

**UNIVERSITY OF WARWICK
COUNCIL**

PUBLIC MINUTES

**MEETINGS HELD AT 11:00, TUESDAY, 18 MAY 2021 AND 09:00, WEDNESDAY, 19 MAY 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).

Present	David Normington	DN	Chair of Council (Chair)
	Louise Ainsworth	LA	Independent member (all except 117-120)
	Gareth Bennett	GB	Professional Services Member
	Anita Bhalla	AB	Vice-Chair of Council and Chair of the A&RC (all except 117-120)
	Bal Claire	BC	Independent member
	Prof. Stuart Croft	SC	Vice-Chancellor
	Prof. Christine Ennew	CE	Provost
	Dr John Ferrie	JFe	Independent member
	Richard Hyde	RHy	Independent member
	Prof. Saul Jacka	SJ	Academic member
	Deborah Keith	DK	Independent member
	Prof. David Leadley	DL	Academic member and Chair of the Research Governance and Ethics Committee
	Prof. Andy Lockett	AL	Academic member
	Luke Mepham	LM	President of the Students' Union (SU)
	Rachel Moseley	RM	Academic member (Tuesday only)
	Jayne Nickalls	JN	Independent member
	Adrian Penfold	AP	Independent member and Chair of the UEC
	Neil Sachdev	NS	Treasurer and Chair of the FGPC
	Akosua Sefah	AS	Democracy & Development Officer of the SU (Tuesday only)
Gail Tucker	GT	Independent member	
Attending	Sophie Black	SB	Assistant Registrar (Governance) (116 only)
	James Breckon	JB	Director of Estates (128 only)
	Joel Cardinal	JC	Head of Energy & Sustainability (128 only)
	Joseph Devlin	JD	Head of Pensions Strategy (129b only)
	Rosie Drinkwater	RD	Group Finance Director
	Shingai Dzumbira	SD	SU Postgraduate Officer and President-elect (130 only)
	Rebecca Freeman	RF	Dean of Students (116 only)
	Jane Furze	JFu	Director of Regional Strategy and Public Engagement (117 only)
	Penny Hewitt	PH	Administration (Governance) (Technical support)
	Angella Hill-Wilson	AHW	SU Trustee (130 only)
	Prof. Chris Hughes	CH	Pro Vice-Chancellor (Education)
	Richard Hutchins	RHu	Chief Communications Officer
	Emma Jeavons	EJ	Assistant Registrar (Governance) (Assistant Secretary)
	Rupert Lawrie	RL	Commercial Director
	Lauren McCleary	LMC	Administrative Officer (Governance) (from 118 onwards)
	Geraldine Mills	GM	HR Director (129b only)
	Faye Murray	FM	Director of Strategic Planning & Analytics (131 only)
	Rob Parkinson	RP	Chief Executive of the SU (130 only)
	Tony Pauley	TP	Chief Information and Digital Officer (CIDO)
	David Plumb	DP	Director of Innovation (116 only)
	Prof. João Porto de Albuquerque	JP	Director Institute Global Sustainability Development (IGSD) (128 only)
	Rachel Sandby-Thomas	RST	Registrar
	Kulbir Shergill	KS	Director of Social Inclusion (116 only)
	Prof. Mike Shipman	MS	Pro Vice-Chancellor (International)

