

**UNIVERSITY OF WARWICK
COUNCIL
OPEN MINUTES OF THE MEETINGS HELD
17:00, TUESDAY 9 JULY 2019 AND 09:00 WEDNESDAY 10 JULY 2019
IN COUNCIL CHAMBER, SENATE HOUSE**

Present	David Normington	DN	Chair
	Keith Bedell-Pearce	KBP	Treasurer and Chair of the Finance & General Purposes Committee
	Anita Bhalla	AB	Independent member
	Bal Claire	BC	Independent member
	Viki Cooke	VC	Vice-Chair and Chair of the Audit & Risk Committee
	Professor Stuart Croft	SC	Vice-Chancellor
	Professor Chris Ennew	CE	Provost
	Dr John Ferrie	JF	Independent member
	Catharine French	CF	Independent member
	Professor Chris Hughes	CH	Pro-Vice-Chancellor (Education)
	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
	Professor Lesley Roberts	LR	Academic member
	Neil Sachdev	NS	Independent member
	Professor Simon Swain	SS	Pro-Vice-Chancellor (External Engagement)
Professor Pam Thomas	PT	Pro-Vice-Chancellor (Research)	
Gail Tucker	GT	Independent member	
Attending	Paul Blagburn	PB	Head of Widening Participation (items 131 and 132)
	Rosie Drinkwater	RD	Group Finance Director
	Dr Richard Hutchins	RH	Director of Strategy & Policy (items 131 and 132)
	Rupert Lawrie	RL	Commercial Director
	Lara McCarthy	LM	Assistant Secretary and Head of Governance Services
	Dr Sharon Persaud	SP	Independent Reviewer (items 123 to 131)
	Kate Rippon	KR	Consultant – BCW Global (items 130 and 131)
	Ian Rowley	IR	Director of the Engagement Group (items 130 and 131)
	Rachel Sandby-Thomas	RST	Registrar
	Kulbir Shergill	KS	Director of Social Inclusion (items 131 and 132)
	Emma Tew	ET	Assistant Registrar (Governance)
	Sharon Tuersley	ST	Secretary to Council
Observing	Lizzie Chuck	LC	Ambitious Futures Graduate Trainee

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.

Ref	Item
Tuesday 9 July 2019	
Regular Items	
118	<p>Chair's Welcome and Introduction</p> <p>The Chair welcomed David Plumb, Director of Innovation, who was presenting item 121.</p> <p>a) Students' Union Allegation</p> <p>The Democracy & Development Officer of the Students' Union informed the Council of an allegation of institutional racism that had been made against the Students' Union (SU). The allegation was being investigated</p>

	and the Council would be kept appropriately updated.
119	<p>Apologies for Absence</p> <p>Anita Bhalla, Professor Dan Branch, Dr Dave Britnell, Liam Jackson, Andrea Pulford.</p>
120	<p>Declarations of Interest</p> <p>No declarations of interest were reported.</p>
Strategic Topic	
121	<p>Innovation Strategy</p> <p>The Council received and noted reports on delivering ambitious innovation at Warwick (121a-C100719 {restricted}) and year one activity and deliverables (121b-C100719 {restricted}), alongside an accompanying presentation delivered by the Director of Innovation, with key points highlighted as follows:</p> <ul style="list-style-type: none"> • Following consultation with various stakeholders, the Innovation Strategy had been developed in accordance with five guiding principles: • Increasing research transfer; • Providing every student with an opportunity to engage with innovation; • Enhancing the University’s reputation; • Supporting the region’s job, start-up and scale-up ecosystem; and • Establishing new University businesses. • The Strategy consolidated and built upon existing innovation activity to develop one cohesive model, designed to maximise impact. • Space and infrastructure was a key enabler for the success of the Strategy. It was intended to repurpose the old Sports Centre as a dedicated hub for cross-disciplinary collaboration named “The Climb”. This would later form part of an overarching location brand. [Exempt information not included]. • The Strategy envisaged the growth of members of the University community engaged in and supporting innovation, enterprise and research. The NHS Digital scheme provided a model for enabling staff to deliver new projects via secondment opportunities. • A three-stage approach of inspiration, education and incubation would facilitate innovation at Warwick. • All students would be encouraged to experiment, develop entrepreneurial skills and learn from failure in a safe environment as part of a university education. The Strategy outlined plans to embed innovation across the curriculum in consultation with academic departments. • It was intended to establish ‘incubators’ for innovation activity to align with the University’s existing expertise, including: [Exempt information not included]. • Return on investment and success would be evaluated against three criteria: • The Strategy’s contribution to institutional measures of effectiveness such as National Student Survey (NSS) results and Longitudinal Education Outcomes (LEO) data provided by the Department for Education; • Engagement with local businesses and the creation of jobs and enterprises in the regional ecosystem; and • The impact of the Innovation Strategy on the University’s reputation and its civic mission, for example, Widening Participation activities could be hosted at incubator spaces.

