

**UNIVERSITY OF WARWICK  
COUNCIL  
PUBLIC MINUTES  
MEETINGS HELD AT 16:00 ON TUESDAY, 9 FEBRUARY AND 09:00 ON WEDNESDAY, 10 FEBRUARY 2021  
VIRTUALLY VIA MICROSOFT TEAMS**

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

<b>Present</b>	David Normington	DN	Chair of Council (Chair)
	Louise Ainsworth	LA	Independent member
	Yewande Akinola	YA	Independent member (items 079-084 and item 092a onwards)
	Gareth Bennett	GB	Professional Services Member
	Anita Bhalla	AB	Vice Chair of Council and Chair of the A&RC
	Bal Claire	BC	Independent member
	Prof. Stuart Croft	SC	Vice-Chancellor
	Prof. Christine Ennew	CE	Provost
	Dr John Ferrie	JF	Independent member
	Prof. Saul Jacka	SJ	Academic member
	Deborah Keith	DK	Independent member (Tuesday only)
	Prof. David Leadley	DL	Academic member
	Prof. Andy Lockett	AL	Academic member
	Luke Mephram	LM	President of the Students' Union
	Rachel Moseley	RM	Academic member
	Jayne Nickalls	JN	Independent member
	Adrian Penfold	AP	Independent member and Chair of the UEC (item 083 onwards)
	Neil Sachdev	NS	Treasurer and Chair of the FGPC
Akosua Sefah	AS	Democracy & Development Officer of the Students Union	
Gail Tucker	GT	Independent member	
<b>Attending</b>	Prof. Simon Brake	SB	Chief Engagement and Innovation Officer, WMS (item 084 only)
	Prof. Robin Clark	RC	Education Director, WMG (item 082 only)
	Rosie Drinkwater	RD	Group Finance Director
	Prof. Sai Gu	SG	Deputy Pro Vice-Chancellor (China) (item 083 only)
	Prof. Michael Harkin	MH	Vice-Chancellor and Principal of University College Birmingham (UCB) (item 082 only)
	Prof. Chris Hughes	CH	Pro Vice-Chancellor (Education)
	Richard Hutchins	RH	Chief Communications Officer
	Emma Jeavons	EJ	Assistant Registrar (Governance) (Assistant Secretary)
	Helen Knee	HK	Director of Student Discipline and Resolution (item 094 only)
	Prof. Sudhesh Kumar	SK	Dean, WMS (item 084 only)
	Rupert Lawrie	RL	Commercial Director
	Lara McCarthy	LMc	Head of Governance Services
	Mona Parikh	MP	Reward Manager, HR (item 096 only)
	Tony Pauley	TP	Chief Information and Digital Officer (CIDO)
	Becky Purnell	BP	Administrator (Governance) (Technical support)
	Rachel Sandby-Thomas	RST	Registrar
	Prof. Peter Scott	PS	Director, Institute of Advanced Study (item 093 only)
	Prof. Mike Shipman	MS	Pro Vice-Chancellor (International)
	Andrew Smith	ASm	Finance Director (item 092 only)
	Sally Smith	SS	Director of International Strategy and Relations (item 083 only)
	Karen Terry-Weymouth	KTW	HR Strategy Director (item 096 only)
	Prof. Pam Thomas	PT	Pro Vice-Chancellor (Research) (items 079-084 and 092 onwards)
	Sharon Tuersley	ST	Secretary to Council
	Oliver Walmsley	OW	Director of Business Relations, Engagement Group (item 093 only)
	Alice Wilby	AW	Pro Vice Chancellor, University College Birmingham (UCB) (item 082 only)

