

UNIVERSITY OF WARWICK

Open minutes of the meeting of the Council held on 17 May 2017

- Present:** Sir George Cox (Chair), Mr K Bedell-Pearce (Treasurer), Ms A Bhalla (Independent Member), Professor D Branch (Academic Member of the Senate), Professor A Clarke (Academic Member of the Senate) (until item 114/16-17), Ms V Cooke (Vice-Chair) (until item 114/16-17), Professor S Croft (Vice-Chancellor), Professor C Ennew (Provost), Dr J Ferrie (Independent Member), Ms K Gadhok (Independent Member), Ms R Gittins (Democracy and Development Officer for the Students' Union), Mr G Howells (Independent Member), Professor C Hughes (Pro-Vice-Chancellor (Education)), Sir David Normington (Independent Member), Mr A Penfold (Independent Member), Mr L Pilot (President of the Students' Union), Professor L Roberts (Academic Member of the Senate), Mr N Sachdev (Independent Member), Professor S Swain (Pro-Vice-Chancellor (External Engagement)), (Professor P Thomas (Pro-Vice-Chancellor (Research))), Ms G Tucker (Independent Member).
- Apologies:** Dr N Bentley (Independent Member), Dr D Keith (Independent Member), Ms J MacNaughton (Independent Member), Ms A Pulford (Non-Academic Member of Staff).
- In Attendance:** Mr G Bennett (Chief Operating Officer, Warwick Business School) (for item 115/16-17), Mrs E Birch (Head of Governance Services (Assistant Secretary)), Mrs S Black (Assistant Registrar (Governance)), Ms A Chambers (Project Director (Warwick in California)) (for item 108/16-17), Ms R Drinkwater (Group Finance Director), Mrs P Glover (Secretary to Council), Professor A Lockett (Dean, Warwick Business School) (for item 115/16-17), Ms R Sandby-Thomas (Registrar).

Note: Some items are noted as "Exempt information not included" as they contain information that would be withheld from release to the public because an exemption under the Freedom of Information Act 2000 applies.

100/16-17 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 Higher Education Code of Governance (2014).

NOTE: No declarations were made.

101/16-17 Minutes

CONSIDERED:

The minutes of the meeting of the Council held on 8 February 2017.

RESOLVED:

That the minutes of the meeting of the Council held on 8 February 2017 be approved.

102/16-17 Chair's Business: Regional Engagement

REPORTED: (by the Chair)

- (a) That he wished to thank all those who had attended and been involved in the successful joint dinner between the University Council and representatives from the local region, including Coventry City Council and the Coventry City of Culture 2021 Bid Team on 16 May 2017.
- (b) That he also wished to thank all those involved in the very interesting walking tour of Coventry which had preceded the dinner.

103/16-17 Chair's Business: Installation of the Chancellor

REPORTED: (by the Chair)

That The Rt Hon. The Baroness Ashton of Upholland GCMG PC had been installed as the University of Warwick's new Chancellor in a special ceremony on the University campus on 3 May 2017.

104/16-17 Chair's Business: Official Opening of The Oculus

REPORTED: (by the Chair)

That the Oculus building was officially opened on 30 March 2017 by Her Royal Highness The Princess Royal.

105/16-17 Membership of the Council

REPORTED: (by the Secretary to Council)

- (a) That the Council had approved by correspondence the recommendation from the Nominations Committee that Mr P Kehoe be appointed as an independent member of the Council for a period of three years in the first instance from 1 August 2017 to 31 July 2020.
- (b) That the Council had approved by correspondence the recommendation from the Nominations Committee that Dr J Ferrie and Ms J MacNaughton be reappointed as independent members of the University Council for a second three year term from 1 August 2017 to 31 July 2020.
- (c) That there was one remaining independent member vacancy for the upcoming academic year.

(by the Chair)

- (d) That he wished to welcome Ms A Bhalla, new independent member of Council, to her first meeting of the Council.
- (e) That he wished to thank Dr J Ferrie and Ms J MacNaughton for their willingness to continue for a second three year term.

CONSIDERED:

A report from the Vice-Chancellor (C.69/16-17 {restricted}) on the following items of business:

(a) *Recent Institutional Successes

REPORTED: (by the Vice-Chancellor)

- (i) That the University had been ranked eighth by the Guardian University Guide in its table for 2018 published on 16 May 2017, a rise from ninth in the previous year, with 16 of Warwick's departments or subjects ranked in the top ten nationally.
- (ii) That this achievement was in the context of tremendous competition, with very fine margins, noting that other Russell Group institutions had been spread across the league table.
- (iii) That work was ongoing in relation to the University's rankings and the respective league table data submissions, with it being noted that strong performances by a number of Warwick departments in particular areas, for example research awards, did not necessarily translate into higher rankings.

