

**UNIVERSITY OF WARWICK  
COUNCIL**

**OPEN MINUTES OF THE MEETINGS HELD ON 17:00, TUESDAY 14 MAY 2019 AND 09:00 WEDNESDAY 15 MAY 2019 AT COUNCIL CHAMBER, SENATE HOUSE**

<b>Present</b>	David Normington	DN	Chair
	Keith Bedell-Pearce	KBP	Treasurer and Chair of the Finance & General Purposes Committee
	Anita Bhalla	AB	Independent member
	Professor Dan Branch	DB	Academic member
	Dr Dave Britnell	DBri	Academic member
	Bal Claire	BC	Independent member
	Viki Cooke	VC	Vice-Chair and Chair of the Audit & Risk Committee
	Professor Stuart Croft	SC	Vice-Chancellor (15 May 2019 only)
	Professor Chris Ennew	CE	Provost
	Dr John Ferrie	JF	Independent member
	Catharine French	CF	Independent member
	Professor Chris Hughes	CH	Pro-Vice-Chancellor (Education)
	Liam Jackson	LJ	President of the Students' Union
	Dr Deborah Keith	DK	Independent member
	Professor Andy Lockett	AL	Academic member
	Ben Newsham	BN	Democracy & Development Officer of the Students' Union
	Adrian Penfold	AP	Independent member
	Andrea Pulford	APu	Professional Services staff member
	Professor Lesley Roberts	LR	Academic member
	Neil Sachdev	NS	Independent member
Professor Simon Swain	SS	Pro-Vice-Chancellor (External Engagement) (15 May 2019 only)	
Professor Pam Thomas	PT	Pro-Vice-Chancellor (Research)	
Gail Tucker	GT	Independent member	
<b>Attending</b>	Gareth Bennett	GB	Chief Operating Officer (WBS) (items 091a and 105)
	Paul Blagburn	PB	Head of Widening Participation (item 104)
	James Breckon	JB	Director of Estates (item 108b)
	Ailsa Chambers	AC	Director of International Strategy & Relations (item 100)
	Georgina Cowley	GC	Chief Finance Officer (WBS) (item 091a and 105)
	Professor Graeme Currie	GCu	Professor (WBS) (item 091a)
	Professor Nigel Driffield	ND	Deputy Pro-Vice-Chancellor (Regional) (item 099a)
	Rosie Drinkwater	RD	Group Finance Director
	Kevin Edwards	KE	Chief Finance Officer (Estates) (item 108b)
	Doreen Foster	DF	Director of Warwick Arts Centre (item 091b)
	Jane Furze	JF	Director of Public Engagement (item 099a)
	David Hammond	DH	Capital Programme Director (Estates) (item 108b)
	Professor James Hayton	JH	Professor (WBS) (item 091a)
	Dr Richard Hutchins	RH	Director of Strategy and Policy (items 088 to 100)
	Helen Knee	HK	Director of Professional Services Strategic Reform (item 103)
	Rupert Lawrie	RL	Commercial Director
	Professor Nicholas Llewellyn	NL	Professor (WBS) (item 091a)
	Lara McCarthy	LM	Assistant Secretary and Head of Governance Services
	Rachel Sandby-Thomas	RST	Registrar
	Professor Michael Shipman	MS	Chair of the Faculty of Science, Engineering & Medicine (item 100)
	Emma Tew	ET	Assistant Registrar (Governance)
	Sharon Tuersley	ST	Secretary to Council
	<b>Observing</b>	Jenny Worrall	JW