<b>Strategic Session</b>	
<b>Tuesday, 9 February 2021</b>	
079	<p><b>Chair's Welcome and Introduction</b></p> <p>The Chair welcomed Council members and attendees.</p>
080	<p><b>Apologies for absence</b></p> <p>There were no apologies. Adrian Penfold joined the meeting during item 083.</p>
081	<p><b>Declarations of Interest</b></p> <p>No new declarations were made.</p>
082	<p><b>University College Birmingham (UCB) Update</b></p> <p>[Exempt information not included].</p>
083	<p><b>Building a China Strategy</b></p> <p>The Pro Vice-Chancellor (International) (PVC(I)), the Deputy Pro Vice-Chancellor (China), and the Director of International Strategy and Relations provided a presentation. It included: a review of Warwick's International Strategy and how engagement in China could help to deliver this; highlights of the rise of Chinese universities, the newest research superpower; a survey of the University's current activities in China; the risks and challenges of working with China and recommended mitigations for these, and a review of competitor strategies.</p> <p>The Council discussed the presentation, with key points as below:</p> <ul style="list-style-type: none"> <li>• That, throughout Strategy development, the University must be clear about its own values and identity, and must not deviate from these, as well as identifying what it sought to gain from a relationship in China.</li> <li>• [Exempt information not included].</li> <li>• Engagement with the Research Executive, Research and Impact Services (RIS) and HR, in development of the Strategy, was essential.</li> <li>• Learning from others, including universities and industry, was referred to by several members as invaluable.</li> <li>• Communication around the developments would be key.</li> </ul> <p>The Council was supportive of the direction of travel presented and awaited the Strategy, set to be presented at a future session.</p> <p><b>ACTION 1:</b> Ensure the Research Governance and Ethics Committee (RGEC) report includes a Trusted research update.</p> <p><b>ACTION 2:</b> Present a further update to the Council on development of the Strategy.</p>
084	<p><b>Covid-19 Update:</b></p> <p>The Dean of Warwick Medical School (WMS) and the Chief Engagement and Innovation Officer (WMS) were in attendance for this item.</p> <p><b>a) Mass Testing and Vaccination</b></p> <p>The Registrar provided a report (084a-C100221 {Protected}) and a brief presentation, highlighting that the Dean of Warwick Medical School (WMS) and the Chief Engagement and Innovation Officer (WMS) had been integral to the work carried out over the past year.</p> <p>The Registrar highlighted the work that had been carried out in 2020, including: symptomatic Covid-19 Test &amp; Trace based at Gibbet Hill; asymptomatic Covid-19 testing based at the Slate (ATS); a local testing site for the community based at Westwood, and support for the Mega Lab (for more see b) below). In 2021 work had continued in the form of: preparation for term 2, that had been scaled down due to the national lockdown; a Warwick developed Covid-19 test, and WMS's provision of a significant workforce (450 medical students) to</p>

	<p>contribute to the vaccination programme. The Chief Engagement and Innovation Officer (WMS) recorded a particular thanks to the MBChB students from WMS who had supported in various ways, by staffing hospitals and delivering tests, alongside their academic learning.</p> <p><b>b) Relationship with Leamington Mega Lab</b></p> <p>The PVC(I) provided a verbal update, highlighting that a site for a Very High Throughput Diagnostic Lab ('Mega Lab'), to process high volume Covid-19 PCR and other precision diagnostic tests, had been identified in Leamington Spa [Exempt information not included]. The University was providing significant input on the leadership and future research use of the Lab beyond Covid-19, [Exempt information not included].</p> <p>The Council thanked all of those involved in the response to the ongoing pandemic, at the University and beyond, for their continued hard work. It was eager to ensure that the work the University had undertaken was publicised and those involved were recognised.</p>
<b>Wednesday, 10 February 2020</b>	
085	<p><b>Chair's Welcome and Introduction</b></p> <p>The Chair welcomed Council members and attendees.</p>
086	<p><b>Apologies for absence</b></p> <p>Apologies were noted from Deborah Keith.</p>
087	<p><b>Declarations of Interest</b></p> <p>Independent Council member [Exempt information not included] advised that they had been appointed as Innovate UK's Ambassador for Clean Growth and Infrastructure. The interest would be added to the Council's Register.</p>
088	<p><b>Minutes of the Council meetings held on 17 and 18 November 2020</b></p> <p>The Council <b>approved</b> the minutes of the meeting held on 17 and 18 November 2020 (088-C100221 {Protected}).</p>
089	<p><b>Matters arising from the Council meetings held on 17 and 18 November 2020</b></p> <p>There were no matters arising not covered on the agenda.</p>
090	<p><b>Chair's Business</b></p> <p>The Chair updated the Council as follows:</p> <p><b>a) Council Sub-Group</b></p> <p>At a virtual meeting on 3 February 2021, on behalf of the Council, the Council Sub-Group approved a proposal to offer a further three-week rent waiver, eligible for students who had claimed the first five weeks waiver, to those holding on campus contracts for accommodation who were not in residence and could not legally travel to campus. The waiver end date was Sunday, 7 March 2021.</p> <p><b>b) Committee Timetable 2021/22</b></p> <p>The Committee Timetable for 2021/22 had been approved and from next week the Council was advised that it would start to receive invites to meetings taking place in the next academic year.</p> <p><b>c) Students' Union (SU)</b></p> <p><i>The Chair had prepared and read out a statement that is copied below.</i></p> <p>"Before we get very far today I want to let the Council know that [a member of the SU trustee] has resigned [their] position as an independent trustee of the Student Union. Council members will recall that [they] came to one of our Council meetings last year to discuss the SU strategic review, which [they] co-chaired with Bal. [They] has been a very important figure in both carrying out that review and pushing forward its recommendations. I would like on behalf of Council to express our very grateful thanks to [them] and also our profound dismay that [they] had felt it necessary to resign. We have heard suggestions that [they were] the</p>

