

**UNIVERSITY OF WARWICK  
COUNCIL**

**RESTRICTED MINUTES**

**MEETING HELD AT 17:15 ON TUESDAY, 19 NOVEMBER AND 09:00 ON WEDNESDAY, 20 NOVEMBER 2019  
IN COUNCIL CHAMBER, SENATE HOUSE**

<b>Present</b>	David Normington	DN	Chair of Council (Chair)
	Louise Ainsworth	LA	Independent member
	Jo Angouri	JA	Academic member
	Keith Bedell-Pearce	KBP	Treasurer and Chair of the Finance & General Purposes Committee
	Anita Bhalla	AB	Independent member
	Ailsa Chambers	AC	Professional Services Staff Member
	Bal Claire	BC	Independent member (from item 053)
	Viki Cooke	VC	Vice-Chair of Council and Chair of the Audit & Risk Committee
	Professor Stuart Croft	SC	Vice-Chancellor (not present for item 062)
	Professor Christine Ennew	CE	Provost (not present for item 062)
	Dr John Ferrie	JF	Independent member
	Catharine French	CF	Independent member (until item 052)
	Professor Chris Hughes	CH	Pro-Vice-Chancellor (Education) (not present for item 062)
	Professor Saul Jacka	SJ	Academic member (Chair of AFRC)
	Dr Deborah Keith	DK	Independent member
	Milly Last	ML	Democracy & Development Officer of the Students' Union
	Professor David Leadley	DL	Academic member
	Professor Andy Lockett	AL	Academic member (not present for item 062)
	Ben Newsham	BN	President of the Students' Union (not present for items 041-044)
	Jayne Nickalls	JN	Independent member
	Adrian Penfold	AP	Independent member
	Neil Sachdev	NS	Independent member
	Professor Mike Shipman	SS	Pro-Vice-Chancellor (International) (not present for item 062)
Professor Pam Thomas	PT	Pro-Vice-Chancellor (Research) (not present for items 041-044 or 062)	
Gail Tucker	GT	Independent member (until item 056)	
<b>Attending</b>	Gareth Bennett	GB	Chief Operating Officer, WBS (for item 053)
	Delyth Chambers	DC	Director of SROAS (for item 049)
	Manus Conaghan	MC	Learning and Development Manager (for item 057a)
	Georgina Cowley	GC	Chief Finance Officer, WBS (for item 053)
	Rosie Drinkwater	RD	Group Finance Director (not present for items 041-044 or 062)
	Emma Jeavons	EJ	Assistant Registrar (Governance) (minutes)
	Rupert Lawrie	RL	Commercial Director (not present for item 062)
	Charlotte Lloyd	CL	Students' Union Sports Officer (for item 052)
	Lara McCarthy	LM	Head of Governance Services (Assistant Secretary)
	Luke Mepham	LM	Students' Union Societies officer (for item 052)
	Gillian Olivieri	GO	Associate Director, International Strategy and Relations (item 054)
	Rachel Sandby-Thomas	RST	Registrar (not present for item 062)
	Pat Tissington	PT	Academic Director of Employability and Skills (for item 052)
	Sharon Tuersley	ST	Secretary to Council (not present for item 062)
	Roberta Wooldridge Smith	RWS	Director of Student Opportunity (for item 052)