(by Sir David Normington)

- (iv) That it would be useful for the Council to consider the relationship between the University's market position and its league table rankings, as referred to in the report from the Senate.
- (v) [Exempt information not included]

(b) Higher Education and Research Act (2017)

REPORTED: (by the Vice-Chancellor)

- (i) That the The Higher Education and Research Bill had received Royal Assent on 27 April 2017.
- (ii) That as part of this, the Teaching Excellence Framework (TEF) had been embedded within the future of Higher Education, whilst the Office for Students (OfS) had been established as the new regulator with statutory responsibility for quality and standards, as well as powers to monitor financial sustainability within universities (previously held by the Higher Education Funding Council for England (HEFCE)).
- (iii) That the Act also provided a mechanism allowing universities to charge the equivalent fees for "accelerated degrees" (i.e. those taught over two years) to those for standard three year courses.
- (iv) That a single, strategic body (UK Research and Innovation (UKRI)) had also been established, bringing together the seven Research Councils, Innovate UK and the research and knowledge exchange functions of HEFCE.

- (c) *Cyber Security

[Exempt information not included]

- (d) The Princess Royal Opens The Oculus
- (e) Free speech and universities
- (f) Coventry City Funding
- (g) Dyson Degree Apprenticeships
- (h) Funding Awards

RESOLVED:

- (a) That the report from the Vice-Chancellor as set out in paper C.69/16-17 {restricted} be noted.
- (b) That he wished to record the thanks of the Council to Jo Horsburgh, Strategy Director, who was leaving Warwick at the end of May to take up the position of Registrar and Secretary at The University of York.

107/16-17 Report from the Senate

CONSIDERED AND ADOPTED a report from the meeting of the Senate held on 15 March 2017 (C.70/16-17 {restricted}) on the following items of business:

- (a) Understanding Warwick's Market Position
- (b) Institutional Teaching and Learning Review
- (c) Statute 24
- (d) Proposal to Rename the Centre for Professional Education
- (e) Report from the Research Committee
- (f) Review of the University's Personal Tutoring System
- (g) Amendments to University Regulations
- (h) Collaborative, Flexible and Distributed Learning Sub-Committee
- (i) Student and Alumni Deaths

108/16-17 *Report from the University of Warwick in California (UWiC) Sub-Committee

[NB. The Vice-Chair took the Chair for this item]

CONSIDERED AND ADOPTED with the resolution set out below, a report from the meeting of the UWiC Sub-Committee held on 3 May 2017 (C.71/16-17 {restricted}) on the following items of business:

- (a) Report from the University Development Fund (UDF) Board

[Exempt information not included]

109/16-17 Report from the Audit and Risk Committee

CONSIDERED:

An oral report from the deep dive session on Health and Safety held on 4 May 2017 and on selected items considered at the meeting of the Audit and Risk Committee (A&RC) held on 16 May 2017.

(a) Deep Dive Session on Health and Safety Management

REPORTED: (by the Vice-Chair and Chair of the A&RC)

- (i) That an extraordinary deep dive review meeting had been held on 4 May 2017 to consider the findings of a gap-analysis audit of the University's health and safety management system, undertaken by the British Standards Institution (BSI) in March 2017, following the conclusion of "no assurance" by Internal Audit in summer 2016.
- (ii) That whilst work remained to be done before the A&RC could be fully assured that the University's level of health and safety risk exposure had reduced sufficiently, the Committee was confident that good progress was being made.
- (iii) That the need for culture change in the University in relation to health and safety behaviour presented the most significant challenge to the achievement of full compliance with the BSi standard by the end of 2017.
- (iv) That a recent training session for Heads of Department, facilitated by Shakespeare-Martineau, had been very well attended and received, noting that this was a positive step on the journey towards a change in culture.

(by the Pro-Vice-Chancellor (Research))

- (v) That the inclusion of Health and Safety in the portfolio of one of the four newly appointed academic research leadership roles demonstrated the importance of Health and Safety among the academy.

(b) Deep Dive Session on Student Experience

REPORTED: (by the Vice-Chair and Chair of the A&RC)

- (i) That the A&RC had held a deep dive briefing on the holistic student experience prior to its meeting on 16 May 2017, with a follow-up deep dive to be held at a future meeting as the development of the Education Strategy and its associated projects (such as the personalised student information project) continued to progress.

(by the President of the Students' Union)

- (ii) That the Students' Union was also considering its processes in relation to the student experience, noting that collaboration on the reviews would be welcome.

(by the Pro-Vice-Chancellor (Education))

- (iii) That consultation was taking place at the current time in relation to the development of the Education Strategy.