	<p>victim of a bullying campaign. If that is so, it would totally unacceptable in any circumstances and contrary to everything this University Council stands for.</p> <p>I am afraid, therefore, that [their] resignation does raise very serious questions about the future of the Students Union. As we have noted before, the pandemic has called into question the business model for the SU, and whether the SU is a going concern over the immediate future. It would certainly not be a going concern without the £3.15 million of financial support, which is coming from the University with the University Council’s agreement.</p> <p>I want to make it clear today – to the whole Council, but particularly to our student representatives – that the continuation of that University’s financial support depends on three things. First, the work on the reform of the SU’s business model must continue. Secondly, there must be close partnership working with the University so that we can be sure that the money is spent on proper purposes and helps the SU to chart a way to financial viability. Thirdly, there must be effective governance. That is a particular condition of the grant letter, which was sent to the SU in January. The SU is a charity and the trustees, which include the sabbatical officers and student representatives, must observe the best practices set down by the Charity Commission and of course abide by charity law. The independent trustees are very important in ensuring that this happens – and [the trustee who has resigned] was particularly important in giving this Council reassurance that effective governance was in place, in building a partnership with the university and in ensuring that reform was happening.</p> <p>So over the next few days we will need to understand the governance implications of recent events surrounding [the] resignation, how they may or may not impact upon the financial viability of the SU and on the reform agenda. We also need reassurances that the behaviour of the student representatives will reflect the standards required of students at this University. If we do not get those reassurances then we may need to call the [Finance and General Purposes Committee] FGPC or even the Council back into session to consider the next steps.</p> <p>I am not going to allow a full discussion of this matter at the Council today, but I do want this statement to be read into the minutes – and of course I will give Luke [Mepham] or Akosua [Sefah] the right to reply, if they wish to do so.”</p> <p>The President of the SU acknowledged the statement made on behalf of the Council and added their thanks to the former trustee for their work. They agreed that it was right for the Council to raise its concerns in relation to the matter and confirmed that they would work with the University to provide the assurances that had been sought.</p> <p><b>ACTION:</b> Provide an update relating to the following:</p> <ol style="list-style-type: none"> <li>1) Reform of the SU’s business model,</li> <li>2) Partnership working with the University,</li> <li>3) Effective governance within the SU, and</li> <li>4) Behaviours of student representatives on the SU Board.</li> </ol>
091	<p><b>Vice-Chancellor’s Business</b></p> <p>The Vice-Chancellor provided a report (091-C100221 {Protected}) and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Further news on the roadmap out of the current national lockdown was expected during week commencing 22 February.</li> <li>• The University had been named as one of the world’s top 20 most international universities by the Times Higher Education (THE) – ranked 20<sup>th</sup> overall and 10<sup>th</sup> in the UK.</li> </ul>