**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.

**Tuesday 14 May 2019**

<b>Ref</b>	<b>Item</b>
<b>Regular Items</b>	
088	<p><b>Chair’s Welcome and Introduction</b></p> <p>The Chair welcomed:</p> <ul style="list-style-type: none"> <li>• Bal Claire, a new independent member of the Council.</li> <li>• Colleagues in Warwick Business School (WBS) who were presenting on the WBS Grand Challenge (item 091a).</li> </ul> <p>It was reported that Professor Lord Bhattacharyya sadly passed away on 1 March, after a short illness. Many tributes had been published on the extraordinary achievements of Lord Bhattacharyya’s distinguished career. The Council reflected on the enormous contribution Lord Bhattacharyya had made to Warwick and the wider region.</p>
089	<p><b>Apologies for Absence</b></p> <p>Dave Britnell, Stuart Croft, Simon Swain.</p>
090	<p><b>Declarations of Interest</b></p> <p>No declarations of interest were reported.</p>
<b>Strategic Topics</b>	
091a	<p><b>Warwick Business School Grand Challenge</b></p> <p>The Dean of WBS and colleagues (detailed in the attendance list) delivered a presentation on the WBS grand challenge, with key points highlighted as follows:</p> <p>[Exempt information not included]</p>
091b	<p><b>Outline of the Vision for Warwick Arts Centre</b></p> <p>The Director of Warwick Arts Centre delivered a presentation on the vision of the Arts Centre, with key points highlighted as follows:</p> <ul style="list-style-type: none"> <li>• Warwick Arts Centre aimed to be a leading, impactful and provocative institution. The civic responsibility of the Arts Centre was also recognised in terms of the contribution it made to the local region.</li> <li>• It was intended to diversify the demographics of Art Centre patrons. The programme of events was being reviewed to appeal to a younger, more ethnically diverse audience. Particular attention was also being paid to attract more Warwick students to the Arts Centre.</li> <li>• Activities related to the Coventry City of Culture 2021 were currently in development with a focus on large-scale participation. Events included a festival in celebration of Arabic culture and activities to mark the bicentenary of the publication of <i>Middlemarch</i>.</li> </ul> <p>The Council discussed the need to enhance the visibility of the Arts Centre to students. This was being achieved by improving physical accessibility to students as part of the capital project (see item 108b) and by incorporating more relevant activities into the Arts Centre’s programme of events.</p> <p>The Council went on to discuss the use of technology. Work was underway to improve the Arts Centre’s digital presence. Additionally, technology was increasingly being used in productions and there was now a wide array of digital performers.</p>

**Wednesday 15 May 2019**

**Regular Items**

092	<b>Chair's Welcome and Introduction</b> The Chair welcomed members to the meeting.
093	<b>Apologies for Absence</b> Catharine French, Liam Jackson (late arrival, in attendance from item 097(h) onwards).
094	<b>Declarations of Interest</b> No declarations of interest were reported.
095	<b>Minutes of the Council Meeting held on 6 February 2019</b> <b>DECISION:</b> The minutes of the Council meeting held on 6 February 2019 (095-C150519 {restricted}) were approved.
096	<b>Matters Arising from the Council Meeting held on 6 February 2019</b> There were no matters arising from the previous meeting that were not covered elsewhere on the agenda.
097	<b>Chair's Business</b> The Council received a verbal report from the Chair on the following items of business: <b>(a) Noel Gordon</b> The Council extended its thanks to Noel Gordon, who had stepped down as an independent member in March. <b>(b) Bal Claire</b> The Council, on the recommendation of the Nominations Committee, was invited to approve the appointment of Bal Claire to the University Estate Committee with immediate effect, noting that Bal Claire had significant experience of 5G and associates at the Local Enterprise Partnership. <b>(c) Treasurer</b> Neil Sachdev had kindly volunteered to take on the role of Treasurer once Keith Bedell-Pearce (the current Treasurer) stepped down in July 2020. Formal approval would be sought at the next Council meeting in July. <b>(d) Vice-Chair</b> The Secretary to Council reported that the process to appoint a new Vice-Chair of Council would shortly begin. Nominations and expressions of interest for the position would be sought, followed by a confidential voting ballot, with the outcome of the ballot being formally adopted at the next Council meeting in July. It was anticipated that there would be a transitional period and the new Vice-Chair would take up the position in January 2020. The Council was asked to approve an exceptional extension to Viki Cooke's (the current Vice-Chair) term of office from July 2019 to January 2020 to facilitate this transition. <b>(e) Pro-Vice-Chancellor (International)</b> On 29 March 2019, Council members approved, by correspondence, the appointment of Professor Michael Shipman as Pro-Vice-Chancellor (International) with effect from 1 August 2019. Professor Shipman would join the Council in an ex-officio capacity from the 2019/20 academic year. <b>(f) Independent Review of the Teaching Excellence Framework</b> The University's response to the call for views on the independent review of the Teaching Excellence Framework (TEF) was approved by the Council, by correspondence, on 28 February.