Tuesday, 19 November	
Ref	Item
041	<p><b>Chair's welcome and introduction</b></p> <p>The Chair welcomed Council members, attendees and presenters to the second strategic session of the academic year.</p>
042	<p><b>Apologies for absence</b></p> <p>Apologies were noted from Rosie Drinkwater, Ben Newsham and Professor Pam Thomas.</p>
043	<p><b>Declarations of interest</b></p> <p>No new declarations were made.</p>
Strategic Topic	
044	<p><b>Wellbeing and Mental Health</b></p> <p>The Director of Wellbeing and Safeguarding presented to the Council, highlighting key items as below:</p> <ul style="list-style-type: none"> <li>• While some useful changes had been made to support students in this area, designing wellbeing support in higher education had been made more challenging by two conflicting narratives at play: firstly, that there was a student mental health crisis and universities should do more, and secondly, that it's not quite that simple and overreacting could be harmful. The former was media-driven and not based on any clinical or professional opinion, though it appeared to be the more popular narrative of the two.</li> <li>• Research had shown that there was not a higher incidence of reporting of mental health or wellbeing issues in students compared to their similarly aged non-student counterparts.</li> <li>• It was known that students were beginning to consider the availability of such services within their selection of a university.</li> <li>• A two-stage response, with both of the above narratives in mind, had been developed as follows: <ul style="list-style-type: none"> <li>1) Develop a support service that responded to current demand.</li> <li>2) Develop a long-term strategy to reduce demand.</li> </ul> </li> <li>• Stage one of the response had involved reviewing the current service, noting that Warwick had invested in Wellbeing year on year since 2013, totalling £2.2m. Despite investment, the service had remained reactive and this had led to inefficiencies in accessibility, wait times and NHS partnerships, all of which required addressing.</li> <li>• A new holistic service had been developed to be accessible, responsive and triaged to ensure students were directed to the right service for their needs.</li> <li>• The new service was in its eighth week and early outcomes had been positive, with walk-in wait times at around 24 minutes.</li> <li>• Academic feedback had also been very positive, as well as non-attendance rates for appointments having decreased.</li> <li>• Counselling and Psychology appointment wait times remained around three weeks, however against a sector average of 10-12 weeks and an NHS wait time of up to 12 months, Warwick's wait time was seen as tolerable.</li> <li>• Stage two of the response was due to be presented in the form of a strategy to the Council in the spring of 2020.</li> <li>• Further publicity was planned for the service and the website was under development.</li> </ul>

The Council discussed as follows:

- One member queried whether conversations with NHS partners around social prescribing had taken place and the Director confirmed they had not, but that they would take the action back to the team as a potentially useful idea.
- The key risk within the service was around access to therapeutic intervention and, as yet, it would be difficult to guarantee a specific number of weeks for any of these services.
- This service was specifically for students and the Employee Assistance Programme (EAP) had been introduced to support staff with similar issues, 24 hours a day, 365 days a year. The initial figures and feedback from EAP use had been positive.
- The case management system would be key to monitoring trends and the strategy development had already begun to track some of those, including the differences between home/EU students and those joining Warwick from international backgrounds.
- The Council encouraged that, within the strategy, preventative models should also be considered.
- It was agreed that promoting an environment which supported students, ahead of them requiring any wellbeing support, would be key. This included embedding topics in the curriculum and enabling discussions to form part of everyday dialogue.
- The Council was pleased to hear that personal tutors had been involved in the development and that their feedback had been very positive.
- Clarity was provided that the numbers of students who reached crisis point before or at the time of engaging with these services was small, and that at this point the University would ensure they were placed into the care of appropriate NHS services.
- In terms of reasons for using the service, data collated so far had reflected the position across the country for the cohort, presenting with stress, anxiety and depression, which accounted for around 85% of cases.
- Statistically speaking, there had been a disproportionate percentage of international students presenting to the service with first episode psychosis. The Council discussed why this may be and noted various anecdotal evidence that cultural and educational differences between the UK and other countries could have the potential to lead to international students requiring more transitional support. The Council was keen that students from all backgrounds be encouraged to access the service whenever they required it.

The Council thanked the Director for the presentation and it looked forward to receiving the strategy at a future meeting.