	<ul style="list-style-type: none"> • It was emphasised that a culture change was required to successfully implement the Strategy; the University needed to operate flexibly and at pace to meet the needs of potential industrial partners. <p>In response to the presentation, the following points were raised during a discussion amongst members:</p> <ul style="list-style-type: none"> • It was important to establish incubator ‘champions’ to drive innovation. It was noted that each incubator would have an internal and external figurehead, namely a manager to deal with operationalisation and an industry partner. • Useful learning could be drawn from innovation successes within the sector, recognising that successful innovation strategies were often context-specific. The Strategy aimed to build upon existing Warwick assets such the University of Warwick Science Park (UWSP) and innovation activity within Warwick Business School (WBS) and Warwick Manufacturing Group (WMG). • [Exempt information not included]. • It would be worthwhile to consider how innovation could be harnessed to tackle some of the University’s own business challenges and how core businesses of teaching and research could be improved by new thinking and digital solutions. • Members queried whether innovation initiatives would be an optional or compulsory component of the curriculum. It was noted that all academic departments would be consulted and encouraged to integrate innovation activity into teaching. • Careful consideration would need to be given as to how innovation would be integrated into the curriculum for Arts and Social Sciences disciplines. <p>DECISION: The Council approved the Innovation Strategy and the year one activity and deliverables.</p>
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Substantive Item	
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122	<p>Financial Plan 2019</p> <p>The Council received the Financial Plan 2019 (122-C100719 {restricted}), alongside an accompanying presentation delivered by the Group Finance Director, with key points highlighted as follows:</p> <ul style="list-style-type: none"> • The financial planning process had been rigorously conducted in alignment to the University Strategy, with the Financial Plan Sub-Committee (FPSC) meeting more frequently throughout 2018/19 to comprehensively review each iteration of the Plan. • Ongoing risks to the wider Higher Education (HE) sector had potential to impact on the Plan, namely; Brexit outcomes; rises in Universities Superannuation Scheme (USS) contributions; and the implications of the Augar Review. • The risk associated to increased USS contributions had been mitigated against by inclusion of an additional contribution rate. [Exempt information not included]. • It was not clear how and when the recommendations of the Augar Review would be implemented, so no specific adjustment had been made to the Plan. Proposed tuition fee cuts could lead to a shortfall in the later years of the Plan and whilst excess cash levels could accommodate this, there would be an impact on future capital expenditure. • Brexit outcomes had been considered in the context of the Plan, however, it remained difficult to make specific allowances given the wide-ranging ambiguity. A hard Brexit posed the greatest financial risk relating to restricted access to EU research funding and changes to EU student tuition fees. • The Plan had been stress tested against the aforementioned risks and possible mitigations. It was concluded that the safety factor was at an adequate level to absorb the impact of the potential risk. • [Exempt information not included].
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	<ul style="list-style-type: none"> • WBS, Economics, Computer Science, the Warwick Employment Group (WEG) and Warwick Accommodation were projected to significantly contribute to the achievement of the Plan, noting that the contribution made by Warwick Accommodation was offset by the capital loan repayments on student residences. • Operating deficits were anticipated in the Faculty of Science, Engineering and Medicine, and the Academic Resourcing Committee (ARC) central department. A smaller deficit, equating to depreciation, was also expected from the Arts Centre. • [Exempt information not included]. • The £5m ARC Strategic Investment Fund (SIF) was an evergreen fund, which would be replenished by surpluses generated from investments. The SIF had already been invested into a number of initiatives. • Additional investment had been placed in scholarships and awards to support the Warwick Scholars social mobility programme, China Scholarship Council Studentships and the Chancellor’s International Scholarships. • [Exempt information not included]. • During the planning period, additional on-campus accommodation would become available as part of the Cryfield development. Off-campus accommodation had reduced due to the removal of a number of unsatisfactory landlords, who did not align to the values of Warwick. • A number of emerging priorities related to strategic investment and improvement of core systems had reduced the Professional Services Group (PSG) budget. Additional costs contained in the Plan would need to be funded from savings and efficiencies. • The Capital Plan included various projects, including: Cryfield Residences, Arts Centre 20:20, IBRB, Faculty of Arts Building, WBS extension and the Degree Apprenticeship Centre. • Finance & General Purposes Committee (FGPC) recommended the Plan to the Council for approval. <p>The Council expressed concern that the risks to the Plan were more significant than in previous years, which could require a more rigorous approach to efficiency saving. FPSC had tasked the University to make additional savings by reviewing the ARC envelope for efficiencies and assessing how to optimise administrative activity across Warwick.</p> <p>The Council agreed that a sensible and cautious approach had been adopted in the preparation of the Plan; potential risks had been accounted for as far as possible; mitigations had been put in place; and the Plan had been stress-tested. It was also noted that it was exceptionally unlikely that all the identified risks would impact on the Plan simultaneously.</p> <p>The thanks of the Council were extended to the Group Finance Director and the Finance Team for producing a robust Financial Plan in a challenging planning environment.</p> <p>DECISION: The Council approved the Financial Plan 2019 for submission to the OfS in due course, subject to the inclusion of actual figures for 2018/19 when available.</p>
Wednesday 10 July 2019	
Regular Items	
123	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed Dr Sharon Persaud, Independent Reviewer, who was presenting item 130.</p>
124	<p>Apologies for Absence</p> <p>Professor Dan Branch, Dr Dave Britnell, Adrian Penfold (early departure – in attendance to item 131), Andrea Pulford, Pam Thomas (late arrival – in attendance from item 132a).</p>