	<p><b>(g) Review of the Higher Education Code of Governance</b></p> <p>The Secretary to Council's Office had responded to a call for evidence as the Committee of University Chairs (CUC) had undertaken a review of its Higher Education (HE) Code of Governance. The review aimed to gather opinion on how the Code should be evolved to help HE Institutions develop their governance arrangements to ensure long-term success.</p> <p><b>(h) Warwick Manufacturing Group</b></p> <p>Following the sad passing of Professor Lord Bhattacharyya (see item 088), Professor David Mullins had been appointed as Acting Head of Warwick Manufacturing Group (WMG), alongside Jane Coleman as Chief Operating Officer and Nicola Constant as Director of Administration (Finance).</p> <p>[Exempt information not included]</p> <p><b>DECISIONS:</b></p> <p>(1) The Council <b>approved</b> the appointment of Bal Claire to the University Estate Committee, with immediate effect.</p> <p>(2) The Council <b>approved</b> the extension of Viki Cooke's term of office from July 2019 to January 2020.</p>
098	<p><b>Vice-Chancellor's Business</b></p> <p>The Council received and noted a report on topical items of business (098-C2150519 {restricted}), alongside a verbal report by the Vice-Chancellor on the following items of business:</p> <p><b>(a) Universities Superannuation Scheme</b></p> <p>The Universities Superannuation Scheme (USS) had recently put forward a new third option to finalise the 2018 pension valuation, after a proposal put forward by Universities UK (UUK) had been rejected. This new option offered a contribution rate of 30.7% and would be subject to a 2020 valuation.</p> <p>Consultation would commence with employers and the Trade Unions to establish which option was preferable.</p> <p>[Exempt information not included]</p> <p><b>(c) Complete University Guide League Table Rankings 2020</b></p> <p>The University was ranked 12<sup>th</sup> in the Complete University Guide League Table Ranking 2020, slipping out of the 'top ten'.</p> <p>[Exempt information not included]</p>
<b>Strategic Topics</b>	
099a	<p><b>Regional Leadership Strategy</b></p> <p>The Council received and noted a report on the Regional Leadership Strategy (099a-C150519 {restricted}), alongside a presentation delivered by the Pro-Vice-Chancellor (External Engagement), Director of Strategy and colleagues (detailed in the attendance list), with key points highlighted as follows:</p> <p>[Exempt information not included]</p> <ul style="list-style-type: none"> <li>• It was the right time for the University to be making strides in regional place-making given the number of upcoming high-profile regional initiatives, including the Coventry City of Culture 2021 and the Birmingham 2022 Commonwealth Games.</li> <li>• Region had been defined in the Strategy both in terms of geographical location and political spheres of influence. The University's geographical region was deemed to be Coventry, Warwickshire, Solihull and Birmingham. [Exempt information not included].</li> <li>• In addition to political associations, a wide-ranging list of regional stakeholders and partners had been defined, including residential and community groups, alumni, local businesses and health partnerships.</li> </ul>