**Strategic Topics**

092	<ul style="list-style-type: none"><li>● <b>Financial Update</b></li></ul> <p>The Group Finance Director (GFD) presented a report (092a-C100221 {Protected}). The Finance Director (FD) was also in attendance. The following points were highlighted:</p> <ul style="list-style-type: none"><li>● [Exempt information not included].</li></ul> <p>The Council was assured by the update and it thanked the GFD, FD, Finance teams and teams across the University for their hard work and conscientiousness in relation to Warwick’s financial position.</p> <ul style="list-style-type: none"><li>● <b>Report from the Finance and General Purposes Committee (FGPC)</b></li></ul> <p>The Treasurer and Chair of the FGPC presented a report (092b-C100221 {Protected}) and highlighted that the Committee had discussed the following:</p> <ul style="list-style-type: none"><li>● The overall Q1 forecast, as detailed in a) above.</li><li>● [Exempt information not included].</li><li>● Various approvals relating to fees.</li><li>● An update from the Commercial Director.</li><li>● An update from the CIDO covering three key programmes: the Network Replacement and Security Programme (NRSP); Success Factors, and Student Personalised Information (now titled Digital Enablement of Education), as well as plans for technology change projects, which the Committee approved.</li><li>● A proposal to convert the Arden Conference Centre into self-catered student residences, which the FGPC had recommended for approval by the Council.</li><li>● [Exempt information not included].</li><li>● A progress update on the Effectiveness Review of FGPC undertaken in December 2019.</li></ul> <p><b>DECISION:</b> The Council <b>approved</b> the recommendation to convert Arden into self-catered student residences.</p>
093	<p><b>Business Partnerships Grand Challenge</b></p> <p>The Provost introduced the item. The Director of the Institute of Advanced Study and the Director of Business Relations provided a report (093-C100221 {Protected}) and a presentation. The following were highlighted and discussed:</p> <ul style="list-style-type: none"><li>● Work had been ongoing for some time to consider development of the University’s business partnerships and it was an area in which most of the HE sector needed to improve. Work on the Warwick Story had been underway alongside this and ensuring the University had a clear purpose and brand would be essential to making sure the right partnerships were established.</li><li>● The University already had pockets of excellence, [Exempt information not included], however there was a need to diversify in a number of ways [Exempt information not included]. Promotion of the Science Park was an important part of this.</li><li>● Warwick was able to offer support for business relationships, good research outcomes and facilities, however it needed to think more about the impact of the work it carried out, including the value of any intellectual property generated, and how best to bring together academic and professional services to begin and maintain these relationships.</li></ul> <p>Engagement with staff throughout the University was discussed [Exempt information not included].</p> <ul style="list-style-type: none"><li>● Case studies of various ongoing business relationships showed how these could be well managed with benefits to both business and the University, and questions to consider for further improvements. Focus on working with the business partners to support delivery of their objectives was key.</li></ul> <p>The ability to assess potential partners at pace had developed with recent cases, while still carrying out the appropriate due diligence, and the Council was assured by the process surrounding this, including ethical</p>