125	<p>Declarations of Interest</p> <p>No declarations of interest were reported.</p>
126	<p>Minutes of the Council Meeting held on 14 and 15 May 2019</p> <p>DECISION: The minutes of the Council meeting held on 14 and 15 May 2019 (126-C100719 {restricted}) were approved.</p>
127	<p>Matters Arising from the Council Meeting held on 14 and 15 May 2019</p> <p>a) New Model in Technology and Engineering (minute 098b/18-19 refers)</p> <p>The Provost reported that the University’s partnership with New Model In Technology & Engineering (NMiTE) had now come to an end. The relationship with NMiTE remained amicable and all stakeholders had been informed of the disestablishment of the project.</p>
128	<p>Chair’s Business</p> <p>The Council received a verbal report from the Chair on the following items:</p> <p>a) Members Stepping Down</p> <p>The thanks of the Council were extended to the following members, as they stepped down from the Council:</p> <ul style="list-style-type: none"> • Professor Simon Swain, who was taking up a new role of Vice-President for Research and Higher Education Policy at the British Academy. The Council congratulated Professor Swain on this prestigious appointment. • Andrea Pulford, whose term of office ended on 31 July. Ailsa Chambers, Director of International Strategy & Relations, had been elected as the Professional Services staff representative with effect from 1 August. • Professor Dan Branch, Dr Dave Britnell, Professor Andrew Lockett and Professor Lesley Roberts whose terms of office ended on 31 July. An election was being held over the summer to appoint new academic representatives to the Council. The election outcome would be confirmed at the next Council meeting in October. • Liam Jackson, whose term of office ended on 31 July. <p>b) Council Memberships</p> <p>The Council were invited to approve various appointments as outlined in DECISIONS below.</p> <p>It was additionally noted that Council member attendance at Council and Council Committee meetings had improved since last year and was well above the 75% attendance threshold.</p> <p>DECISIONS:</p> <ol style="list-style-type: none"> 1) The Council had elected Anita Bhalla as the next Vice-Chair in a recent ballot, to commence in January 2020 following a transitional period with the current Vice-Chair. 2) The Council approved the appointment of Neil Sachdev as the next Treasurer, to commence once the current Treasurer stepped down on 31 July 2020. 3) The Council, on the recommendation of the Nominations Committee, approved the appointment of Louise Ainsworth as a new independent member of Council, for an initial three year term of office commencing on 1 August. Louise Ainsworth had held a number of senior leadership positions in research, publishing, advertising and digital advertising agencies and had served on the WBS Advisory Board. 4) The Council, on the recommendation of the Nominations Committee, approved the appointment of Anita Bhalla, Adrian Penfold and Gail Tucker for a second three year term of office commencing on 1 August. 5) The Council, on the recommendation of the Nominations Committee, approved the appointment of Bal Claire to the Wellesbourne Management & Investment Board, to commence with immediate effect. 6) The Council, on the recommendation of the Nominations Committee, approved the appointment of