	<ul style="list-style-type: none"> <li>• It was highlighted that Warwick already had a significant impact on the local region, for instance, the total economic impact of the University in the West Midlands in 2016/17 was £1bn. The Regional Leadership Strategy would build on this success, noting that communication of Warwick’s regional successes was a vital component of the Strategy.</li> <li>• The next steps were refinement and socialisation of the Strategy and the ongoing development of an operational work-plan.</li> </ul> <p>In response to the presentation, the following points were raised during a discussion amongst members:</p> <ul style="list-style-type: none"> <li>• There was scope for the University’s approach to regional activity to be more bold, noting that the Warwick Scholars initiative (see item 104) was a very positive step forward.</li> <li>• It was crucial to actively involve the local community in Warwick’s regional initiatives. Consideration should be given to the four or five key initiatives that could help to explicitly define Warwick’s contribution to the local region.</li> <li>• It could be beneficial to examine the strategies of competitor institutions who were sector-leaders in regional engagement. North American institutions had particular strengths in this regard.</li> </ul> <p><b>DECISION:</b> The Council approved the Regional Leadership Strategy.</p>
099b	<p><b>Vision and Strategy for Wellesbourne Campus</b></p> <p>The Pro-Vice-Chancellor (External Engagement) and the Director of Strategy presented the vision and strategy for Wellesbourne Campus (099b-C150519 {restricted}), with key points highlighted as follows:</p> <p>[Exempt information not included]</p> <p><b>DECISIONS:</b></p> <p>(1) The Council <b>approved</b> the establishment of the Wellesbourne Management and Investment Board, noting that consideration should be given to external representation.</p> <p>(2) The Council <b>approved</b> the development of a business and marketing plan for Wellesbourne Campus.</p>
100	<p><b>Internationalisation Strategy</b></p> <p>The Council received and noted a report on the Internationalisation Strategy (100-C150519 {restricted}), alongside a presentation delivered by the Pro-Vice-Chancellor (External Engagement) and colleagues (detailed in the attendance list), with key points highlighted as follows:</p> <p>[Exempt information not included]</p> <ul style="list-style-type: none"> <li>• The Strategy would be socialised across the University during the summer term. The final version of the Strategy was then due to be submitted to Council for final approval in July.</li> </ul> <p>In response to the presentation, the following points were raised during a discussion amongst members:</p> <ul style="list-style-type: none"> <li>• Consideration would need to be given to minimising the environmental impact of the Internationalisation Strategy, particularly in terms of carbon emissions. Offsetting environmental impact was a key aspect of the University Masterplan. It was suggested that the use of virtual learning platforms could help offset Warwick’s carbon footprint.</li> <li>• The Internationalisation Strategy would need to be closely aligned to the Regional Leadership Strategy (see item 099a) as the world was becoming more globalised.</li> </ul> <p>[Exempt information not included]</p>

<b>Substantive Items</b>	
101	<p><b>Update Report from the Independent Review of the University’s Student Disciplinary and Appeals Processes and the Joint Senate and Council Advisory Group on Values</b></p> <p>The Vice-Chair and Registrar presented an update report on the work being undertaken in response to the ‘group chat’ matter (minute 064(b)/18-19 refers) (101-C150519 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> <li>• Two parallel work streams had been established: <ul style="list-style-type: none"> <li>- An independent external review of the University’s student disciplinary and appeals processes, led by Dr Sharon Persaud, a solicitor practising in criminal defence and an appeals’ specialist.</li> <li>- A Joint Senate and Council Advisory Group (Joint Group), chaired by the Vice-Chair, to affirm Warwick’s values, review what constituted acceptable and unacceptable behaviours and encourage positive behaviours.</li> </ul> </li> <li>• Dr Persaud had reviewed all relevant documentation, conducted interviews on campus and was in the process of compiling a report outlining recommendations on how the University should manage complaints/incidents related to sexual misconduct, hate crime, racism, sexism and bullying. The report was due to be submitted to the Council in July.</li> <li>• The Joint Group was composed of a wide-range of University staff, students and external members with specific expertise. A great deal of work had been done to draft a set of principles and the group was currently consulting widely on this work. A report from the group was due to be submitted to the next Council meeting in July.</li> <li>• A joint workshop would be held on 20 May to ensure that the parallel work streams were aligned.</li> </ul> <p>The Council discussed that it might be beneficial to engage with students early in the applications process, potentially at Open Days, to outline Warwick’s values and expected behaviours. During the course of discussion it was emphasised that all students, staff and external stakeholders would be required to behave in accordance with the University’s values.</p>
102	<p><b>Equality, Diversity and Inclusion: Strategy, Progress and Prospects</b></p> <p>The Provost presented a report on the strategy, progress and prospects of the University’s Equality, Diversity &amp; Inclusion (E&amp;DI) provision (102-C150519 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> <li>• The report outlined how the University met its obligations under the Equality Act and prefaced the Social Inclusion Strategy, which was due to be considered by the Council in July.</li> <li>• The University’s current equality objectives had been devised in 2016 and would be reviewed in 2020.</li> <li>• There was an intention to transform the Equality &amp; Diversity Committee into the Social Inclusion Committee. Membership of the committee would be refocused and a sub-group related to each protected characteristic would be created led by an executive sponsor. The gender and LGBTUA+ taskforces would also report to the Social Inclusion Committee.</li> </ul> <p>The Council discussed the gender pay gap. The Remuneration Committee had recently considered action plans for pay gaps related to gender, ethnicity and disability. It was then raised that improvements could be made to the campus to make certain areas more accessible to those with disabilities.</p> <p>The University’s work on ED&amp;I would need to be culturally embedded and aligned to the work being undertaken on Warwick’s values and associated disciplinary processes (see item 101). To encourage cultural change it would be important for senior leaders to role model expected behaviours.</p>
103	<p><b>Professional Services Group Strategic Reform Programme</b></p> <p>The Director of Professional Services Strategic Reform presented a report on the reform of the Professional Services Group (103-C150519 {restricted}), with key points highlighted as follows:</p>

