

**UNIVERSITY OF WARWICK
COUNCIL
OPEN MINUTES
MEETINGS HELD AT 15:15 ON TUESDAY, 13 OCTOBER AND 09:00 ON WEDNESDAY, 14 OCTOBER 2020
VIRTUALLY VIA MICROSOFT TEAMS**

Note: This meeting was adapted to take account of the COVID-19 pandemic, with members/attendees joining the meeting virtually (via Microsoft Teams video conferencing software).

Present	David Normington	DN	Chair of Council (Chair)
	Louise Ainsworth	LA	Independent member (from item 016)
	Yewande Akinola	YA	Independent member (from item 023)
	Keith Bedell-Pearce	KBP	Independent member
	Gareth Bennett	GB	Professional Services Member
	Anita Bhalla	AB	Vice Chair of Council and Chair of the Audit and Risk Committee
	Bal Claire	BC	Independent member
	Professor Stuart Croft	SC	Vice-Chancellor
	Professor Christine Ennew	CE	Provost
	Dr John Ferrie	JF	Independent member
	Professor Chris Hughes	CH	Pro Vice-Chancellor (Education)
	Professor Saul Jacka	SJ	Academic member
	Deborah Keith	DK	Independent member
	Professor David Leadley	DL	Academic member
	Professor Andy Lockett	AL	Academic member
	Luke Mepham	LM	President of the Students' Union
	Rachel Moseley	RM	Academic member
	Jayne Nickalls	JN	Independent member (until item 023)
	Adrian Penfold	AP	Independent member and Chair of the University Estate Committee
	Neil Sachdev	NS	Treasurer and Chair of the Finance and General Purposes Committee
	Akosua Sefah	AS	Democracy & Development Officer, Students Union (items 011-015 only)
	Professor Mike Shipman	SS	Pro Vice-Chancellor (International)
	Professor Pam Thomas	PT	Pro Vice-Chancellor (Research)
Gail Tucker	GT	Independent member	
Attending	Jackie Clarke	JC	Business Continuity and Recovery Programme Director (item 015 only)
	Dan Derricott	DD	Assistant Registrar (Education, Policy and Quality) (item 025 only)
	Joseph Devlin	JD	Pensions Manager (item 027 only)
	Rosie Drinkwater	RD	Group Finance Director
	Richard Hutchins	RH	Director of Strategy (until item 024)
	Smita Jamdar	SJa	Partner & Head of Education, Shakespeare Martineau (item 014 only)
	Emma Jeavons	EJ	Assistant Registrar (Governance) (Assistant Secretary)
	Rupert Lawrie	RL	Commercial Director
	Faye Murray	FM	Director of Strategic Planning & Analytics (item 024 only)
	Tony Pauley	TP	Chief Information and Digital Officer
	Becky Purnell	BP	Administrator (Governance) (Technical support)
	Ian Rowley	IR	Director of Development, Communications & External Affairs (item 023 only)
	Rachel Sandby-Thomas	RST	Registrar
	Andrew Smith	AS	Finance Director (item 015)
	Sharon Tuersley	ST	Secretary to Council