	Andrew Smith	ASm	Finance Director (129 only)
	Sally Smith	SS	Director of International Strategy and Relations (116 only)
	Emma Tew	ET	Assistant Registrar (Governance) (117 only)
	Sharon Tuersley	ST	Secretary to Council
	Prof. Gwen Van der Velden	GV	Deputy Pro-Vice-Chancellor (Student Learning Experience) (116 only)
	Sarah Wall	SW	Executive Officer (Tuesday only)
Strategy Away Day			
Tuesday, 18 May 2021			
113	Chair's Welcome and Introduction		
	The Chair welcomed Council members and attendees, including Richard Hyde who was attending their first Council session as an independent member of the Council.		
114	Apologies for absence		
	Apologies were noted from Yewande Akinola and Professor Pam Thomas. Anita Bhalla left after item 116.		
115	Declarations of Interest		
	Anita Bhalla noted that the voiceover of the video accompanying the Warwick Story (item 117) was performed by their daughter; Anita confirmed that they had not been involved in the procurement of the voiceover by the University.		
Strategic Topics			
116	What have we done so far?		
	The Vice-Chancellor, Provost and Registrar provided a presentation that covered what the University had done so far in relation to the Academic, Innovation, Inclusion and International Strategies.		
	Council members had pre-selected to take part in two breakout sessions for the remainder of this item; these covered the Education, Research, Inclusion, Innovation, and International Strategies.		
117	Warwick Story Activation and Connection to Strategy		
	The Chief Communications Officer and the Director of Regional Strategy & Public Engagement provided a presentation, which included a video that had also been shared with the Council ahead of the day, that considered the key outputs of utilisation of the Warwick Story.		
118	What will be different next year?		
	The Registrar and the CIDO provided a presentation that covered Warwick Transformation, including the Professional Services Strategic Reform (PSSR) and Information and Digital Group (IDG) dual approach. It was hoped that Warwick Transformation would:		
	<ul style="list-style-type: none"> • Give an oversight of the breadth of projects, • Allow Warwick to prioritise in accordance with institutional need, • Have transparency over the work programme, and • Allow leadership and departments to monitor and measure. 		
119	Collective discussion		
	The Council discussed the presentations it had received and the breakout sessions it had taken part in across the morning of the away day, as well as any remaining questions. Key points were as below:		
	<ul style="list-style-type: none"> • The Education Strategy had continued to develop well, with work still do to on the advancement of plans coming out of the immediate response to Covid-19, including around student support, wellbeing, employability, hybrid teaching, learning and assessments, and social opportunities. 		

	<ul style="list-style-type: none"> • Government discussions [Exempt information not included] caused some concern, though it was acknowledged that Warwick had made a clear commitment to the Arts in its investment in the new Faculty of Arts building. • The Research Strategy was going through a similar period of change and refocus. • In terms of inclusion, the impact of Covid-19 for some had been positive, though Warwick had been mindful that this was not necessarily the case for everyone. Work to identify, understand and address different needs was ongoing and there was a lot of work underway as the University moved into hybrid working, alongside parallel academic plans. • HR and recruitment processes were noted as integral to promoting and embedding an inclusive environment, alongside behaviour and culture change within the current community. • Innovation in general, and the Innovation Strategy itself, was set to play a part in all of the developments discussed, with the aim in future to entrench more innovative thinking throughout the staff and student communities at Warwick. • Progress with the International Strategy had been made. The Covid-19 pandemic had brought into focus the need to communicate and work internationally without physical travel, and the associated risks [Exempt information not included] were being kept in mind. • Consideration of longer-term metrics and more detail surrounding these was mentioned by several members as something that could be beneficial for Council’s monitoring of plans. • Ensuring that business areas, such as the Campus and Commercial Services Group (CCSG), were involved in the overall plans was highlighted. • It was acknowledged that communication of plans, including the Warwick Story and Warwick Values, was likely to be challenging but essential to their success. • Several members highlighted that scenario planning for distinct scenarios that may or were likely to appear in the coming year/ years, could be a helpful exercise. • Updating the Council with regards to its peer’s performance in progressing their strategies was something that several members advised they would find useful. • The importance of the student voice was highlighted throughout the day. • All agreed that Warwick must get better at being vocal about its successes. <p>The Council welcomed the strategy updates and was assured that Warwick had managed its response to Covid-19 well, whilst simultaneously beginning to move on, plan and look forward into the future.</p> <p>ACTION 1: Include an opportunity for discussion at the Sector-Wide Update session in October 2021, including scenarios relating to various external challenges.</p> <p>ACTION 2: Provide an update, as far as is possible, as to peer institution’s progress with their respective strategies.</p>
120	<p>Reflections on the day</p> <p>Council members reflected that they had enjoyed the format and content of the day and thanked all of those involved in the organisation and delivery of it.</p>
Wednesday, 19 May 2021	
121	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed Council members and attendees to the meeting.</p> <p>They welcomed independent member Richard Hyde to their first Council meeting, noting that they had been a member of the University Estate and Environment Committee (UEEC) for some time prior.</p>