(c) *Cyber Security

[Exempt information not included]

(d) A&RC Self-Evaluation

REPORTED: (by the Vice-Chair and Chair of the A&RC)

- (i) That given the extent of the 2015/16 effectiveness review and the good progress made against the agreed actions, the A&RC had undertaken a less formal self-evaluation exercise in 2016/17.
- (ii) That members of the A&RC had been invited to provide feedback on the current effectiveness of the Committee, noting that all responses received had been positive, with members feeling that the effectiveness of the A&RC had been enhanced by the changes made following the previous evaluation.
- (iii) That it was proposed that the A&RC undertake a formal self-evaluation exercise in 2017/18, noting that in the meantime, members would reflect on whether there was a need to expand the current membership in order to widen the pool of expertise.

RESOLVED:

That the oral report from the deep dive session on Health and Safety held on 4 May 2017 and the meeting of the Audit and Risk Committee held on 16 May 2017 be noted.

110/16-17 *Report from the Finance and General Purposes Committee

CONSIDERED AND ADOPTED with the resolutions set out below, a report from the meeting of the Finance and General Purposes Committee (FGPC) held on 14 March 2017 (C.72/16-17 {restricted}), together with an oral report from the meeting on 16 May 2017, on the following items of business:

(a) *University Financial Performance – Quarter 2, 2016/17

[Exempt information not included]

(b) *University Financial Plan 2017/18

REPORTED: (by the Treasurer)

- (i) That work was progressing on the 2017/18 Financial Plan, noting that this would come forward for consideration by the Council at its next meeting.

[Exempt information not included]

(by Mr G Howells)

- (v) That he would liaise with the Director of Estates to ascertain whether there were any learning points to be taken from recent capital projects.

[Exempt information not included]

(by Dr J Ferrie)

- (xi) That consideration could be given to holding a two day strategy away day in due course to enable a more detailed discussion.

(c) [Exempt information not included]

(d) *Sports and Wellbeing Project

[Exempt information not included]

(e) Warwick Business School in London

REPORTED: (by the Treasurer)

That a useful discussion had been held by the FGPC in relation to the development of Warwick Business School activities in London, noting that this would be considered elsewhere on the Council agenda (minute 115/16-17 refers).

(f) *National Automotive Innovation Centre (NAIC)

[Exempt information not included]

(g) *Loan Finance

[Exempt information not included]

(h) Car Parking Permit Prices

(i) Acquisition of the Long Leasehold Interest in Cannon Park

(j) New Student Accommodation on Campus

(k) Consultation on Methodology and Inputs for the 2017 Valuation of USS

(l) Reports from the Subsidiary and Other Entities Company Boards

[Exempt information not included]

111/16-17 *University Estate Committee

CONSIDERED AND ADOPTED a report from the meeting of the University Estate Committee (UEC) held on 24 April 2017 (C.73/16-17 {restricted}) on the following items of business:

(a) Masterplanning and Public Realm

REPORTED: (by Mr G Howells, Chair of the UEC)

(i) That the UEC had considered a presentation on the approach to the refresh of the University Masterplan and resolved that initial high-level planning for the second phase of the Masterplan be carried out in parallel with the phase one refresh, so that the results could inform the proposed outline planning application to raise the University floor area and car parking limits until 2025.

(ii) That the masterplan refresh would also be informed by the University "size and shape" project.

(b) *Capital Projects

REPORTED: (by Mr G Howells, Chair of the UEC)

- (i) That the UEC had considered the current capital projects on campus, which on the whole were progressing well, noting the aim of the Quality and Design Sub-group to achieve a consistently high quality in projects across the board.
- (ii) [Exempt information not included]

- (c) Property, Land and Titles
- (d) University Sustainability Framework
- (e) Subgroup Reporting

112/16-17 Governing Instruments Review

CONSIDERED:

A report on the review of the University's Governing Instruments (C.74/16-17 {restricted}).

REPORTED: (by the Secretary to Council)

- (a) That as part of the work to review and simplify the University's Governing Instruments, the Governing Instruments Review Group had agreed three principles to be adopted in drafting revisions to the Charter and Statutes, these being: autonomy and flexibility, clarity on delegated authorities and transparency and accessibility.
- (b) That the current draft revised Charter and Statutes presented within paper C.74/16-17 {restricted} had been drafted in accordance with the three principles.
- (c) That members of the Council were invited to provide any specific comments on the current iteration of the draft revised Charter and Statutes in writing following the meeting, noting that any amendments in response to feedback from the Council would be incorporated into the draft, prior to consideration by the Senate at its meeting on 14 June 2017.
- (d) That at its July 2017 meeting the Council would be invited to approve a further draft for submission to the Privy Council Advisors.