**ACTION:** Present progress and the Wellbeing Strategy to the Council.

**Wednesday, 20 November**

**Regular Items**

045	<p><b>Chair's Welcome and Introduction</b></p> <p>The Chair welcomed members and attendees to the meeting.</p> <p>They welcomed independent member Jayne Nickalls to their first Council meeting, noting that they had been a member of the Finance and General Purposes Committee (FGPC) for some time prior.</p> <p>They also thanked Vice-Chair of Council and Chair of the Audit and Risk Committee (A&amp;RC), Viki Cooke, for their 11 years on the Council, at their last meeting as a Council member.</p> <p>The Secretary to Council advised the Council that meeting invites for the 2020/21 academic year would be issued over the following week or so.</p>
046	<p><b>Apologies for Absence</b></p> <p>No apologies were received.</p>
047	<p><b>Declarations of Interest</b></p> <p>No new declarations of interest were reported.</p>
048	<p><b>Minutes of the Council meetings held on 8 and 9 October 2019</b></p> <p>The Council <b>approved</b> minutes of the meeting held on 8 and 9 October 2019 (048-C201119 {restricted}).</p>
049	<p><b>Matters arising from the Council meetings held on 8 and 9 October 2019</b></p> <p><b>a) Recruitment and Clearing – Final Figures and Analysis</b></p> <p>The Provost and the Director of Student Recruitment Outreach and Admissions Service (SROAS) presented the report (049a-C201119 {restricted}) and highlighted that:</p> <ul style="list-style-type: none"><li>• Overall enrolments had been positive and continued to move towards the University's strategic objective of a total population of 32,000 by 2030.</li><li>• [Exempt information not included].</li><li>• Warwick was making efforts to strengthen its profile within the market, ensuring it was visible and welcoming. [Exempt information not included].</li><li>• [Exempt information not included].</li><li>• There had been a target to increase geographic diversity and this was progressing, with 163 countries now represented at Warwick. The Warwick Business School (WBS) had increased the number of countries represented from 86 to 94 in this recruitment round.</li></ul> <p>The Council discussed the report and noted that home student recruitment was c. 5% down on targets overall. The bulk of that had been made up by Postgraduate Taught students, with final numbers in this area still to be confirmed as a result of the application, acceptance and attendance processes for postgraduate study.</p> <p>[Exempt information not included].</p> <p>The Pro-Vice-Chancellor (Education) provided some provisional data to the Council that showed a positive variance in the number of students enrolled from widening participation backgrounds, including POLAR 1 and BAME. Development of Degree Apprenticeships was hoped to provide an alternative access route to university for all types of students.</p> <p>The Council welcomed the update and an understanding of Warwick's position. It acknowledged the difficulties in the HE market at present, particularly the demographic dip, which it was hoped would begin to rise quite significantly over the next ten years.</p>

050	<p><b>Chair's Business</b></p> <p>The Chair verbally updated the Council as follows:</p> <ul style="list-style-type: none"> <li>• A recent Committee of University Chairs (CUC) event had considered the regulation and interventions by the Office for Students (OfS) and how universities were responding to this. It had also received a talk from the new Chair of the governing body of De Montfort University, on the recent failings at the institution and the growing importance of good governance.</li> <li>• A letter from the OfS (071a-C201119 {open} refers) had been received that confirmed Warwick had not missed any regulatory deadlines. It also contained further information regarding the consequences should there be any instances of future non-compliance.</li> </ul>
051	<p><b>Vice-Chancellor's Business</b></p> <p>The Vice-Chancellor presented a report on topical items of business (051-C201119 {restricted}) and highlighted the upcoming industrial action, following a number of national ballots. The action related to UCU ballots on the topics of pensions and pay and there was unfortunately little opportunity for local engagement with the national disputes. The University was preparing as much as it could for the strikes and the A&amp;RC had been briefed on the detail at its meeting on the previous day.</p>
<b>Strategic Topics</b>	
052	<p><b>Education Strategy: Employability Strategy</b></p> <p>The Pro-Vice-Chancellor (Education) presented the report (052-C201119 {open}) with the Academic Director of Employability and Skills and Director of Student Opportunity. They were joined by Warwick SU's Societies Officer and Sports Officer. They highlighted the following:</p> <ul style="list-style-type: none"> <li>• Warwick had some areas of strength in the area of employability, however equally there were areas for improvement.</li> <li>• The SU's Societies Officer and Sports Officer had come to Warwick from quite different backgrounds, and yet both had found accessing and engaging the services challenging.</li> <li>• There were a large number and range of career events held for students, however the perception remained that there was a focus on internships in the City or the big four accounting firms. This perception needed to change to ensure all students had the opportunity to engage.</li> <li>• Key projects now underway included: <ul style="list-style-type: none"> <li>○ The Student Opportunity Hub, with an already 10% increased footfall versus the same period last year;</li> <li>○ Warwick Core Skills, which had identified 12 core areas that were currently undergoing consultation; and</li> <li>○ The step change required in relation to placement learning, to demonstrate its relevance to all students after they left Warwick.</li> </ul> </li> </ul> <p>The Council discussed the report and accompanying presentation, as below:</p> <ul style="list-style-type: none"> <li>• Early engagement with employers across all sectors, including SMEs, could provide the best opportunities.</li> <li>• Every development must be made with student involvement to ensure it was right for them.</li> <li>• All agreed that the Employability Strategy was much wider than just placements, it was about a diverse set of activities to provide Warwick students with the skills they needed once they graduated.</li> <li>• Working closely with employer partners was just as important to ensure any internships or placements were right for both parties; there were some concerns within corporate partners that students were applying because they felt they should, rather than being supported to gain the knowledge and</li> </ul>