	<p>Catharine French and Deborah Keith to the Remuneration Committee, to commence with immediate effect.</p> <p>7) The Council, on the recommendation of the Nominations Committee, approved the appointment of Deborah Keith to the Honorary Degrees Committee, to commence with immediate effect.</p>
129	<p>Vice-Chancellor's Business</p> <p>The Council received and noted a report on topical items of business (129-C100719 {restricted}) alongside a verbal report on the following items:</p> <p>a) National Student Survey 2019</p> <p>Professor Chris Hughes presented a briefing on the headline results of the National Student Survey (NSS) 2019 (129a-C100719 {restricted}, tabled paper). The University's overall student satisfaction score was 87%, which was an improvement of 2% in comparison to last year and placed Warwick fourth in the Russell Group. Consistent improvement in the NSS had been demonstrated across departments driven by the recently implemented Education Strategy. Further analysis of the NSS was due to be submitted to the Council in the autumn term.</p> <p>b) Warwick Manufacturing Group</p> <p>John Ferrie was continuing to consult with WMG in relation to its future management structure. A job description for the Head of WMG had been drafted and a recruitment process would begin shortly.</p> <p>c) In Memoriam: Josh Hill</p> <p>The Council was deeply saddened to learn of the passing of Josh Hill, a second year Data Science student, who had passed away on 10 June.</p>
Substantive Items	
130	<p>Report from the Independent Review of the University's Student Disciplinary and Appeals Processes</p> <p>Dr Sharon Persaud, Independent Reviewer, presented a report on the recommendations arising from the independent review of the University's student disciplinary and appeals processes (130-C100719 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> • Following the "group chat" on 13 February, Dr Persaud, a Solicitor practising in criminal defence and an appeals' specialist, had been appointed to conduct an external, independent review of the University's student disciplinary and appeals processes. • Following the Council meeting, it was planned to publicly release the outcomes of the independent review alongside a press release and vision and action plan (which were presented to the Council as part of item 130). An embargoed copy of the report would be shared with those directly involved in the "group chat" ahead of its public release. • 30 recommendations had arisen from the independent review. The recommendations were based on the themes of the Office of the Independent Adjudicator (OIA) framework and transparency, as far as was possible in confidential proceedings. Fairness to all parties was a fundamental principle underlying all of the suggested recommendations. • The recommendations provided a flexible framework to assist the University in resolving complex and contentious matters. The next steps were for Warwick to develop its own policies and procedures around all of the areas highlighted in the independent review. • Processes in place at other institutions had been considered as part of the review, which had proven to be context-specific. The recommendations arising from the review were specifically tailored to Warwick. • Minor amendments, related to typographical errors and points of clarification, had been made to the report since its consideration at the Senate on 12 June.

