a) Quality and Design Sub-Group (QDSG)
- (b) Car Parking Strategy and Multi-Storey Car Park
- (c) Gibbet Hill Road and Benefactors Place Road Layouts
- (d) Flat Floor Conference Facility
- (e) Warwick Manufacturing Group (WMG) Development Sites
- (f) National Advanced Steel Innovation Centre (NASIC)
- (g) University of Warwick Engineering Workshop Extension (UWEWE)
- (h) Capital Projects Update
- (i) Energy Efficiency Report
- (j) Capital Programme Boards
- (k) Capital, Space and Amenities Group (CSAG)

53/15-16 Report from the Equality and Diversity Committee

CONSIDERED and ADOPTED, a report from the meeting of the Equality and Diversity Committee held on 26 October 2015 (C.25/15-16) on the following items of business:

- (a) Staff Statistics Report: Equality Monitoring 2014/15
- (b) Race Equality Charter Mark Group
- (c) Disabled Student Allowance (DSA) Working Group
- (d) Stonewall Workplace Equality Index Submission

54/15-16 Register of Members' Interests

RECEIVED:

A copy of the Register of Interests of members of the University Council for the academic year 2015/16 as at 18 November 2015 (C.26/15-16).

55/15-16 Arts Centre Board Membership and Terms of Reference

CONSIDERED:

The membership and terms of reference of the Arts Centre Board (C.27/15-16).

RESOLVED:

That the revised membership and terms of reference of the Arts Centre Board as set out in the paper (C.27/15-16) be approved.

56/15-16 Amendments to University Ordinances

CONSIDERED:

For the first time, proposed amendments to University Ordinance 16 on the Payment of Annual Fees, Residential Charges and Other Debts, as noted by the Senate (C.28/15-16).

RESOLVED:

That the proposed amendments to University Ordinance 16 on the Payment of Annual Fees, Residential Charges and Other Debts, as noted by the Senate and set out in paper C.28/15-16, be approved for the first time.

57/15-16 Amendments to University Regulations

CONSIDERED:

- (a) Proposed amendments to University Regulation 2.3, Regulations Governing the Election of Representatives of the Assembly to Membership of the Senate, as approved by the Senate at its meeting on 12 October 2015 (C.29/15-16).
- (b) Proposed amendments to University Regulation 5, Grant of Study Leave, Leave of Absence, and Leave to Accept a Research Award, as approved by the Senate at its meeting on 12 October 2015 (C.30/15-16).
- (c) Proposed amendments to University Regulation 8, Regulations for First Degrees, as approved by the Senate at its meeting on 12 October 2015 (C.31/15-16).
- (d) Proposed amendments to University Regulation 9, Constitutions of Boards of Examiners, as approved by the Senate at its meeting on 12 October 2015 (C.32/15-16).

RESOLVED:

- (a) That the proposed amendments to University Regulation 2.3, Regulations Governing the Election of Representatives of the Assembly to Membership of the Senate, be confirmed as set out in paper C.29/15-16.
- (b) That the proposed amendments to University Regulation 5, Grant of Study Leave, Leave of Absence, and Leave to Accept a Research Award, be confirmed as set out in paper C.30/15-16.
- (c) That the proposed amendments to University Regulation 8, Regulations for First Degrees, be confirmed as set out in paper C.31/15-16.

- (d) That the proposed amendments to University Regulation 9, Constitutions of Boards of Examiners, be confirmed as set out in paper C.32/15-16.

58/15-16 Dates of Future Meetings

REPORTED:

That the future meetings of the Council for the 2015/16 academic year were as follows:

Wednesday, 10 February 2016, 17:00 - 18:30 in the Senate House Council Chamber

Wednesday, 18 May 2016, 09:15 - 14:00 in the Senate House Council Chamber

Wednesday, 13 July 2016, 09:15 - 14:00 in the Senate House Council Chamber

As at 2 February 2016