understanding to enable them to apply for those roles that were appropriate and beneficial to them.

- An important distinction was to ensure that all students were given the opportunity to be supported and have access to the ability to apply for internships or placements in any sector.
- It was confirmed that per diem support was available for eligible students.

The Vice-Chancellor advised the Council that the Campus and Commercial Services Group (CCSG) employed a number of students, in a variety of roles which provided a great opportunity to experience working life. [Exempt information not included].

The Council welcomed the developments being made to equip Warwick students with the skills and experience necessary to flourish in their lives outside of university.

053

**Warwick Business School Strategy**

The Dean of WBS, accompanied by the Chief Operating Officer and the Chief Finance Officer of WBS, presented the report (053-C201119 {restricted}) and highlighted:

- The School was delighted to have been set the level of ambition, previously discussed at the Council (paper and minute 091a-C150519 {restricted} refers), for it to achieve.
- WBS’s plans were designed to be supportive of the University Strategy around education and research, and the four underpinning pillars.
- To maintain the School’s current league table position, it needed to constantly improve over time; by improving its position it would be able to do even more to attract the best staff and students.
- The interdependent strands of the strategy would require significant investment, which was in discussion during the current planning round of the Academic Resourcing Committee (ARC), as per the usual process.

Several Council members commented on the lack of detailed financial information within the report. Having agreed the overall size and shape of the School, further work would be done to consolidate the financial details through the established ARC process.

- Focus for the Strategy would be around:
  - Rebalancing the teaching load of the school [Exempt information not included].
  - Enhancing quality and student experience on the undergraduate programme
  - Teaching across the University
  - [Exempt information not included].
  - Transforming the PhD programme and providing enhanced support to PhD students and the School’s research environment more broadly
  - Renewing alumni engagement
- The ultimate aims were to be in the Top 3 of UK business schools, and the global top 30, by 2030, to become closure to business practice, and closer to the University.

The Council approved of the direction of travel, as set out in the Strategy paper, and understood that, in doing so, it was not approving any changes to the current five-year financial plan to accompany it. The Council looked forward to hearing about the developments delivered by the Strategy.

**DECISION:** The Council **approved** the WBS Strategy.

## Substantive Items

054

### Monash Warwick Alliance Agreement Renewal

The Pro-Vice-Chancellor (International), Director of International Strategy and Relations and Associate Director, International Strategy and Relations, presented the report (054-C201119 {restricted}). They highlighted:

- The International Strategy, which had been approved in the summer of 2019 (paper and minute 140-C100719 {restricted} refer) held the Alliance as a cornerstone.
- A workshop involving senior leaders and stakeholders at both universities had taken place to consider the renewal of the partnership, to make recommendations for the future shape and direction of the Alliance and to simplify governance arrangements. The report set out the recommendations from the workshop (as per the decisions below).
- The changes reflected the maturity of the partnership and were proposed to improve its ability to forward plan.

The SU President queried whether this was a long-term partnership and the Pro-Vice-Chancellor (International) reiterated that the new arrangements saw the Alliance transition to a rolling contract [Exempt information not included].