	<p>considerations overseen by various academic Committees. How the University appropriately declined approaches and maintained relationships for future was also crucial.</p> <ul style="list-style-type: none"> <li>• The information on the University’s publicly accessible webpages was under review and would be updated.</li> </ul> <p>The Council discussed the kinds of targets that could and should be associated with business partnerships, [Exempt information not included].</p> <p>The Council was supportive of the overall approach and noted that it could expect to see the Strategy and associated plans at a future session.</p> <p><b>DECISION:</b> The Council <b>approved</b> the Business Partnerships Grand Challenge proposal.</p> <p><b>ACTION 1:</b> Present the Strategy and associated plans to the Council.</p> <p><b>ACTION 2:</b> Share paper with the Executive Chair, WMG.</p> <p><b>ACTION 3:</b> Invite the Executive Chair, WMG, to a future session of the Council.</p>
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<b>Substantive Items</b>	
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094	<p><b>Disciplinary Process Update</b></p> <p>The Registrar and the Director of Student Discipline and Resolution presented an update on the Disciplinary Process (094-C100221 {Protected}) and highlighted the following:</p> <ul style="list-style-type: none"> <li>• The report provided a review of the first academic year (2019/20) of the Report &amp; Support tool and set out work ongoing in the current academic year to improve the service offered, break down identified barriers, and raise further awareness of the tool as it expanded to cover both students and staff, and all forms of harassment.</li> <li>• The University had been approached by and was working with other HE institutions on their disciplinary processes, sharing best practice across the sector.</li> <li>• Communication surrounding the Report &amp; Support tool was key. Awareness of and trust in the system would only be established if communication relating to it had been seen and engaged with by those who could utilise it. A Student Advisory Group (SAG) had been established in order to address some of this, and, in tandem with other teams across the University, tackle some of the issues that remained around embedding the awareness of Report &amp; Support and understanding of the processes.</li> </ul> <p>The President of the SU was keen that the University utilised social media as a communication route in relation to the tool.</p> <ul style="list-style-type: none"> <li>• Consideration of whether to share information about the tool, and training related to the process and the issues surrounding it, pre-arrival to campus, was ongoing.</li> <li>• While Report &amp; Support did not automatically lead to a University investigation, since it was a reporter-led the process, it did allow Warwick to support its students in whichever route (and to whatever timeline) they chose to take. The full end-to-end process timeline had been reduced from several months [Exempt information not included], though the ultimate goal was to progress at the speed of the reporter.</li> </ul> <p>The Council was assured that those who had witnessed incidents, rather than being involved in them first-hand, could also report using the tool. Work was underway across campus, including active bystander training, with personal tutors and SU clubs and societies, to ensure people were aware of this.</p> <p>The Council welcomed the progress made so far and recognised that there would be continued efforts in current and future academic years.</p>
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095	<p><b>University Information Management Executive Committee (UIMEC) Update</b></p> <p>The CIDO presented a report (095-C100221 {Protected}), highlighting the following key points:</p> <ul style="list-style-type: none"> <li>• The Information and Digital Group (IDG) had appointed two new Directors: a Director of Client Experience to support existing systems and to build strong relationships with departments, and a Director of Enterprise Infrastructure.</li> <li>• Controls to restrict USB usage began on 18 January 2021, and were being rolled out in a phased manner in order to ensure disruption to departments was minimised. Feedback from departments indicated that the phased rollout was being well managed.</li> <li>• Plans were in development to provide IT support in departments where it was required, and these would be presented to the relevant finance committees.</li> <li>• The final report from the ICO had been received and the voluntary audit process was complete. [Exempt information not included]. The ICOs recommendations continued to be implemented and numerous work streams were ongoing to ensure they were completed as soon as possible.</li> </ul> <p>The CIDO explained that the University had recently, voluntarily sent the ICO a further tranche of information for its assurance. The Vice Chair of Council and Chair of the Audit and Risk Committee (A&amp;RC) confirmed that the A&amp;RC had reviewed the letter and information that had been sent to the ICO and had been assured by it, and encouraged by the progress made.</p> <p>The Council was assured that the culture change required alongside the practical changes had made real progress, and positive feedback from various departments related to this was highlighted. The Council thanked the CIDO and their team for their hard work, acknowledging that further work would ensure this continued to progress and embed.</p>
096	<p><b>Pay Gap Update</b></p> <p>The Provost introduced the report (096-C100221 {Public}). They highlighted that the University was required, under the Equality Act (2010), to produce and publish an annual report that provided details of the University's gender pay gap. Warwick had taken the decision to also consider pay gaps in relation to other protected characteristics, with initial focus on ethnicity and disability, and LGBT+ being worked on. The Provost stressed that the issues surrounding the pay gap were likely only to be addressed over the longer-term and encompassed issues outside of Warwick and within society as a whole.</p> <p>The HR Director and HR Reward Manager were in attendance. The HR Strategy Director provided a brief presentation that selected key points from the report, as below:</p> <ul style="list-style-type: none"> <li>• A summary of the pay gap as at March 2020.</li> <li>• Causes of the pay gap – that females, staff of BAME ethnicity, and staff who had declared a disability, tended to dominate the lower grades and had lower representation at senior grades.</li> <li>• The Pay Action Plan.</li> </ul> <p>Several independent members of the Council expressed reservations as to the length of time proposed to narrow the pay gap for various groups, particularly in the light of the University Strategy 2030. In discussion, the need for the Council to be shown and updated regularly with regards to tangible KPIs in relation to the area was clear, as well as an understanding of how the Social Inclusion Strategy and impacts of the Covid-19 pandemic, disproportionate in some areas by gender, had been factored into the ongoing development. The Vice-Chancellor was keen to continue to work with the Council to make progress wherever possible, recognising that issues were not unique to Warwick.</p> <p>The Council concluded its discussions in acknowledgment of the work already done, and that still left to do. The Provost agreed that they would provide a more prominent update related to the Pay Action Plan within the regular report from the Social Inclusion Committee (SIC).</p>