	<ul style="list-style-type: none"> <li>• A programme of work was underway to maximise the effectiveness and longevity of Warwick’s Professional Services departments in supporting the aims of the University, as outlined in the Strategy document <i>Excellence with Purpose 2030</i>.</li> <li>• Engagement was taking place with each Professional Services department to review how services were currently delivered and explore the improvements that could be made. Consultation was also taking place with Academic departments to seek their views and experiences of the University’s centralised services.</li> <li>• The use of technology to maximise efficiency was also being considered. Specifically, solutions to assist in the management of data and enhancement of the University’s web presence.</li> </ul> <p>The Council discussed that it would be important to monitor the success of the strategic reform programme. The Director of Professional Services Strategic Reform was invited to attend a Council meeting in 2020 to report on the progress of the project.</p> <p><b>ACTION:</b> The Director of Professional Services Strategic Reform to attend a Council meeting in 2020 to report on the progress of the Professional Services strategic reform programme.</p>
104	<p><b>Access and Participation Plan</b></p> <p>The Pro-Vice-Chancellor (Education) and Head of Widening Participation presented a report on the Access and Participation Plan (104-C150519 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> <li>• The Office for Students (OfS) had revised the methodology associated with the Access and Participation Plan and had introduced new, ambitious targets. Governing bodies were now required to sign-off the plan. Due to the timescales for submission, the Council would be invited to approve the Access and Participation Plan, by correspondence, during week commencing 20 May.</li> <li>• The Participation of Local Areas (POLAR) data associated to the plan had illustrated positive developments, for instance, the proportion of BAME students at Warwick had increased by 7% over the last four years. The data had also allowed the University to identify underrepresented groups and investigate intersectionality.</li> </ul> <p>The Council discussed the University’s ongoing programme of work related to Widening Participation (WP). The Warwick Scholars initiative had recently been announced, which was a £10m social mobility programme to help young people in the region, who faced social or economic barriers, gain a place at the University. There was an ongoing debate in the sector related to lowering entry standards to enable disadvantaged students to access high-tariff universities. Warwick’s overall aim was to help high-ability students to achieve a University place, working with them to reach their full potential.</p> <p>It was also noted by the Council that academic staff might need support in teaching students from differing backgrounds. The Student Learning Experience &amp; Engagement Committee was currently reviewing the accessibility of the curriculum to students from a diverse range of backgrounds.</p> <p><b>DECISION:</b> The Council <b>approved</b> the new institutional Access and Participation Plan ambition and targets.</p>
105	<p><b>Proposed Extension of Warwick Business School</b></p> <p>The Council received a report on the proposed extension of WBS (105-C150519 {restricted}).</p> <p><b>DECISION:</b> The Council <b>approved</b> the recommended location (location 1) for the proposed extension of WBS to continue to progress.</p>
<b>Sub-Committee Reports</b>	
106	<p><b>Report from the Senate</b></p> <p>The Council received the Key Issues and Assurance Report from the meeting of the Senate, which took place on 13 March 2019 (106-C150519 {restricted}).</p> <p><b>DECISION:</b> The Council <b>approved</b> that the newly established School of Creative and Visual Cultures be renamed the School of Creative Arts, Performance and Visual Cultures.</p>