	<p>The Council fully accepted the recommendations and was committed to ensuring their implementation.</p> <p>The Council discussed whether the tone of the full report was fully reflected in the accompanying documentation. This was important given the intention to publicly release the documents. It was suggested that the duty of care and fairness to both claimant and respondent could be more explicitly outlined.</p> <p>The Council went on to discuss the use of restorative justice in relation to sexual misconduct. This was an emerging field that was controversial. It would be resource intensive and require specialist skill and expertise to incorporate restorative justice into Warwick’s sexual misconduct disciplinary processes. It was highlighted that restorative justice could be very beneficial in other disciplinary areas outside of sexual misconduct.</p> <p>The Council considered the 18 month implementation timeline stated in the vision and action plan. It was noted that the implementation of the recommendations would be achieved in two phases. Phase one would involve priority action that could be delivered for new and returning students in the next academic year, such as the development of a Sexual Violence Policy, whereas longer term activity would be delivered in phase two.</p> <p>It was agreed that 18 months would be an appropriate point to formally review the University’s progress in implementing the recommendations. An external review of progress, in both an advisory and scrutiny capacity, could also be undertaken at this point. The Council would be updated on progress on a termly basis.</p> <p>The Council extended its thanks to Dr Persaud and others involved in the development and publication of the independent review.</p> <p>DECISION: The Council approved the report from the independent review of the University’s student disciplinary and appeals processes (and associated appendices) for implementation and publication.</p> <p>ACTION: The Council to be updated on the implementation of the recommendations arising from the independent review of the University’s student disciplinary and appeals processes on a termly basis.</p>
131	<p>Report from the Joint Senate and Council Advisory Group on Values</p> <p>The Vice-Chair, Registrar and Secretary to Council presented a report from the Joint Senate and Council Advisory Group on Values (Joint Group) (131-C100719 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> • The Joint Group, chaired by the Vice-Chair of Council, had been established in parallel to the independent review (item 130) in response to the “group chat”. • After a series of engagement sessions, the Joint Group had developed a set of five guiding principles on dignity and respect, which represented the behaviour expectations of the University community. There was a specific principle related to sexual misconduct: “We do not tolerate sexual misconduct, violence or abuse”. • The guiding principles supplemented the values outlined in the University Strategy of openness, diversity, respect and trust. <p>Members noted that the principles utilised a mix of positive and negative language. This reflected debate held by the Joint Group and the tension that had been felt in the University community following the “group chat”. It was discussed that the guiding principles could be reconsidered in 18 months’ time, when it was proposed to take stock of the implementation of the independent review recommendations, to ensure that the principles reflected the current mood of the University community.</p> <p>The Council highlighted that to embed the guiding principles into the culture of Warwick, expected behaviours would need to be role-modelled by the University’s senior leaders.</p> <p>The Council extended its thanks to the Vice-Chair, Catharine French and others involved in the Joint Group.</p> <p>DECISION: The Council approved the proposed guiding principles on dignity and respect to support the University’s values.</p>

Strategic Topic

132

Social Inclusion:

a) Social Inclusion Strategy

The Council received the Social Inclusion Strategy (132a-C100719 {restricted}), alongside an accompanying presentation delivered by the Director of Social Inclusion, with key points highlighted as follows:

- The aspiration of the Social Inclusion Strategy was to remove economic, social and cultural barriers that prevented individuals from succeeding at Warwick, underpinned by three strategic objectives:
 - Increasing the diversity of staff and students to maximise creativity and innovation;
 - Developing a culture that supports students and staff in achieving their potential; and
 - Becoming an internationally recognised leader in inclusion.
- In the next three to five years it was intended to diversify staff and reduce the associated pay gaps related to gender, ethnicity and disability. A specific issue at Warwick was the underrepresentation of female Professors and minority ethnic staff at professorial and director level and in response a 'deep dive' of recruitment and talent management processes would be undertaken as part of the Strategy.
- The student attainment gap was a pressing challenge affecting particular groups of minority ethnic students. The University was working towards inclusive teaching practices, curriculum and teaching spaces that would support these students in raising their attainment.
- To progress the Strategy a cultural shift was required at the University so that diversity was further recognised, understood and valued. University leaders would be responsible for driving a cultural change by role modelling expected inclusive behaviours.
- Work was being undertaken with the Communications Team to voice Warwick's civic projects and initiatives at a regional, national and international level. A recent example was the University's involvement in the West Midlands Combined Authority Leadership Pledge, which aimed to build an ethos of inclusion in the leadership of the local area.