The Council reminded the team that any new contract should contain appropriate exit clauses, should one or both parties wish to remove itself from the Alliance at any time in the future.

**DECISIONS:** The Council **approved:**

- 1) The extension of the Monash Warwick Alliance beyond its current term ending on 31 December 2021;
- 2) The transition to a rolling contract [Exempt information not included].
- 3) The proposed revisions to governance of the Alliance; and
- 4) The shift towards a co-investor model for research activity.

055

### League Table Positioning

The Provost presented a report (055-C201119 {open}) which covered the following:

- Warwick had continued to hold a good place, as an aggregate position of domestic and international league tables, not seeing the major shifts that some had in recent years.
- The University had moved up in one table (THE) and down in another (QS) for the same reason; citations. This served to show the different methodologies of league tables and the difficulty in relying too heavily on them.
- Research activity tended to affect international tables, whereas conversely it was teaching that affected domestic tables.

The Council agreed that the tables provided an important and a helpful source of information to indicate Warwick's underlying strengths

**ACTION:** Schedule a strategic session of the Council to support members with the admissions and UCAS processes and relevant terminology.

## Governance I

056	<p><b>Council Effectiveness Review: Introduction</b></p> <p>The Secretary to Council presented the report (056-C201119 {restricted}) and noted that, in line with best practice, the Council had previously agreed to carry out an external Council Effectiveness Review during 2020 (minute 105-C100719 refers). Following internal scoring of the various proposals received, Advance HE had been selected to carry out the review.</p> <p>Further information would be made available to the Council in due course, with interviews and feedback beginning in the new year.</p>
057	<p><b>Returns to the Office for Students</b></p> <p><b>a) Annual report on the implementation of the Prevent Duty</b></p> <p>The Learning and Development Manager presented the report (057a-C201119 {restricted}) and highlighted that the role of Prevent Lead had become the responsibility of the Director of Wellbeing and Safeguarding. During the course of the academic year, the University had engaged with external stakeholders as part of its responsibilities under the Prevent Duty.</p> <p>There were no reported incidents that required action other than a referral to the Prevent lead in 2018/2019. No events or speakers were rejected as a result of the Prevent duty. Forty-four speakers cancelled for non-Prevent related reasons. Two speakers who had been assessed as presenting a security issue had been reviewed and in both cases, special measures were introduced to assure the health and safety of all attendees and presenters. In the first instance, the speaker conducted their talk in accordance with the special measures. The society who invited the second speaker subsequently withdrew their invitation.</p> <p><b>b) Annual Assurance Return</b></p> <p>The Secretary to Council presented this report (057b-C201119 {open}) and item c) below (057c-C201119 {open}). Both were approved without discussion.</p> <p><b>c) Annual Research Return</b></p> <p><b>d) Report on the Compliance with OfS Conditions of Registration: Quality and Standards</b></p> <p>The Pro-Vice-Chancellor (Education) presented the report (057d-C201119 {restricted}) and advised that the Council received this annually.</p> <p>The Secretary to Council highlighted that the format of this report had changed this year to align with the OfS' requirements that the Council be assured that the University did not have any risks to compliance with the OfS' terms and conditions of registration. They advised that the usual, full report was available within the Convene document library for the Council's information. They further explained that many of the regulatory reports the Council received would be produced in this format to allow the Council to easily identify any points of concern.</p> <p><b>DECISIONS:</b> The Council:</p> <ol style="list-style-type: none"> <li><b>1) Approved</b> the Prevent annual accountability statement for submission to the OfS (057a – Appendix 1).</li> <li><b>2) Approved</b> the Prevent duty monitoring accountability and data return for submission to the OfS (057a – Appendix 2).</li> <li><b>3) Approved</b> the assurance return for submission to the OfS as part of the Annual Accountability Return (057b).</li> <li><b>4) Approved</b> the research return for submission to the OfS as part of the Annual Accountability Return (057c).</li> </ol>

## Committee Reports

058

### Report from Social Inclusion Committee

The Provost presented a report (058-C201119 {restricted}) and highlighted the following:

- Work to enhance the fund for people returning from leave, whether maternity or paternity.
- The introduction of carer's leave for staff.
- Work in progress outlining a draft pay action plan to address the University's gender pay gap.
- A verbal report on the proposed Social Inclusion Dashboard, which would focus on four Key Performance Indicators (KPIs).
- Work had begun to identify and develop the required equality objectives for May 2020 to May 2024.