<b>Governance I</b>	
097	<p><b>Office for Students (OfS) – Review of compliance with consumer law</b></p> <p>The PVC(E) presented the report (097-C100221 {Protected}), highlighting that the OfS had asked all English HE providers to undertake a review, during the first half of the spring term, of their compliance with consumer law and provide assurance to the Council of compliance with ongoing condition C1 (guidance on consumer protection law). Condition C1 required a provider to demonstrate that, in developing and implementing its policies, procedures and terms and conditions, it had given due regard to relevant guidance about how to comply with consumer protection law.</p> <p>The University had conducted a thorough consideration of its compliance with consumer law as part of the OfS Registration Process. In compiling a response to the OfS’s recent request, Warwick had been able to draw on a considerable evidence base including: regular update reports from Education Executive to the Senate and the Council; outcomes of student surveys; the Chief External Examiner’s report, and the report of the recent Internal Audit on Student Attainment.</p> <p>The recent review confirmed that, given the frequency and range of mechanisms with which Warwick was reviewing and communicating actions taken, and seeking relevant feedback from the student body, it had confidence that it had provided for new or returning students, clear, regular and timely information about how teaching and assessment was being delivered in 2020/21, and was compliant with the requirements of Condition C1 of the Regulatory Framework. Furthermore, the University had in place robust mechanisms for monitoring and receiving student feedback on the efficacy and appropriateness of its delivery of teaching and assessment. This included quarterly monitoring and oversight of formal complaints and appeals, as tools of institutional learning, particularly where redress had been sought from students, on the limited number of occasions where an aspect of teaching and learning had not been delivered as promised. An internal audit had identified nine features of good practice, alongside a number of low priority actions to further enhance Warwick’s approach.</p> <p>The Council was assured that the University had tested whether it was clear with new and continuing students about the teaching and assessment they would receive, and that current plans for the spring and summer term would ensure students received the promised teaching and assessment.</p>
<b>Committee Reports</b>	
098	<p><b>Report from the Senate</b></p> <p>The Vice-Chancellor and Chair of the Senate presented a report (098-C100221 {Protected}) from the Senate, highlighting that it had continued to discuss the varied ongoing issues pertinent to education.</p>
099	<p><b>Report from the Social Inclusion Committee (SIC)</b></p> <p>The Provost and Chair of the SIC presented a report (099-C100221 {Protected}) from the Committee.</p> <p><b>DECISION:</b> The Council <b>approved</b> the revised SIC Terms of Reference.</p>
100	<p><b>Report from the Nominations Committee</b></p> <p>The Chair of Council and of the Nominations Committee presented a report (100-C100221 {Protected}) following the recent recruitment campaign for independent members of Council. The Nominations Committee recommended the appointment of Richard Hyde and James Furse for approval to the Council. The gender balance of six:six would be maintained with these two appointments.</p> <p><b>DECISIONS:</b> The Council <b>approved:</b></p> <ol style="list-style-type: none"> <li>1) That Richard Hyde be appointed as an independent member of Council with immediate effect.</li> <li>2) That James Furse be appointed as an independent member of Council from 1 September 2021.</li> <li>3) That Deborah Keith’s term of office be extended by one year to end on 31 July 2022.</li> </ol>