Tuesday, 13 October 2020

011	<p>Chair's Welcome and Introduction</p> <p>The Chair welcomed Council members and attendees.</p>
012	<p>Apologies for absence</p> <p>Apologies were noted from Louise Ainsworth and Yewande Akinola.</p>
013	<p>Declarations of Interest</p> <p>No new declarations were made.</p>
014	<p>Sector-Wide Update</p> <p>Smita Jamdar, Partner & Head of Education at Shakespeare Martineau, gave a presentation on developments and risks in the sector, focussing on Covid-19, Brexit and the new immigration regime, the Research and Development roadmap, levelling up and a place-based strategy, and Government policy for the sector as a whole.</p> <p>The Council thanked Smita for their insights and agreed that it was set to be a changing and challenging time for the sector in the coming months and years. It was noted that a recording of Smita's session would be made available to Council members.</p>
015	<p>University Update:</p> <p>a) Student Recruitment</p> <p>The Provost provided a presentation updating the Council on current student numbers. They highlighted that significant risks to the numbers remained, particularly around the possibility of disengagement by those students who had chosen to study remotely for term one, and the ongoing uncertainty with Postgraduate Overseas students. Both risks were being monitored and managed appropriately.</p> <p>Work to continue to engage with and recruit from widening participation backgrounds had been successful, with the target ratio 1:7.6 Polar 1: Polar 5 close to being achieved.</p> <p>The Council was assured that significant progress had been made to recruit Undergraduate Overseas students, with the concern now being as to whether they would be willing and/ or able to get to campus.</p> <p>The Council thanked all of the teams involved across the University for their hard work in producing a successful recruitment round, especially in light of the current Covid-19 pandemic and ongoing changes to restrictions and working situations.</p> <p>b) Financial Update</p> <p>The Group Finance Director provided a presentation on current finances and the financial plan. They advised that draft 7 of the financial plan would be presented to the Council for its approval at the November 2020 meeting, following the usual consideration by the Finance and General Purposes Committee (FGPC), [Exempt information not included]. They reiterated the need to continue to be financially prudent and to ensure there was sufficient safety factor available, [Exempt information not included].</p> <p>It was noted that any adjustments to the Universities Superannuation Scheme (USS) contributions as a result of the 2020 valuation would not need to be included in the financial plan until October 2021.</p> <p>c) Campus Operations</p> <p>The Business Continuity and Recovery Programme (BCRP) Director provided a presentation on the reopening of campus and campus operations, reiterating the role of the BCRP, chaired by the Registrar, and the Campus Operations Group (COG) that had replaced the Campus Reopening Working Group (CRWG),</p> <p>They highlighted that onsite test and trace capacity had recently been increased, as well as an ongoing consultation to bring a local testing site onto campus at Westwood and a mobile site to Leamington, to support testing for the local community. Those students who needed to self-isolate following a positive test result, or</p>

	<p>contact with someone with a positive test result, were being well supported and the University's large estate had made it easier to relocate them for the requisite period.</p> <p>The University was in week two of term and face to face teaching, where appropriate, would now increase. Anxiety on the part of both staff and students in returning to campus was acknowledged, and support had been put in place for both. Professor Rachel Moseley, Professor in Film & TV Studies and Academic Member of the Council, explained how the process of rotating students through face to face and online teaching had been planned and was working in practice, in order to accommodate cases and self-isolation, while maintaining good standards of teaching and supporting learning.</p> <p>The Council was assured that, on the whole, members of the Warwick community were adhering to both local and national Covid-secure guidance and only a small number of issues had been raised to the student disciplinary team.</p> <p>The Council thanked all those involved in the reopening and running of campus for their hard work and support to new and returning students and staff.</p>
Wednesday, 14 October 2020	
016	<p>Chair's Welcome and Introduction</p> <p>The Chair welcomed Council members and attendees.</p> <p>The Secretary to Council outlined the new report classifications for the 2020/21 academic year, to align with the University Information Management Policy, that the Council would now see on all reports, as follows:</p> <ul style="list-style-type: none"> • Public – was Open • Protected – was Restricted • Restricted – was Reserved
017	<p>Apologies for absence</p> <p>Apologies were noted from Akosua Sefah. Yewande Akinola joined at item 023. Jayne Nickalls left during item 023.</p>
018	<p>Declarations of Interest</p> <p>No new declarations were made.</p> <p>An interest had been noted for all members of staff present, in relation to item 027. [Exempt information not included], would be noted for all future conversations.</p>
019	<p>Minutes of the Council meetings held on 16 September 2020</p> <p>The Council approved the minutes of the meeting held on 16 September 2020 (019-C141020 {Protected}).</p>
020	<p>Matters arising from the Council meeting held on 16 September 2020</p> <p>There were no matters arising not covered on the agenda.</p>
021	<p>Chair's Business</p> <p>a) Pam Thomas's appointment as CEO of the Faraday Institution</p> <p>The Council congratulated Professor Pam Thomas, Pro Vice-Chancellor (Research) on their appointment as CEO of the Faraday Institute.</p> <p>b) Pro Vice-Chancellor (Education) term extension</p> <p>The Chair invited the Council to approve the renewal of the period of office for the Pro Vice-Chancellor (Education), following discussion with several independent members.</p> <p>DECISION: The Council approved the renewal of the period of office of the Pro Vice-Chancellor (Education) until July 2023, in accordance with Ordinance 3.</p>