The Provost reminded the Council that the full Equality Monitoring Annual Report was available for their information in the Convene document library.

059

### Report from the Audit and Risk Committee:

The Chair of the Audit & Risk Committee (A&RC) provided a verbal update from the meeting that had taken place on Tuesday, 19 November, as follows:

- [Exempt information not included].
- [Exempt information not included]. Confirmation that a Chief Information Officer was to be appointed and would be a member of the University Executive Board.
- An update on the ongoing work relating to the examinations' timetable. The Committee was assured that teams and systems were prepared for this year's examinations.
- The Academic Continuity Working Group (ACWG) had met, and would continue to do so regularly, to prepare for and support Warwick through upcoming strike action.
- Significant progress with Business Continuity, with only ten plans remaining in draft across Warwick.
- An encouraging shift in health and safety compliance highlighted by a recent BSi visit.

They also presented the following reports to the Council:

#### a) Audit and Risk Committee Annual Report 2018/19

The report was received and approved.

#### b) Internal Audit Annual Report 2018/19

The report was received and noted for submission to the OfS as part of the Annual Accountability Return.

#### c) External Audit Management Letter 2018/19

The report was received and noted for submission to the OfS as part of the Annual Accountability Return.

The Chair of Council reiterated the Council's thanks to the Vice Chair of Council/ Chair of the A&RC for their significant and successful work in the Chair of A&RC over the last five years. It was noted that the next Vice-Chair of Council would take up the Chair of the A&RC from the February 2020 meeting.

**DECISION:** The Council **approved** the Audit and Risk Committee Annual Report for 2018/19 for submission to the OfS as part of the Annual Accountability Return.

060	<p><b>Report from the Finance and General Purposes Committee (FGPC)</b></p> <p>The Chair of FGPC presented a report (060-C201119 {restricted}) from the meeting of the FGPC that had taken place since the last Council. They highlighted that:</p> <ul style="list-style-type: none"> <li>• A presentation had been received, following a deep dive at the A&amp;RC in July 2019, which had indicated areas of good practice had been made in Warwick’s programme and project management, however there were other areas which still required further work.</li> <li>• [Exempt information not included].</li> <li>• Pensions remained an area of focus and concern for the FGPC.</li> </ul>
061	<p><b>University Financial Accounts 2018/19</b></p> <p>The Group Finance Director presented the University Financial Accounts 2018/19 (061-C201119 {restricted}) and highlighted as follows:</p> <ul style="list-style-type: none"> <li>• Their apologies for the late updates to the Financial Accounts that had been issued to the Council shortly before the meeting. These included: <ul style="list-style-type: none"> <li>○ On the advice of the A&amp;RC, two lines added, at the bottom of page 23, to the Statement of Internal Control.</li> <li>○ Clarification within the Financial Accounts that the Chair of Council was not in the Chair of the Remuneration Committee when the Vice-Chancellor’s remuneration was discussed; rather, another independent member of Council was in the Chair.</li> <li>○ Other minor, non-material amendments.</li> </ul> </li> <li>• [Exempt information not included].</li> </ul> <p>The letter of representation from management to the external auditors was also presented to the Council.</p> <p><b>a) Financial and Student Numbers Tables</b></p> <p>The Group Finance Director presented a part-set of Tables (061a-C201119 {restricted}) that had been issued to the Council shortly before the meeting. They advised that the Finance team continued to work on these following some challenges with the timing of receipt and functionality of the templates for use for submission to the OfS, as part of the Annual Financial Return.</p> <p><b>b) Narrative required by the Office for Students</b></p> <p>The Group Finance Director presented the narrative (061b-C201119 {restricted}) that had been issued to the Council shortly before the meeting. As with the financial and student number tables, they advised that the Finance team continued to work on this following some challenges with the timing of receipt and functionality of the templates for submission to the OfS, as part of the Annual Financial Return, and that the previous commentary on the Five Year Plan would not be appropriate for submission.</p> <p><b>DECISIONS:</b> The Council <b>approved:</b></p> <ol style="list-style-type: none"> <li>1) The 2018/19 University consolidated accounts.</li> <li>2) The letter of representation from management to the external auditors.</li> <li>3) The part-set OfS tables.</li> <li>4) The supporting narrative.</li> <li>5) Delegation to the sub-group (as per the Scheme of Delegation) to approve a complete set of tables and narrative for submission to the OfS.</li> </ol> <p><b>ACTION:</b> Issue a complete set of tables and narrative to the subgroup for their approval.</p>