In response to the presentation, the following points were raised during a discussion amongst members:

- Underachievement of white, working class boys was a specific regional and national issue that would need to be considered as part of the Social Inclusion Strategy.
- It would be beneficial for the Council to have an understanding of targets/KPIs to contextualise the objectives of the Strategy. This would be discussed further at the Council meeting in October, when the work on the University's transformational KPIs was due to be considered.
- It was emphasised that Warwick had a moral obligation to promote social inclusion and the Strategy should not be driven by compliance and "box-ticking" measures.
- The theme of changing the University culture had arisen consistently throughout the discussion at this Council meeting. Accordingly, it would need to be ensured that there was a cohesive and holistic drive to progress the culture.

b) Widening Participation Strategy

The Council received and noted the Widening Participation (WP) Strategy (132b-C100719 {restricted}), alongside an accompanying presentation delivered by the Head of Widening Participation, with key points highlighted as follows:

- The WP Strategy had been developed in alignment to the Education Strategy, the Social Inclusion Strategy (item 132a) and the Access and Participation Plan.
- A review of the University's student entrant data from 2013/14 onwards illustrated the progress that Warwick had made in relation to WP, for example, minority ethnic entrants had risen from 25.9% to 33.5%.

	<p>Further progress could still be made, particularly in light of the challenging targets that had now been set by the Office for Students (OfS) to widen access.</p> <ul style="list-style-type: none"> • Participation of Local Area (POLAR) data had also been analysed to inform the Strategy and identify the University’s most underrepresented demographics. • The vision of the Strategy was for Warwick “to be regarded as one of the UK universities with the greatest impact on social mobility” by 2030. The objectives were: <ul style="list-style-type: none"> - For the University to be a regional leader in the pursuit of social and economic equality to ensure students fulfil their academic and personal potential; - To remove any systematic and structural barriers to access to, and participation at Warwick, and in HE in general; - Address and eliminate any profound gaps in access and attainment in the student community; and - Foster an inclusive environment where, regardless of background, students had the opportunity to excel across all stages of the student lifecycle. • A co-ordinated approach would be required to implement the Strategy, which would involve bringing together all institutional activity related to WP and forming partnerships with external stakeholders, such as Primary and Further Education institutions, and the local authority. • Relevant KPIs had been devised to measure success of the Strategy; a specific milestone was to reduce the access gap between the University’s most represented and least represented demographic groups (as defined by POLAR) from 7.5:1 to 4:1 by 2025. <p>In response to the presentation, the following points were raised during a discussion amongst members:</p> <ul style="list-style-type: none"> • The objectives and targets in the WP Strategy needed to be cross-referenced to the other University strategies in development to ensure consistency. The close connection of WP and the Social Inclusion Strategy (item 132a) was highlighted. • The Council discussed the balance of setting realistic, achievable WP targets, which aligned to the Primary and Further Education sectors, and demonstrating commitment to the stretching targets that had been set by the OfS, which would require a step-change in the University’s approach to WP. • The Council was very supportive of the Strategy and members offered their assistance in supporting the University’s WP initiatives. <p>The Secretary to Council informed members that they would shortly receive an invitation to participate in a series of conversations, involving the University’s senior leadership, focussing on gender, disability, sexual orientation and inclusive leadership led by Professor Binna Kandola (a prominent Business Psychologist). These conversations were designed to support the University’s work on WP and social inclusion.</p>