122	<p>Apologies for absence</p> <p>Apologies were noted from Yewande Akinola, Rachel Moseley and Professor Pam Thomas.</p>
123	<p>Declarations of Interest</p> <p>No new interests were declared.</p>
124	<p>Minutes of the Council meetings held on 9 and 10 February 2021</p> <p>The Council approved the minutes of the meeting held on 9 and 10 February 2021 (124-C190521 {Protected}).</p>
125	<p>Matters arising from the Council meetings held on 9 and 10 February 2021</p> <p>[Exempt information not included].</p>
126	<p>Chair's Business</p> <p>The Chair updated the Council as follows:</p> <p>a) Pro-Vice-Chancellor (Research)</p> <p>The Council noted that, at the end of April 2021, it had agreed by correspondence to approve the appointment of Professor Caroline Meyer (of WMG, Chair of the Faculty of Science, Engineering and Medicine, and Chair of the STEM Grand Challenge Programme Steering Group) to the role of Pro Vice-Chancellor (Research) for a five year term, beginning on 1 August 2021.</p>
127	<p>a) Vice-Chancellor's Business</p> <p>The Vice-Chancellor provided a report (127a-C190521 {Protected}) highlighting the recent submission made by the University to the Research Excellence Framework (REF), following an enormous amount of work over a number of years. The outcome of the REF could have a huge reputational impact for Warwick and would remain for many years to come.</p> <p>b) Covid-19 Update</p> <ul style="list-style-type: none"> • The sector had, under step 3 of the Government's roadmap, as at 17 May 2021, been allowed to welcome students back to campus for face to face teaching. • Much attention was now being paid to September 2021 and what the new academic year would look like. It was hoped that a further framework of guidance for the sector would be received by the end of June in order to be able to plan accordingly.
Strategic Topics	
128	<p>The Environmental and Social Sustainability Strategy</p> <p>The Provost provided a report (128-C190521 {Protected}) and a presentation, accompanied by the Director of Estates, the Head of Energy & Sustainability, and the Director of the Institute of Global Sustainability Development (IGSD). The Environmental and Social Sustainability Strategy had sought to bring together disparate strands of work that were ongoing across the University. The report provided a statement of intent and outlined what Warwick planned to deliver in relation to sustainability, embedded within the narrative of the Warwick Story (discussed at item 118). Key points from the presentation and discussion were as below:</p> <ul style="list-style-type: none"> • Emphasis had been placed on partnership working and engagement with the community, in particular the student community who it was felt would drive change both within Warwick and into society more broadly. • The Council agreed that the Strategy was an important one for it to engage with and be visible in leading. It was emphasised that sustainability was the business of the Council and all of its Committees, as well as everyone at the University and the Students' Union (SU). • The University Estate and Environment Committee (UEEC), recently updated to include a focus on sustainability within its remit, had this Strategy as a key area of focus for its discussions now and into the future

	<ul style="list-style-type: none"> • It was confirmed that the technical methodologies being used within the plans were nationally and internationally set and recognised. • There was an acknowledgment that behavioural and cultural change would be key to the success of the Strategy and that this was a challenge; the Council agreed that there needed to be a sense of urgency around the Strategy in order to encourage [Exempt information not included] people to change. • The need to prioritise investment into this area in order to achieve longer-term would likely involve difficult decisions [Exempt information not included]. • The Council encouraged engaging campaigns, alongside the use of the Sustainability Champions mentioned within the report, to ensure that the work and the required progress was as visible and prominent as possible. • 100% green electricity was set to be purchased from October 2021 onwards, with gas following. • The SU President referred to a similar strategy that they had seen relating to CCSG only, and was keen to ensure that this work was picked up in the wider, top-level Strategy. • Work on the sustainability of procurement had commenced, particularly around procurement in ITS. • The University was challenged to stretch its thinking, for example to consider what it would take to deliver a net carbon zero degree. <p>Ahead of their departure from the University, the Council offered it's thanks to the Head of Energy & Sustainability for all their hard work.</p> <p>ACTION: Ensure sustainability considerations are included in template report and policy documents.</p>
129	<p>a) Financial Update</p> <p>The Group Finance Director and Finance Director provided a verbal update highlighting that, following lots of hard work across the University to control spend, Warwick was secure financially for the current year. [Exempt information not included]. The Financial Plan would be presented to the Council at its July meeting, for approval.</p> <p>The Council welcomed the update, acknowledging the hard work across the institution and in the Finance Office particularly.</p> <p>b) Pensions Update</p> <p>The Group Finance Director, the Head of Pensions Strategy and the HR Director presented a report (129b-C190521 {Protected}) and highlighted as follows:</p> <ul style="list-style-type: none"> • Warwick generally agreed with the Universities UK (UUK) proposals on the covenant, with the caveat that equipment should be excluded from covenant calculations. • Though Warwick was not concerned that it would breach the covenant, there was general unease as to the actions that could be taken if an institution did breach, [Exempt information not included]. • Warwick did not feel that there was an urgent need for a further valuation in March 2022 as it was unlikely to have any material effect. • The aim was for institutions to present a united front behind a UUK solution, for the good of all employees. • It was very likely now that there would be increases to contribution rates from September 2021. <p>There was concern amongst the Council as to how the University, and indeed other institutions, could respond to support staff typically on lower grades who would be forced to withdraw from the pension scheme if they could not afford the contribution rates. Institutions were not allowed to set-up a pension for these or any other employees covered by the USS's remit, however the Council agreed that there was a moral responsibility on employers to attempt to support staff in this position.</p>