101	<p><b>Report from the Audit and Risk Committee (A&amp;RC)</b></p> <p>The Vice-Chair of Council and Chair of the A&amp;RC provided a verbal report from the 9 February 2021 meeting, highlighting the following:</p> <ul style="list-style-type: none"> <li>• A deep dive into the Suicide Safer Strategy, from the Director of Wellbeing and Safeguarding, which had provided details of the work being undertaken on Suicide Prevention at Warwick.</li> <li>• A Business Continuity and Recovery Programme (BCRP) update that had provided an overview of planning for the upcoming year, including terms 2 and 3 of the current academic year, and term 1 of 2021/22. The Committee had been assured that relevant BCRP risks and decisions were being escalated through the University Executive Board (UEB) and that work was ongoing to transition to BAU with the close down of the BCRP, hopefully by July 2021.</li> <li>• Assurance relating to key developments in Internal Audit’s activity since the Committee’s last meeting and that good progress had been made against the approved plan. The Committee had also had an informative <i>In Private</i> session with the Head of Internal Audit and a representative from TIAA, who carry out the University’s IT Internal Audit Plan, a plan that was then approved by the Committee at its main meeting.</li> <li>• An update on the establishment and first meeting of the Strategic Risk Advisory Board (SRAB) and how the SRAB would focus on oversight of strategic risk at the University, while the Risk and Resilience Team continued also to support operational risk management. The update had assured the Committee that the SRAB would build on the positive work of the BCRP as well as next steps to support the oversight of risk at faculty and departmental level, with the Risk Assurance Framework running in parallel.</li> <li>• KPMG had provided their usual sector update.</li> <li>• Reports were received from the University Health and Safety Executive Committee (UHSEC), University Information Management Executive Committee (UIMEC), and the Data Protection Officer (DPO).</li> </ul> <p>The Chair of Council thanked the A&amp;RC for its continued work, especially in monitoring the arrangements put into place in the last year and the progress related to these.</p> <p><b>ACTION:</b> Share the sector report from KPMG with the Council.</p>
102	<p><b>Report from the University Estate Committee (UEC)</b></p> <p>The Chair of the UEC presented a report (102-C100221 {Protected}) highlighting its discussions as below:</p> <ul style="list-style-type: none"> <li>• A report on the extension of the responsibilities of the Committee to include oversight of the University Environmental and Social Sustainability Strategy and its implementation. A newly established Environment and Social Sustainability Action Group (ESSAG) would report to UEB and UEC. To cover this broadened remit, a change of name and revisions to the Terms of Reference of the Committee were recommended to the Council for approval.</li> <li>• A presentation on the progress of the Environmental and Social Sustainability Strategy. Five Routes to Zero were being progressed and ESSAG had been established. An update was provided by the co-Chair of the Sustainable Development Goals (SDG) Advisory Group on the progress Warwick had made in contributing to the 17 UN SDGs. While the Committee welcomed the progress that had been made, it recognised there was further work still to do.</li> <li>• Masterplanning the South Side of Campus was underway.</li> <li>• A report on the outcome of an external review of the fire risk management system. [Exempt information not included].</li> </ul> <p><b>DECISIONS:</b> The Council <b>approved:</b></p> <ol style="list-style-type: none"> <li>1) That the name of the Committee be changed from the ‘University Estate Committee’ to the ‘University Estate and Environment Committee’.</li> </ol>