	<p>c) Extra Session on Universities Superannuation Scheme (USS)</p> <p>The Chair advised that an additional session on Monday, 26 October 2020 had been arranged for members of both the Council and the Finance and General Purposes Committee (FGPC), to receive information on the current situation with the USS.</p> <p>d) Congratulations to the Group Finance Director</p> <p>The Council congratulated Rosie Drinkwater, Group Finance Director, who had been awarded an OBE for services to Higher Education, Innovation and Enterprise.</p>
022	<p>Vice-Chancellor's Business</p> <p>The Vice-Chancellor provided a report (022-C141020 {Protected}) and highlighted that two other Warwick colleagues had received OBEs in the recent Queen's Birthday Honours list:</p> <ul style="list-style-type: none"> • Professor Debra Bick, Deputy Pro Dean for Research at Warwick Medical School (WMS), had been awarded an OBE for services to midwifery. • Professor Ramesh Arasaradnam, Honorary Professor, WMS and Research Lead and Consultant Gastroenterologist, University Hospitals Coventry & Warwickshire NHS Trust, had been awarded an OBE for services to the NHS during the Covid-19 pandemic.
Strategic Topics	
023	<p>Activation of the Warwick Story and Oversight of the Principles</p> <p>The Director of Development, Communications and External Affairs provided a report (023-C141020 {Protected}) and a brief accompanying presentation. The following points were highlighted and discussed:</p> <ul style="list-style-type: none"> • As agreed at the 8 July 2020 meeting, a task force had been sent up to oversee activation of Warwick's Future Story. Membership included varied representation from faculties and Louise Ainsworth, Independent Council Member. • It had been highlighted as important to ensure that the Principles formulated through the Joint Group of Senate and Council and the Values indicated within the University Strategy, remained relevant and were considered alongside the activation of the Story and any values that may come from this. • Timelines for the activation included several meetings of the task force charged with overseeing the activation of the story, during the winter term, culminating in a presentation to the University Executive Board (UEB) before the end of the year. The spring and summer terms would involve various workshops and internal rollout, followed by development of marketing material for use during the student recruitment cycle, including a video, a refresh of the People Strategy to align with the Story, and finally, full external rollout. <p>The Council welcomed the timeline as realistic, especially in the Higher Education (HE) setting, but recognised that it could be affected should there be further local or national lockdowns during the ongoing pandemic. It was hoped that the work could act as a new and engaging development for the community to focus on, rather than anything onerous, given the already increased workload of many.</p> <p>The need to ensure engagement with varied audiences, from students to University academic staff, professional staff and the public was discussed. It was agreed that the language used to articulate the Story and anything associated with it, should be able to reach all of these audiences wherever possible, to ensure clarity and prevent any confusion that could be caused if messages per audience differed.</p> <p>It was important to the Council that it was clear what activation of the Story would look like for each of the above audiences and how living by the various Values and Principles would change or enhance their day to day or longer term.</p> <p>The Council welcomed the work so far and was supportive of the plan to activate the Story in the coming months.</p> <p>ACTION: Present another progress update to the Council.</p>