	<p>The FGPC had been asked to provide feedback on the draft employers' response form (Appendix 1) at its May meeting, which was presented, on the FGPC's recommendation, for final approval by the Council.</p> <p>DECISION: The Council approved the final draft employers' response form.</p>
Substantive Items	
130	<p>Students' Union (SU) Strategic Review</p> <p>The SU Chief Executive, SU President, current SU Postgraduate Officer and President-elect, and an SU Trustee presented a report (130-C120521 {Protected}) and highlighted as follows:</p> <ul style="list-style-type: none"> • Reviews ongoing and recently concluded fitted well into a wider package of change and restructuring of the SU. • [Exempt information not included]. <p>The Council welcomed this approach and appreciated that the SU had tackled the issue head-on, understanding that the focus was more than just the constitution of the SU, but related also to behaviours and values and the importance of how people treat one another.</p> <ul style="list-style-type: none"> • Appointed by the National Union of Students (NUS), the Head of Governance at Ormiston Academies Trust and Vice-Chair of Aston Students' Union carried out a governance review and provided a report, within which there were 35 actions. The Trustee Board felt that this report: provided a good basis on which the external root-and-branch review could focus; challenged the SU, and would help it to make progress on the actions that would bring about the most change. • Thanks to the ongoing reforms, the baseline forecast within the SU financial plan, which had been reviewed by the FGPC at its May meeting, was much improved on previous years. • Training and team building for all Sabbatical Officers, both full and part-time, was planned. • Engaging with external and internal key stakeholders and ensuring the SU was student-focussed and always working as such, were key. • The SU thanked the Council for raising concerns and for providing the impetus needed for change. <p>The Council welcomed the positive response from the SU to the Council's concerns.</p> <p>ACTION: Present a further update at the next Council meeting.</p>
131	<p>Key Performance Indicators (KPIs)</p> <p>The Director of Strategic Planning & Analytics presented a report (131-C190521 {Protected}), highlighting that this was the first time an in-year update had been presented to the Council on the KPIs – it had not however been possible to update all metrics within the report as some related to external data that was only updated annually.</p> <p>The Council discussed as follows:</p> <ul style="list-style-type: none"> • It welcomed the further development of the summary sheet, which had been requested when the KPIs were last discussed by the Council in October 2020 (minute 024-C141020 refers). • Several members commented that it would be useful to see some of the metrics over a longer timescale; the Director advised that currently these were purposely covering a year-long period and extension of this this could be looked into. • There was some work still for KPI owners to do on the narrative and target setting which would then be reflected within the report. • The Council was assured that the University Executive Board (UEB) as well as Heads of Department (HODs) and teams were set to utilise the detail of the report. • Members commented that it would be helpful to include further detail to explain why, where it was the case, performance was declining against targets.