	<p>2) The revised Terms of Reference of the University Estate and Environment Committee.</p> <p><b>ACTION:</b> Add the Environmental and Social Sustainability Strategy to the next Council agenda.</p>
<b>Items below this line were for receipt and/or approval, without discussion</b>	
103	<p><b>Report from the Research Governance and Ethics Committee</b></p> <p>The Council received and noted the report (103-C100221 {Protected}).</p>
104	<p><b>Report from the University Executive Board</b></p> <p>The Council received and noted the report (104-C100221 {Protected}).</p>
<b>Governance II</b>	
105	<p><b>Office for Students (OfS) consultation on quality and standards</b></p> <p>The Council received and noted the report (105-C100221 {Protected}).</p>
106	<p><b>Chair's Action and Council Sub Group Report</b></p> <p>The Council received and noted the report (106-C100221 {Protected}).</p>
107	<p><b>Report from the Assembly</b></p> <p>The Council received and noted the report (107-C100221 {Protected}).</p>
108	<p><b>Warwick Arts Centre Annual Report and Accounts 2019/20</b></p> <p>The Council received and noted the report (108-C100221 {Public}).</p>
109	<p><b>List of Deeds</b></p> <p>The Council received and noted the report (109-C100221 {Protected}).</p> <p><b>DECISION:</b> The Council <b>approved</b> the proposed alternative process while Covid-19 restrictions are in place.</p>
110	<p><b>Arts Council England (ACE) Grant Conditions</b></p> <p>The Council received and noted the report (110-C100221 {Protected}).</p>
111	<p><b>Letter from Minister Donelan</b></p> <p>The Council received and noted the letter (111-C100221 {Protected}).</p>
<b>Other</b>	
112	<p><b>Any other business</b></p> <p>a) <b>Lara McCarthy's last meeting</b> – The Council extended its thanks to Lara McCarthy, Head of Governance, who was set to leave Warwick in April 2021.</p>
<b>Close meeting</b>	

<b>DECISIONS AND ACTIONS LOG</b>				
<b>ITEM</b>	<b>DECISION/ ACTION</b>	<b>LEAD</b>	<b>DUE BY</b>	<b>STATUS</b>
<b>083 – Building a China Strategy</b>	<b>ACTION 1:</b> Ensure RG&EC report includes a Trusted research update.	David Leadley	May 2021	Scheduled
	<b>ACTION 2:</b> Present a further update to the Council on development of the Strategy.	Mike Shipman	Jul 2021	Scheduled
<b>090c – Chair's Business: SU</b>	<p><b>ACTION:</b> Provide an update relating to the following:</p> <ol style="list-style-type: none"> <li>1) Reform of the SU's business model,</li> <li>2) Partnership working with the University,</li> <li>3) Effective governance within the SU, and</li> <li>4) Behaviours of student representatives on the SU Board.</li> </ol>	Luke Mepham	May 2021	Scheduled

**DECISIONS AND ACTIONS LOG**

<b>092b – Report from the Finance and General Purposes Committee</b>	<b>DECISION:</b> The Council <b>approved</b> the recommendation to convert Arden into self-catered student residences.			
<b>093 – Business Partnerships Grand Challenge</b>	<b>DECISION:</b> The Council <b>approved</b> the Business Partnerships Grand Challenge proposal.			
	<b>ACTION 1:</b> Present the Strategy and associated plans to the Council.	Chris Ennew	TBC	To be scheduled
	<b>ACTION 2:</b> Share paper with the Executive Chair, WMG.	Peter Scott, Oliver Walmsley	ASAP	
	<b>ACTION 3:</b> Invite the Executive Chair, WMG, to a future session of the Council.	Secretariat	TBC	To be scheduled
<b>100 – Report from the Nominations Committee</b>	<b>DECISIONS:</b> The Council <b>approved:</b> <b>1)</b> That Richard Hyde appointed as an independent member of Council with immediate effect. <b>2)</b> That James Furse appointed as an independent member of Council from 1 September 2021. <b>3)</b> That Deborah Keith’s term of office be extended by one year to end on 31 July 2022.			
<b>101 – Report from the A&amp;RC</b>	<b>ACTION:</b> Share the sector report from KPMG with the Council.	Secretariat	ASAP	
<b>102 – Report from the UEC</b>	<b>DECISIONS:</b> The Council <b>approved:</b> <b>1)</b> That the name of the Committee be changed from the ‘University Estate Committee’ to the ‘University Estate and Environment Committee’. <b>2)</b> The revised Terms of Reference of the University Estate and Environment Committee.			
	<b>ACTION:</b> Add the Environmental and Social Sustainability Strategy to the next Council agenda.	Secretariat, Chris Ennew, Rosie Drinkwater	May 2021	Scheduled
<b>109 – List of Deeds</b>	<b>DECISION:</b> The Council <b>approved</b> the proposed alternative process while Covid-19 restrictions are in place.			