(by the Treasurer)

- (e) That given the drafting of the Charter and Statutes was clear and accessible, the proposed review by the Plain English Society seemed unnecessary.

RESOLVED:

- (a) That the principles that had been adopted in re-drafting the revised Charter and Statutes be noted.
- (b) That the current draft revised Charter and Statutes be noted.
- (c) That the Governing Instruments review timeline be revised to remove the review of the final proposals by the Plain English Society.

- (d) That members of the Council provide any comments on the current iteration of the draft revised Charter and Statutes in writing to the Secretary to Council following the meeting.

113/16-17 Remuneration Committee: Pay Framework

CONSIDERED:

A proposed pay framework for staff covered by the Remuneration Committee (C.75/16-17 {restricted}).

REPORTED: (by the Chair)

- (a) That in line with the recommendation made as part of the review of the Remuneration Committee undertaken by Sir David Normington during 2015/16, the Council was being invited to consider the annual framework against which the Remuneration Committee would review senior pay.

(by the Democracy and Development Officer for the Students' Union)

- (b) That she would welcome further information on the methodology around the pay equality adjustments, as referred to in section four of the framework.

(by the Provost)

- (c) That a detailed analysis of pay levels across the University was almost complete, looking at salary drivers such as age and length of terms alongside protected characteristics, noting that following an initial review of results there appeared to be very few areas of concern.

RESOLVED:

That the remuneration framework for application to the review of senior pay being conducted by the Remuneration Committee in the current year be approved as set out in C.75/16-17 {restricted}, noting that the framework would be published online.

114/16-17 *Proposed Collaboration with the New Model in Teaching Engineering (NMiTE)

CONSIDERED:

A potential collaboration with, and validation of, an undergraduate Masters-Level (MEng) programme with NMiTE (C.76/16-17 {restricted}).

[Exempt information not included]

RESOLVED:

That the continuation of discussions in relation to the potential collaboration between the University of Warwick and NMiTE be approved.

115/16-17 *Warwick Business School in London

CONSIDERED:

An update on the development of Warwick Business School (WBS) activities in London (C.77/16-17 {restricted}).

[Exempt information not included]

RESOLVED:

- (a) That the report on the development of Warwick Business School activities in London as set out in C.77/16-17 {restricted}, be noted.
- (b) [Exempt information not included]

116/16-17 Report from the Equality and Diversity Committee

CONSIDERED AND ADOPTED a report from the Equality and Diversity Committee held on 31 January 2017 (C.79/16-17) on the following items of business:

- (a) Staff Statistics Report 2015/16
- (b) Athena SWAN Update
- (c) Report from the PULSE Sub-group on Academic Promotion
- (d) Women in Academia/Gender Statement and Taskforce
- (e) Support for Researchers on Fixed Term Contracts during Pregnancy
- (f) HR Excellence in Research 4 Year Review
- (g) Race Charter Mark
- (h) Carers Policy/Guidelines
- (i) Respect Day

117/16-17 Awards and Distinctions

RECEIVED:

A report setting out the awards and distinctions conferred on members of the University since the meeting of the Council held on 8 February 2017 (C.80/16-17).

118/16-17 Amendments to University Ordinances

CONSIDERED:

For the first time, proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties (C.81/16-17).

RESOLVED:

That the proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties as noted by the Senate and set out in paper C.81/16-17, be approved for the first time.

119/16-17 Amendments to University Regulations

CONSIDERED:

Proposed amendments to University Regulation 8.3 (C.82/16-17).

RESOLVED:

That the proposed amendments to University Regulation 8.3 be confirmed as set out in paper C.82/16-17, noting that the revised Regulation would take immediate effect and apply to current and incoming students as of the 2016/17 Examination Boards.

120/16-17 Approvals by the Chair

REPORTED:

That Chair's Action had been taken to approve the appointment of Professor Peter Scott as the Chair of the Art Collection Committee with effect from 1 June 2017.

121/16-17 Summer 2017 Degree Congregation

REPORTED:

That, as previously confirmed, the summer degree congregation events would take place from Monday 17 July to Saturday 22 July 2017 inclusive, with celebratory graduation dinners taking place on the evenings of Monday 17, Wednesday 19 and Friday 21 July 2017.

122/16-17 Dates of Future Meetings

REPORTED:

- (a) That the final meeting of the Council for the 2016/17 academic year would take place on Wednesday, 12 July 2017, 9.00am – 12.00pm, in the Senate House Council Chamber.
- (b) That the meetings of the Council for the 2017/18 academic year were scheduled as follows:

Wednesday, 18 October 2017
Wednesday, 22 November 2017
Wednesday, 7 February 2018
Wednesday, 16 May 2018
Wednesday, 11 July 2018

As at 3 July 2017