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University Governance	
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133	<p>University Executive Board Strategic Deliverables Work Plan</p> <p>The Vice-Chancellor presented the University Executive Board (UEB) Strategic Deliverables Work Plan (133-C100719 {restricted}), with key points highlighted as follows:</p> <ul style="list-style-type: none"> • The Work Plan illustrated the progress of high-level projects and initiatives that supported implementation of the University Strategy. • A pivotal project was the review of the Credit Framework, which had recently been approved by the Senate. The framework had been amended to improve Education delivery, enhance consistency across University departments and provide opportunities for student innovation. • Some projects had not progressed as anticipated, for instance, the 5G pilot initiative had not yet commenced and further information was awaited from the West Midlands Combined Authority. The
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	<p>unknown impacts of Brexit had also delayed progress of certain initiatives.</p> <p>The Council noted that Warwick was one of three UK universities involved in alliances which were selected for funding by ERASMUS+ under the European Universities Initiative. Warwick is a member of the EUTOPIA 2050 alliance, an alliance of six European universities aimed “to create a connected and inclusive community addressing global and local challenges”. It was discussed that a no-deal Brexit could potentially impact on the University’s participation in the alliance.</p>
134	<p>Scheme of Delegation</p> <p>The Secretary to Council presented the Scheme of Delegation (134-C100719), with key points highlighted as follows:</p> <ul style="list-style-type: none"> • To enhance University Governance it was proposed to introduce a comprehensive Scheme of Delegation, clearly outlining responsibilities and delegated authorities for key decision-making. • A draft of the Scheme had been produced, with reference to the University’s Charters, Statutes, Ordinances, Regulations, Financial Procedures and published Policy. This was an evolving document that would be updated as policies and processes were reviewed. • A further draft of the Scheme was due to be submitted to the Council in the autumn term, to take account of ongoing work over the summer to revise policy and practice. • Once the document was finalised it was planned to conduct a light-touch annual review of the Scheme with an in-depth review conducted every five years. <p>The Council welcomed the Scheme of Delegation and discussed how clear delegation of decision-making would improve the effectiveness of the Council and its Committees.</p> <p>DECISIONS:</p> <ol style="list-style-type: none"> 1) The Council approved that the Scheme of Delegation Framework be introduced at the University. 2) The Council approved that the proposed draft of the Scheme of Delegation be used as a framework for further consultation across the University during the summer.
135	<p>Council Effectiveness Review</p> <p>The Secretary to Council presented a report on the Council Effectiveness Review (CER) (135-C100719), with key points highlighted as follows:</p> <ul style="list-style-type: none"> • The report highlighted the progress taken to date on the recommendations arising from the 2017/18 CER. • It was proposed to undertake an external CER in July 2020 and a full proposal would be submitted to the Council in due course. <p>The Council reflected on the good progress that had been made in responding to the CER 2017/18 and welcomed an external review in 2020.</p> <p>ACTION: An external Council Effectiveness Review to be undertaken in July 2020, with a full proposal to be submitted to the Council in due course.</p>
Sub-Committee Reports	
136	<p>Report from the Senate</p> <p>The Council received and noted the key issues and status report from the meetings of the Senate, which took place on 12 June and 3 July (136-C100719 {restricted}).</p>
137	<p>Report from the Audit & Risk Committee</p> <p>The Chair of the Audit & Risk Committee (A&RC) presented a verbal report from the meeting of the A&RC which took place on 9 July, with key points highlighted as follows:</p> <ul style="list-style-type: none"> • The Committee held a deep dive session on project and programme management in response to a number