107	<p><b>Report from the Audit &amp; Risk Committee</b></p> <p>The Chair of the Audit &amp; Risk Committee (A&amp;RC) presented a verbal report from the meeting of the A&amp;RC which took place on 14 May 2019, with key points highlighted as follows:</p> <p>[Exempt information not included]</p> <p><b>ACTION:</b> A fuller discussion on the issues discussed at Audit &amp; Risk Committee on 14 May 2019 would be facilitated at the Council meeting in July.</p>
108a	<p><b>Report from the Finance &amp; General Purposes Committee</b></p> <p>The Council received and noted a report from the meetings of the Finance &amp; General Purposes Committee (FGPC), which took place on 26 March 2019 and 14 May 2019 (108a-C150519 {restricted}).</p> <p>The Council's attention was drawn to the financial viability and sustainability letter issued by the OfS highlighting its concerns about the credibility of providers' student number forecasts, given the demographic downturn. The University was assured that its forecasts were reasonable.</p>
108b	<p><b>Warwick Arts Centre Capital Update</b></p> <p>The Group Finance Director presented a capital update on the Warwick Arts Centre 20:20 phase 2 project (108b-C150519 {restricted}), with key points as follows:</p> <p>[Exempt information not included]</p>
109a	<p><b>Report from the University Estate Committee</b></p> <p>The Council received and noted a report from the meeting of the University Estate Committee (UEC) which took place on 27 March 2019 (109a-C150519 {restricted}).</p> <p>Council members expressed that congestion on campus was problematic and that a solution would need to be implemented in advance of the longer term aims outlined in the University Masterplan. Short-term mitigations were being explored, with a drive to reduce the number of single occupancy vehicles. A new Director of Transport was also in the process of being recruited.</p>
109b	<p><b>Petition to the Council: Climate Change</b></p> <p>The Secretary to Council presented the Climate Emergency Coalition petition (109b-C150519), with key details highlighted as follows:</p> <ul style="list-style-type: none"> <li>• The Secretary to Council had accepted a petition from student representatives of the University's Climate Emergency Coalition.</li> <li>• The petition, addressed to the Council, called on Warwick to "inspire change" and become a national leader on the issues associated to climate change.</li> </ul> <p>The Council took the issue of climate change very seriously. It was planned to refer the petition to the University Estate Committee for further consideration. However, in acknowledgement that this issue was much wider than the remit of the University Estate Committee it was agreed that a debate on sustainability should also be held at Council.</p> <p><b>ACTION:</b> A strategic session on sustainability to be held by the Council in the autumn term.</p>
<b>Items below this line were received/and or approved without discussion</b>	
110	<p><b>Joint Report from the University Executive Board and Steering Committee</b></p> <p>The Council received and noted a joint report from the meetings of the University Executive Board and Steering Committee, which had taken place since the last meeting of the Council in February 2019 (110-C150519 {restricted}).</p>
111	<p><b>Report from the Research Governance &amp; Ethics Committee</b></p> <p>The Council received and noted a report from the meeting of the Research Governance &amp; Ethics Committee</p>

	(RGEC) which took place on 19 February 2019 (111-C150519).
112	<p><b>Proposed Amendments to University Regulations</b></p> <p>The Council received proposed revisions to University Regulations (112-C150519).</p> <p><b>DECISIONS:</b></p> <p>(1) The Council <b>confirmed</b> proposed revisions to Regulations 2.3 and 34.</p> <p>(2) The Council <b>confirmed</b> the disestablishment of Regulation 25.</p>
113	<p><b>Chair's Action Report</b></p> <p>The Council received and noted the Chair's action report (113-C150519).</p>
<b>Reserved Item</b>	
114	<p><b>Reserved Minutes of the Council Meeting held on 6 February 2019</b></p> <p><b>DECISION:</b> The reserved minutes of the Council meeting held on 6 February 2019 (114-C150519 {reserved}) were <b>approved</b>.</p>
<b>Other</b>	
115	<p><b>Any Other Business</b></p> <p>There were no matters of any other business.</p>
116	<p><b>Dates of Next Meeting:</b></p> <ul style="list-style-type: none"> <li>• 17:00, Tuesday 9 July 2019</li> <li>• 09:00, Wednesday 10 July 2019</li> </ul>