	<p>The Council thanked the Director for their and others' hard work in developing the report for use at the Council, as well as the granular level that was operationally beneficial.</p> <p>DECISION: The Council endorsed the KPI report and agreed that it could usefully include a short commentary, derived from UEB discussions, on KPIs that were flagged red.</p>
132	<p>University Information Management Executive Committee (UIMEC) Update</p> <p>The CIDO presented a report (132-C190521 {Protected}) highlighting that progress continued to be made in relation to necessary improvements, as detailed in their report.</p>
Committee Reports	
133	<p>Report from the Senate</p> <p>The Vice-Chancellor/ Chair of the Senate presented a report (133-C190521 {Protected}) highlighting that the Senate had discussed many of the same agenda items as the Council, with detail on the progress of Education and Research strategies and a discussion tracking progress made with the new relationship with the University College Birmingham (UCB) (previously discussed at the Council at 082-C100221, Protected).</p>
134	<p>Report from the University Estate and Environment Committee (UEEC)</p> <p>The Chair of the UEEC presented a report (134-C190521 {Protected}) and highlighted:</p> <ul style="list-style-type: none"> • The UEEC had discussed the Environmental and Social Sustainability Strategy that the Council had considered at item 128. • Regular reports on developments at Wellesbourne had been received. • Updates on the ongoing masterplanning and business plans linked to this had been presented and discussed. • Reimagining of the use of the estate post Covid-19 had been an area of focus, with opportunities to reduce the utilisation of campus having a positive impact on energy and carbon consumption.
135	<p>Report from the Social Inclusion Committee (SIC)</p> <p>The Provost/ Chair of the SIC presented a report (135-C190521 {Protected}) and highlighted:</p> <ul style="list-style-type: none"> • Progress had continued to be made in many areas within the SIC's remit. • Lots of work had gone into revising the reasonable adjustment process for staff [Exempt information not included]. • Pay Gap reporting was due to be shared with the Remuneration Committee soon, to update on the position as at 31 March 2021, which was a much quicker turnaround in reporting than in previous years. • The Race Equality Charter Mark (RECM) was due to be submitted shortly. The Council would be updated on this at its next meeting in July, within the report from the SIC.
136	<p>Report from the Nominations Committee</p> <p>The Chair of Council/ Chair of the Nominations Committee presented a report (136-C190521 {Protected}).</p> <p>The Chair highlighted that the Nominations Committee had, at its April meeting, discussed a number of Anti-Semitism cases that were being investigated. At its May meeting, the Committee had reiterated that it was assured that the cases were being handled properly, there was a clear and comprehensive process in place, there had been relevant external advice and scrutiny, and that advice was being properly implemented. However, this did not mean that whatever the outcome it could not lead to potential criticism of the University for either being Anti-Semitic, against academic freedom, or against free speech. The University needed to be prepared for that criticism [Exempt information not included] and stand by its view that Anti-Semitism was unacceptable and abhorrent and would be met with very firm sanctions within its student and staff community. In support of this, and upholding the right of freedom of speech and academic freedom in its Statutes, the</p>

	<p>University had recognised the IHRA definition and agreed, by way of Policy, that it would be taken into account by any disciplinary tribunal in considering a complaint or allegation of Anti-Semitism.</p> <p>Professor Saul Jacka advised that, as Chair of the AFRC, the University had afforded them every help in their work and had taken the allegations very seriously.</p> <p>The Chair of Council also highlighted that, with leadership from the Secretary to Council, recruitment of new external Committee members was going well and the Nominations Committee continued to oversee the pipeline of Council and its Committees.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved that Neil Sachdev join the Nominations Committee with immediate effect. 2) Approved that Richard Hyde, as a newly appointed independent member of Council, remain on the UEEC. 3) Approved that James Furse, as a newly appointed independent member of Council, remain on the Remuneration Committee and join the Audit and Risk Committee from September 2021. 4) Approved that Bal Claire step down from University Estate and Environment Committee and join Finance and General Purposes Committee from September 2021. 5) Approved that Louise Ainsworth join Remuneration Committee with immediate effect. 6) Approved that Yewande Akinola join Honorary Degrees Committee from October 2021. 7) Approved the reduction in membership by one independent member of Council on the following: the FGPC, the UEEC and the RemCo.
137	<p>Report from the Finance and General Purposes Committee (FGPC)</p> <p>The Treasurer/ Chair of the FGPC presented a written report from the FGPC’s March meeting (137-C190521 {Protected}) and a verbal report from its May meeting. They highlighted as follows:</p> <ul style="list-style-type: none"> • The FGPC had been assured that the University had worked hard to identify and support those students who were in need of student hardship funding. • A good discussion had taken place relating to commercial areas of the University and this would continue to be a focus for the FGPC, and likely the Council. • Updates on pensions had been received and discussed, much of which had been covered under item 129b above. • The key projects in the Information & Digital Group (IDG) were largely on-track. [Exempt information not included]. • The emerging ‘Enabling Excellence’ strategy had been presented, a key theme of this being to incorporate the voice/ experience of the IT user. Alongside this, it had been emphasised that all stakeholders had a role in ensuring that Warwick’s data was secure; it was not the remit of ITS staff only. • The latest draft of the Financial Plan had been presented and discussed. • There had been discussion around the reopening of the commercial areas of the University. • The SU financial plan (as mentioned in item 130 above) had been discussed and the FGPC welcomed the progress that had been made within it. • The FGPC had reflected on the importance of cash reserves and the level of security they had provided in response to the Covid-19 pandemic.