024	<p>The University's Strategic KPIs</p> <p>The Director of Strategy and the Director of Strategic Planning & Analytics provided a report (024-C141020 {Protected}) and the following were highlighted and discussed:</p> <ul style="list-style-type: none"> • Development of the KPIs and targets had included consultation with the relevant UEB members and strategic leads, which also went towards building a sense of ownership amongst the leads and their respective teams. • Some KPIs could not be updated bi-annually as they were only published annually. • Appendix 1 showed the newly developed RAG rating summary sheet which set out performance over the past year for each KPI against target, following a request from Council in October 2019. This view would enable the Council to see movement over time, as well as RAG rating each KPI. • There were still some KPIs in development, including those relating to energy and utilities. • Work was underway to develop department level KPIs that aligned with those at a strategic level. <p>The Council welcomed the KPIs and thanked the teams involved in developing their presentation and the information they contained, making them more accessible and relevant to the governing body. It was agreed that the more detailed information should continue to be available for the Council, should it wish to see it, however this was by and large for the UEB to discuss and escalate anything pertinent.</p> <p>At the Audit and Risk Committee it had been suggested that the addition of a RAG rating per theme within the University Strategy and linking both the KPIs and the themes to the Strategic Risk Register (SRR), to provide a holistic view across the institution, could be considered; it had been agreed to take this forward.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved the Strategic KPIs, including the summary sheet, targets and narratives. 2) Approved the recommended approach for presenting this data. <p>ACTION: Present an in-year update to the Council.</p>
Substantive Items	
025	<p>Results of the National Student Survey (NSS) 2020</p> <p>The Pro Vice Chancellor (Education) and Assistant Registrar (Education, Policy and Quality) provided a report (025-C141020 {Protected}) and a brief presentation, highlighting the following key points:</p> <ul style="list-style-type: none"> • The past year had included several challenges for students, including industrial action, issues with the exam timetable, the group chat incident, and most recently the Covid-19 pandemic, which were referenced to in some instances in the free text comments of the NSS. • Despite these challenges, Warwick had held its good position in relation to most NSS responses, with improvements made in some areas, including personal tutoring and the overall response in some departments. Further enhancements were still required in several others, including students feeling part of a community and responses from other departments as a whole. • It was noted that while the responses to the NSS were by and large pre Covid-19, the questions asked within the survey and the themes it drew out were felt just as important, if not more so, in the light of the ongoing pandemic. • The impacts of Covid-19 were very likely to have a bearing on the next NSS, due to run in February 2021, though the Department for Education (DfE) had asked for a review of the NSS nationally and, in the interim, the Office for Students (OfS) had advised that institutions were no longer required to promote the NSS. <p>The Council was assured that it was likely that the 2021 NSS would still run, however it acknowledged that the data from any responses was less likely to be robust as response rates would most probably decline.</p>