062	<p><b>Annual Report of the Remuneration Committee 2018/19</b></p> <p><i>The following were not present for this item: Vice-Chancellor, Provost, Pro-Vice-Chancellors, Registrar, Group Finance Director, Secretary to Council, Commercial Director, and the Dean of WBS.</i></p> <p>The Chair of Council presented a report (062-C201119 {restricted}) and highlighted as follows:</p> <ul style="list-style-type: none"> <li>• The Committee had carried out some positive work throughout the year, including: <ul style="list-style-type: none"> <li>○ 2018/19 being the second year in which performance related pay awards had been recognised through payment of a cash lump sum, rather than consolidation into base salary.</li> <li>○ Challenging the executive team to use the full a range of performance ratings.</li> <li>○ Encouraging further work into performance as a whole and the use of a balanced scorecard.</li> <li>○ Consideration of the gender pay gap and other pay gaps at Warwick. It was understood that these were unlikely to be eradicated in a short timeframe, however considerable work was ongoing to understand and address them.</li> </ul> </li> <li>• It was reiterated that the Chair of Council had not been in the Chair of the Committee during any discussion of the Vice-Chancellor’s remuneration, and that another independent member of Council had been in the Chair for this discussion.</li> <li>• The Chair of Council had continued to carry out robust appraisals of the Vice-Chancellor’s performance throughout the year, similar to any other member of staff at Warwick.</li> <li>• While, under the performance arrangements for senior staff, the Vice-Chancellor was eligible for a non-consolidated performance bonus, the Committee agreed with, and welcomed, his stated wish not to receive such a bonus.</li> </ul> <p><b>DECISION:</b> The Council <b>approved</b> the Remuneration Framework for 2018/19 (Appendix 2).</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) [Exempt information not included].</li> <li>2) Schedule a report on the gender pay gap.</li> </ol>
063	<p><b>Report from the University Estate Committee (UEC)</b></p> <p>The Chair of the UEC presented the report (063-C201119 {restricted}) and highlighted that the UEC’s terms of reference were being updated to include sustainability within its remit.</p>
064	<p><b>Report from Senate</b></p> <p>The Chair of the Senate presented the report (064-C201119 {restricted}) and noted that the work of the Senate and the Council were largely aligned, except for the work and important discussions on the Research Excellence Framework (REF), which would form the focus of a session at the Council’s February away day.</p>
<b><i>Items below this line were received/and or approved without discussion</i></b>	
065	<p><b>Singapore Branch Accounts</b></p> <p><b>DECISION:</b> The Council <b>approved</b> the Singapore Branch Accounts.</p>
066	<p><b>Annual Report of the Honorary Degrees Committee</b></p> <p>The Council received and noted the report (066-C201119).</p>
067	<p><b>Report from the University Executive Board and Steering Committee</b></p> <p>The Council received and noted the report (067-C201119).</p>
068	<p><b>Report from Research Governance and Ethics Committee</b></p> <p>The Council received and noted the report (068-C201119).</p>