138	<p>Report from the Audit and Risk Committee</p> <p>The Vice-Chair of Council/ Chair of the Audit and Risk Committee (A&RC) presented a report (138-C190521 {Protected}) and highlighted as follows:</p> <ul style="list-style-type: none"> • Reflecting the continued Amber rating of the risks relating to the UIMEC's remit, the A&RC had requested an annual report from the area, akin to that received from Health and Safety. • A review of the work of the Business Continuity and Recovery Programme (BCRP) undertaken over the past year emphasised the key role that it had played, and the plans to continue its remit within various other bodies from 2021/22 were underway. <p>a) Strategic Risk Register (SRR) – the SRR was received and noted without comment.</p>
139	<p>Report from the Research Governance and Ethics Committee (RGEC)</p> <p>The Chair of the RGEC presented a report (139-C190521 {Protected}) and highlighted that, as requested by the Council at its meeting in November 2020 (minute 061-C181120 refers), a RAG rated update relating to work ongoing as part of Trusted Research had been included. Many of the work streams had been rated Green, and those rated Amber were often where work was ongoing that was on a more continuous basis.</p>
Items below this line were for receipt and/or approval, without discussion	
140	<p>Annual Report from the Art Collection Committee</p> <p>The Council received and noted the report (140-C190521 {Public}).</p>
141	<p>Report from the University Executive Board</p> <p>The Council received and noted the report (141-C190521 {Protected}).</p>
142	<p>Chair's Action and Council Sub-Group Report</p> <p>The Council received and noted the report (142-C190521 {Protected}).</p>
143	<p>Letters from Minister Donelan</p> <p>The Council received and noted the letters (143-C190521 {Protected}).</p>
Other	
144	<p>Any other business</p> <p>There was no other business.</p>
Close meeting	

DECISIONS AND ACTIONS LOG				
ITEM	DECISION/ ACTION	LEAD	DUE BY	STATUS
119 – away day collective discussion	ACTION 1: Include an opportunity for discussion at the Sector-Wide Update session in October 2021, including scenarios relating to various external challenges.	Secretariat	Oct 2021	Scheduled
	ACTION 2: Provide an update, as far as is possible, as to peer institution's progress with their respective strategies.	Stuart Croft, Chris Ennew, Rachel Sandby-Thomas	TBC	
128 – The Environmental and Social Sustainability Strategy	ACTION: Ensure sustainability considerations are included in template report and policy documents.	Secretariat	TBC	Ongoing
129b – Pensions Update	DECISION: The Council approved the final draft employers' response form.			

DECISIONS AND ACTIONS LOG

130 – Students’ Union Strategic Review	ACTION: Present a further update at the next Council meeting.	Student’s Union	Jul 2021	Scheduled
131 – KPIs	DECISION: The Council endorsed the KPI report and agreed that it could usefully include a short commentary, derived from UEB discussions, on KPIs that were flagged red.			
136 – Report from Nom Comm	<p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved that Neil Sachdev join the Nominations Committee with immediate effect. 2) Approved that Richard Hyde, as a newly appointed independent member of Council, remain on the UEEC. 3) Approved that James Furse, as a newly appointed independent member of Council, remain on the Remuneration Committee and join the Audit and Risk Committee from September 2021. 4) Approved that Bal Claire step down from University Estate and Environment Committee and join Finance and General Purposes Committee from September 2021. 5) Approved that Louise Ainsworth join Remuneration Committee with immediate effect. 6) Approved that Yewande Akinola join Honorary Degrees Committee from October 2021. 7) Approved the reduction in membership by one independent member of Council on the following: the FGPC, the UEEC and the RemCo. 			