	<ul style="list-style-type: none"> • A smaller survey carried out at the end of term three of the 2019/20 academic year, and again during Welcome Week, had provided mixed results. Many recognised the challenges for Warwick and universities as a whole, while commenting on the practicalities of, for example, taking online assessments at home. All of the feedback had been taken into account when continuing to enhance teaching and support preparation for learning, as well as specific widening participation considerations. <p>Around 400 laptops had been funded in response to the student feedback in the aforementioned surveys and the Council encouraged further support for students wherever necessary. The Students' Union (SU) President thanked the teams involved in these developments and for taking on board other feedback, such as that relating to ensuring students received communications in a timely manner.</p> <p>The Council discussed the 2020 results, noting that the score for the question relating to the SU had decreased. Both the SU President and the Assistant Registrar (Education, Policy and Quality) acknowledged that there was more work to be done to improve and promote the work of the SU to ensure that the student body recognised this. The SU President reminded the Council that the SU carried out termly pulse surveys to assess student attitudes towards the SU, though these generally mirrored the NSS result in relation to the SU representing students' academic interests.</p> <p>The Council reiterated the importance of the student voice and, even without a full NSS in 2021, agreed that collating thoughts, feelings and feedback was essential now more than ever.</p>
026	<p>Information Security Change Programme – Final Update</p> <p>The Chief Information and Digital Officer (CIDO) provided a report (026-C141020 {Protected}), highlighting the following key points:</p> <ul style="list-style-type: none"> • Remote working during the pandemic had continued to make it difficult to implement all the required actions and to ensure compliance with new guidance and policies. • Training modules were now ready, however, despite 3100 members of staff completing the new training modules in August 2020, completion numbers were still insufficient in some areas. • Central security measures had improved greatly, however device security was more challenging, especially with remote working. <p>The CIDO explained that, while good progress had been made in the last 12 months, at the beginning of this week the ICO had contacted the CIDO and advised of their dissatisfaction regarding progress made since their audit report in March 2020. [Exempt information not included].</p> <p>ACTION: Update the Council with any further developments.</p>
027	<p>USS consultation on the 2020 Valuation Assumptions</p> <p>The Group Finance Director and the Pensions Manager provided a report (027-C141020 {Protected}), highlighting the following key points:</p> <ul style="list-style-type: none"> • The USS was conducting a valuation of the pension scheme as at 31 March 2020. • As part of the process they had issued a consultation document setting out their approach to the valuation illustrated by a wide range of financial costs. This also included a series of questions for employers and the draft responses from the University were provided for the Council's discussion. • [Exempt information not included]. • The absence of an agreed and competitive pension offering could have far reaching implications for staff recruitment at Warwick and across the sector. The possibility of further industrial action relating to the issue remained. <p>The Chair thanked the Group Finance Director and Pensions Manager for the update and reiterated that an extra session had been scheduled for members of both the Council and the FGPC to develop their understanding of the situation further.</p>

	DECISION: The Council approved the draft response (Appendix A) to the USS consultation ahead of its submission to UUK.
Governance I	
028	<p>Council Effectiveness Review (CER) Action Plan</p> <p>a) Council Memberships</p> <p>The Secretary to Council presented the report (028-C141020 {Public}) explaining that the Nominations Committee had considered the potential reduction in the membership of the Council to align with the Russell Group average of 21.</p> <p>The most recent meeting of the Nominations Committee had considered the role of the Pro Vice-Chancellor's as valued contributors to Council discussions, and it had been agreed that their contribution could be maintained by changing their status to 'in attendance' in line with most other members of the Executive Team, therefore allowing independent membership to be reduced from 14 to 12, while still maintaining a majority of independent members.</p> <p>The Chair of Council and the Nominations Committee noted that the discussions had been in depth and had taken into account the overall skills of both the Council and the various Council Committees. The Council was therefore invited to approve the proposed reduction in Council membership from 26 to 21 members.</p> <p>DECISION: The Council approved the recommendation to reduce the overall Council membership from 26 to 21, including changing the status of the Pro Vice Chancellors to 'in attendance' and reducing independent membership from 14 to 12.</p>
029	<p>Membership of the Council 2020/21</p> <p>The Secretary to Council presented the report (029-C141020 {Public}) and, since the proposal at 028a) had been approved, invited the Council to approve Option B within the report, that reflected a reduction in Council membership to 21.</p> <p>DECISION: The Council approved option B as the Membership of the Council for 2020/2021.</p>
030	<p>Statement of Primary Responsibilities of the Council</p> <p>The Secretary to Council presented the Statement (030-C141020 {Public}), noting that it was consistent with the Model provided by the Committee of University Chairs (CUC), which had been updated within the Higher Education Code of Governance in September 2020. The changes listed in the coversheet had been made to the Statement to bring it up to date.</p> <p>They advised that, following the circulation of papers, the wording of point two of the Statement had been amended for clarity. They advised that point two specifically included reference to "staff, students and alumni" as per the Model Statement within the Higher Education Code of Governance Code.</p> <p>DECISION: The Council approved and adopted the Statement of Primary Responsibilities of the Council.</p>
031	<p>Code of Practice on Corporate Governance</p> <p>The Secretary to Council presented the Code (031-C141020 {Public}), highlighting that it provided a summary of corporate governance and related procedural matters with respect to the operation of the Council. The Code was updated, reviewed and adopted by the Council on an annual basis.</p> <p>This year a number of changes were proposed to the Code, including updates to reflect the new CUC Higher Education Code of Governance (September 2020), and others that were listed within the report.</p> <p>They advised that, following the circulation of papers, the Audit and Risk Committee Terms of Reference (Appendix 1 (b)) had been updated to include specific review and monitoring of the Whistleblowing Policy, and the Remuneration Committee Terms of Reference (Appendix 1 (e)) had been updated to state that the Chair of Council did not chair the meeting when the Committee was determining and reviewing the remuneration of the Vice-Chancellor.</p> <p>DECISION: The Council approved the University's Code of Practice on Corporate Governance.</p>