069	<b>Modern Slavery Act Annual Statement 2018/19</b> <b>DECISION:</b> The Council <b>approved</b> the Modern Slavery Act Annual Statement 2018/19 (069-C201119).
070	<b>Register of Members' Interests</b> The Council received and noted the report (070-C201119).
<b>Other</b>	
071	<b>Any Other Business</b> <b>a) Letter from the OfS – Compliance with Regulatory Deadlines</b> The Council received and noted the letter (071a-C201119 {open}).
072	<b>Dates of next meeting:</b> <ul style="list-style-type: none"> <li>• 11.00am on Tuesday, 11 February 2020</li> <li>• 9.00am on Wednesday, 12 February 2020</li> </ul>

<b>DECISIONS AND ACTIONS LOG</b>				
<b>ITEM</b>	<b>DECISION/ ACTION</b>	<b>LEAD</b>	<b>DUE BY</b>	<b>STATUS</b>
044 – wellbeing and mental health	<b>ACTION:</b> Present progress and the Wellbeing Strategy to the Council.	Rachel Sandby-Thomas, Hannah Friend	May 2020	Scheduled
053-C201119 WBS Strategy	<b>DECISION:</b> The Council <b>approved</b> the WBS Strategy.			
054-C201119 Monash Warwick Alliance Agreement Renewal	<b>DECISIONS:</b> The Council <b>approved:</b> <ol style="list-style-type: none"> <li><b>1)</b> The extension of the Monash Warwick Alliance beyond its current term ending on 31 December 2021;</li> <li><b>2)</b> The transition to a rolling contract, [Exempt information not included].</li> <li><b>3)</b> The proposed revisions to governance of the Alliance; and</li> <li><b>4)</b> The shift towards a co-investor model for research activity.</li> </ol>			
055-C201119 League Table Positioning	<b>ACTION:</b> Schedule a strategic session of the Council to support members with the admissions and UCAS processes and relevant terminology.	Chris Ennew	July 2020	Scheduled
057-C201119 Returns to the Office for Students	<b>DECISIONS:</b> The Council: <ol style="list-style-type: none"> <li><b>1) Approved</b> the Prevent annual accountability statement for submission to the OfS (057a – Appendix 1).</li> <li><b>2) Approved</b> the Prevent duty monitoring accountability and data return for submission to the OfS (057a – Appendix 2).</li> <li><b>3) Approved</b> the assurance return for submission to the OfS as part of the Annual Accountability Return (057b).</li> <li><b>4) Approved</b> the research return for submission to the OfS as part of the Annual Accountability Return (057c).</li> </ol>			
059-C201119 Report from the Audit and Risk Committee	<b>DECISION:</b> The Council <b>approved</b> the Audit and Risk Committee Annual Report for 2018/19 for submission to the OfS as part of the Annual Accountability Return.			

DECISIONS AND ACTIONS LOG				
ITEM	DECISION/ ACTION	LEAD	DUE BY	STATUS
061-C201119 University Financial Accounts 2018/19	<b>DECISIONS:</b> The Council <b>approved</b> :			
	<ol style="list-style-type: none"> <li>1) The 2018/19 University consolidated accounts.</li> <li>2) The letter of representation from management to the external auditors.</li> <li>3) The part-set OfS tables.</li> <li>4) The supporting narrative.</li> <li>5) Delegation to the sub-group (as per the Scheme of Delegation) to approve a complete set of tables and narrative for submission to the OfS.</li> </ol>			
	<b>ACTION:</b> Issue a complete set of tables and narrative to the subgroup for their approval.	Rosie Drinkwater	OfS submission deadline	
062-C201119 Annual Report of the Remuneration Committee 2018/19	<b>DECISION:</b> The Council <b>approved</b> the Remuneration Framework for 2018/19 (Appendix 2).			
	[Exempt information not included].	Remuneration Committee Secretariat, HR Director	ASAP	
	<b>ACTION 2:</b> Schedule a report on the gender pay gap.		May 2020	Scheduled
065-C201119 Singapore Branch Accounts	<b>DECISION:</b> The Council <b>approved</b> the Singapore Branch Accounts.			
069-C201119 Modern Slavery Act Annual Statement 2018/19	<b>DECISION:</b> The Council <b>approved</b> the Modern Slavery Act Annual Statement 2018/19.			