	<p>of recent large-scale IT and capital projects that had experienced set-backs. A process to manage such projects, based on the “lessons learned”, would be developed and piloted on the next large-scale initiative.</p> <ul style="list-style-type: none"> • The summer exam period had gone well, following the difficulties in production and communication of the exam timetable. Processes were now in place to ensure that these issues did not reoccur in the future. • The Committee was concerned by an upward trend in information security data breaches and had requested the development of an action plan for reducing breaches. <p>The Council shared A&RC’s concern around information security data breaches and it was discussed that the majority of the breaches related to misplacement of personal electronic devices. An external gap analysis on the matter would be undertaken, followed by the development of an action plan.</p> <p>ACTION: A summary of the outcomes of the Audit & Risk Committee deep dive on project and programme management to be submitted to the next meeting of Finance & General Purposes Committee.</p>
138	<p>Report from the Finance & General Purposes Committee</p> <p>The Council received and noted a key issues and status report from the meeting of the FGPC, which took place on 25 June (138-C100719 {restricted}).</p>
139	<p>Report from the University Estate Committee</p> <p>The Council received and noted a key issues and status report from the meeting of the University Estate Committee (UEC) which took place on 20 June (139-C100719 {restricted}).</p> <p>It was suggested that Council should have sight of the strategies that UEC was overseeing related to on-campus student accommodation and energy and infrastructure.</p> <p>ACTION: The University Accommodation Strategy and Energy and Infrastructure Strategy to be submitted to Council for reference, once signed-off by the University Estate Committee.</p>
Items below this line were received/and or approved without discussion	
140	<p>International Strategy</p> <p>DECISION: The Council approved the International Strategy (140-C100719 {restricted}).</p>
141	<p>Students’ Union Annual Statement of Compliance with the Education Act</p> <p>The Council received and noted the Student’ Union annual statement of legal compliance with Part II of the Education Act 1994 (141-C100719 {restricted}).</p>
142	<p>Annual Report from the Fundraising Ethics Committee</p> <p>The Council received and noted the annual report of the Fundraising Ethics Committee (142-C100719 {restricted}).</p>
143	<p>Joint Report from the University Executive Board and Steering Committee</p> <p>The Council received and noted a joint key issues and status report from the meetings of the UEB and Steering Committee, which had taken place since the last meeting of the Council (143-C100719 {restricted}).</p>
144	<p>Report from the Research Governance & Ethics Committee</p> <p>The Council received a report from the meeting of the Research Governance & Ethics Committee, which took place on 12 June (144-C100719 {restricted}).</p> <p>DECISION: The Council approved the research integrity annual statement for publication on the University’s website.</p>
145	<p>Proposed Changes to the Membership and Constitution of the Nominations Committee</p> <p>The Council received a report on proposed changes to the membership and constitution of the Nominations</p>

	<p>Committee (145-C100719).</p> <p>DECISION: The Council approved the revised membership and constitution of the Nomination Committee as outlined in paper 145-C100719.</p>
146	<p>Proposed Changes to the Membership and Constitution of the Art Collection Committee</p> <p>The Council received a report on proposed changes to the membership and constitution of the Art Collection Committee (146-C100719).</p> <p>DECISIONS:</p> <ol style="list-style-type: none"> 1) The Council approved the revised membership and constitution of the Art Collection Committee as outlined in paper 146-C100719. 2) The Council approved the appointment of Dr Rosie Dias (Associate Professor) as the academic member of staff on the Art Collection Committee. 3) The Council approved the appointment of Michael Irvine (Westwood Academy) as an external member of the Art Collection Committee.
147	<p>Proposed Amendments to University Regulations</p> <p>The Council received proposed revisions to University Regulations (147-C100719).</p> <p>DECISIONS:</p> <ol style="list-style-type: none"> 1) The Council confirmed proposed amendments to Regulations 8, 11 and 36. 2) The Council confirmed the establishment of Regulation 45.
148	<p>Future Meeting Dates of the University Council and Term Dates</p> <p>The Council received a report future meeting dates of the University Council and term dates (148-C100719).</p> <p>DECISIONS: The Council approved the term dates for 2029/30.</p>
<i>Minutes related to reserved items of business are recorded separately.</i>	
Other	
150	<p>Any Other Business</p> <p>There were no matters of any other business.</p>
151	<p>Dates of Next Meeting:</p> <ul style="list-style-type: none"> • 14:45, Tuesday 8 October 2019 (Sector-Wide Update) • 09:00, Wednesday 9 October 2019