032	<p>Scheme of Delegation</p> <p>The Secretary to Council presented the latest iteration of the Scheme (032-C141020 {Public}) following, as agreed, a light-touch review over the summer between the 2019/20 and 2020/21 academic year. The Council was reminded that an in-depth review would take place every five years.</p> <p>DECISION: The Council approved the latest iteration of the Scheme of Delegation.</p>
Committee Reports	
033	<p>Report from the University Estate Committee (UEC)</p> <p>The Chair of the UEC presented a report (033-141020 {Protected}) highlighting that the Committee had focussed its discussions around transport and mobility, developments at the Wellesbourne campus, and the STEM Grand Challenge. It was noted that the Council had an informal session about the STEM Grand Challenge coming up on 20 October.</p>
034	<p>Report from the Senate</p> <p>The Vice-Chancellor presented a report (034-141020 {Protected}), highlighting that much of the Senate agenda was mirrored in the Council agenda, except for a discussion at the Senate on the Education Strategy and the next Institutional Teaching and Learning Review (ITLR).</p>
035	<p>Report from Nominations Committee</p> <p>The Chair of Council and the Nominations Committee presented a report (035-141020 {Protected}) which the Council noted.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved the revised terms of reference for the Nominations Committee (004-NC290920). 2) Approved the memberships of the following Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Investment Sub-Committee, Nominations and University Estates Committee (010-NC290920). 3) Approved the memberships of the following Joint Senate/ Council Committees: Fundraising Ethics, Honorary Degrees, Research Governance and Ethics, Social Inclusion (formerly Equality and Diversity) (010-NC290920).
036	<p>Report from the Audit and Risk Committee (A&RC)</p> <p>The Vice-Chair of Council and Chair of the A&RC provided a verbal report highlighting that the A&RC had discussed:</p> <ul style="list-style-type: none"> • Covid-19 and campus operations. • Brexit planning. • The most recent updates from the ICO, and offered its support to the CIDO where required. • The Strategic Risk Register (SRR) – it had been assured by the most recent updates to incorporate risks associated with Covid-19, and an emerging risk relating to ransomware attacks had been added. • A regular report from the University Health and Safety Executive Committee (UHSEC) which provided assurance as to the ongoing risk assessments and statutory inspections. • Updates from the Head of Internal Audit relating to their annual report and progress against the annual plan. • The Committee Annual Report, for submission to the OfS. • The search for a new member of the Committee.

037	<p>Report from the Finance and General Purposes Committee (FGPC)</p> <p>The Treasurer and Chair of the FGPC presented a report (037-141020 {Protected}), advising that the FGPC had covered many of the same items as on the Council agenda, as well as:</p> <ul style="list-style-type: none"> • Approval to move the University Investment Fund (UIF) into an ESG portfolio, with the Investment Sub Committee to decide on the details and timings. • Five days carers' leave approved. <p>The Treasurer acknowledged the significant amount of extra work that was ongoing to support extra submissions and requirements of the regulator, and thanked staff across the institution for that. They offered their support, and that of the Council, to the UEB in the coming months.</p>
Items below this line were for receipt and/or approval, without discussion	
038	<p>Report from the University Executive Board</p> <p>The Council received and noted the report (038-141020 {Protected}).</p>
Governance II	
039	<p>Chair's Action Report</p> <p>The Council received and noted the report (039-141020 {Protected}).</p>
040	<p>Update from the Office for Students</p> <p>The Council received and noted the update (040-141020 {Protected}).</p>
041	<p>Membership of the Council and joint Senate and Council Committees</p> <p>The Council received the report (041-C141020 {Public}).</p> <p>DECISIONS: The Council approved the Memberships of:</p> <ol style="list-style-type: none"> 1) The Committees of the Council, and 2) The joint Senate and Council Committees.
042	<p>Council schedule of business and Council Committees reporting schedule</p> <p>The Council received and noted the report (042-141020 {Public}).</p>
043	<p>Warwick Students' Union annual election report 2019/20</p> <p>The Council received and noted the report (043-141020 {Public}).</p>
Other	
044	<p>Letter from Matt Western MP – Covid-19 and the new Academic Year</p> <p>The Council received and noted a letter received from Matt Western MP (044-C141020 {Protected})</p>
045	<p>Any other business</p> <p>a) Thanks</p> <p>The Chair of Council reiterated the Treasurer's comments (at item 037) and thanked the UEB and everyone who supported the work of the University, commending their resilience in these challenging times. They had been impressed by the handling of the impacts of the pandemic and offered again their support, and that of the Council, if it could be of assistance.</p>
Close main meeting	

RESTRICTED AGENDA	
<i>The Council was reminded that Restricted items of business should not be shared or discussed outside of Council.</i>	
046	[Exempt information not included].
Close restricted meeting	

DECISIONS AND ACTIONS LOG

ITEM	DECISION/ ACTION	LEAD	DUE BY	STATUS
021b) – PVC(E) term renewal	DECISION: The Council approved the renewal of the period of office of the Pro Vice-Chancellor (Education) until July 2023, in accordance with Ordinance 3.			
023 – Warwick’s future story	ACTION: Present another progress update to the Council.	Ian Rowley	TBC	To be scheduled during 2020/21
024 – strategic KPIs	DECISIONS: The Council: 1) Approved the Strategic KPIs, including the summary sheet, targets and narratives. 2) Approved the recommended approach for presenting this data.			
	ACTION: Present an in-year update to the Council.	Faye Murray	May 2021	Scheduled
026 – ICO	ACTION: Update the Council with any further developments.	Tony Pauley	Ongoing	Ongoing
027 – USS consultation	DECISION: The Council approved the draft response (Appendix A) to the USS consultation ahead of its submission to UUK.			
028 – CER action plan	DECISION: The Council approved the recommendation to reduce the overall Council membership from 26 to 21, including changing the status of the Pro Vice Chancellors to 'in attendance' and reducing independent membership from 14 to 12.			
029 – membership of Council	DECISION: The Council approved option B as the Membership of the Council for 2020/2021.			
030 – statement of primary responsibilities	DECISION: The Council approved and adopted the Statement of Primary Responsibilities of the Council.			
031 – code of practice	DECISION: The Council approved the University’s Code of Practice on Corporate Governance.			
032 – scheme of delegation	DECISION: The Council approved the latest iteration of the Scheme of Delegation.			
035 – Nominations Committee	DECISIONS: The Council:			
	1) Approved the revised terms of reference for the Nominations Committee (004-NC290920).			
	2) Approved the memberships of the following Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Investment Sub-Committee, Nominations and University Estates Committee (010-NC290920).			
	3) Approved the memberships of the following Joint Senate / Council Committees: Fundraising Ethics, Honorary Degrees, Research Governance and Ethics, Social Inclusion (formerly Equality and Diversity) (010-NC290920).			
041 – memberships	DECISIONS: The Council approved the Memberships of: 1) The Committees of the Council, and 2) The joint Senate and Council Committees.			