

**UNIVERSITY OF WARWICK
COUNCIL**

PUBLIC MINUTES

**MEETING HELD AT 16:00 ON TUESDAY, 17 MAY IN THE FACULTY OF ARTS BUILDING, FAB5.02/03
AND AT 09:00 ON WEDNESDAY, 18 MAY 2022 IN SENATE HOUSE, COUNCIL CHAMBER**

Present	David Normington	DN	Chair of Council (Chair)
	Louise Ainsworth	LA	Independent member
	Yewande Akinola	YA	Independent member (all Tuesday, Wednesday from item 106)
	Gareth Bennett	AC	Professional Services Staff Member
	Anita Bhalla	AB	Vice-Chair of Council and Chair of the Audit and Risk Committee
	Bal Claire	BC	Independent member (Wednesday only)
	Professor Stuart Croft	SC	Vice-Chancellor
	Professor Christine Ennew	CE	Provost (Wednesday only)
	James Furse	JFs	Independent member
	Richard Hyde	RH	Independent member
	Professor Saul Jacka	SJ	Academic member (Chair of AFRC)
	Jacob Jefferson	JJ	SU Democracy and Development Officer
	Dr Deborah Keith	DK	Independent member (Wednesday only)
	Professor David Leadley	DL	Academic member
	Professor Andy Lockett	AL	Academic member
	Professor Rachel Moseley	RM	Academic Member and incoming VP and Chair of the Faculty of Arts
	Jayne Nickalls	JN	Independent member (all Tuesday, Wednesday until item 106)
	Adrian Penfold	AP	Independent member
	Neil Sachdev	NS	Treasurer and Chair of the Finance & General Purposes Committee
	Gail Tucker	GT	Independent member
Attending	Dr Navdeep Bains	NB	Interim Director of Research & Impact Services (106 only)
	Rosie Drinkwater	RD	Group Finance Director (Wednesday only, absent for items 107-108)
	Dr Hannah Friend	HF	Director of Wellbeing and Safeguarding (109 only)
	Katharine Gray	KG	Head of Governance (absent for item 108)
	Jane Hodge	JH	Chief Operating Officer, WMS (108 only)
	Professor Chris Hughes	CH	Pro-Vice-Chancellor
	Emma Jeavons	EJ	Assistant Registrar (Governance) (Assistant Secretary)
	Professor Sudhesh Kumar	SK	Dean, WMS (108 only)
	Faye Murray	FM	Director of Strategic Planning & Analytics (110 only)
	Professor Caroline Meyer	CM	Pro-Vice-Chancellor
	Professor Penny Roberts	PR	Vice-Provost and Chair of Faculty of Arts (Tuesday only)
	Beth Russell	BR	Operations Manager, Resonate Festival (Tuesday only)
	Rachel Sandby-Thomas	RST	Registrar (Wednesday only)
	Professor Michael Scott	MS	Professor Classics & Ancient History and Director of the Warwick Institute of Engagement (WIE) (Tuesday only)
	Professor Mike Shipman	SS	Pro Vice-Chancellor (International)
	Andrew Smith	AS	Director of Financial Strategy Reporting (107-109 only)
	Sharon Tuersley	ST	Secretary to Council
	Dr Naomi Waltham-Smith	NWS	Reader Centre for Interdisciplinary Methodologies (observer)
	Dawn Webb	DW	Senior BI Developer (110 only)
	Professor Helen Wheatley	HW	SCAPVC - Film & Television Studies and Director of the Institute City of Culture Programme (Tuesday only)

Tuesday, 17 May	
Ref	Item
094	<p>Chair's welcome and introduction</p> <p>The Chair welcomed members and attendees to the strategic session. The Operations Manager, Resonate Festival, was welcomed as an observer.</p>
095	<p>Apologies for absence</p> <p>Apologies were noted from Bal Claire, Rosie Drinkwater, Shingai Dzumbira, Prof. Chris Ennew, Deborah Keith, Jane Furze, Rupert Lawrie and Tony Pauley.</p>
096	<p>Declarations of interest</p> <p>There were no new declarations of interest.</p>
Strategic Topics	
097	<p>Faculty of Arts Strategy</p> <p>The Vice-Provost (VP) and Chair of the Faculty of Arts and the incoming VP and Chair provided a presentation that highlighted the importance of the new Faculty of Arts Building (FAB) in Warwick's continued work as national leaders for arts. They advised that the Faculty's Research Excellence Framework (REF) results were amongst the strongest at Warwick thanks to the Faculty's inclusive, innovative and international research and education. Lastly, they detailed the growth in recruitment of both undergraduate and postgraduate students for the 2022/23 academic year.</p> <p>The Council thanked the Professors for their presentation and discussed how the new FAB would have an impact on the University's Arts offering as a whole, as well as the need to be more vocal about the great work the Faculty does.</p> <p>The Chair thanked the Vice-Provost and Chair of the Faculty of Arts for their hard work within the Faculty and University as a whole, and wished them well for their future endeavours.</p> <p>ACTION: Present a Strategy update to the Council.</p>
098	<p>Warwick Institute of Engagement and the Resonate Festival</p> <p>The Director of the Institute's City of Culture Programme provided a presentation that recapped the recently closed, year-long, Resonate Festival and its programme of events and activities exploring creativity and curiosity for our City of Culture year. Data had showed that the festival had had a positive impact on the community and had been very well received, as well as providing some learning points to take forward into any similar projects in the future.</p> <p>The Director of the Warwick Institute of Engagement (WIE) delivered the second part of the presentation that covered the progress made by the WIE since the last update to Council in July 2022, including the growth of the WIE team and their public engagement and other plans for the future.</p> <p>The Council welcomed the updates and was assured that the ongoing work within the WIE aligned with that of the Warwick Story and values that the University was working to.</p>
Wednesday, 18 May	
099	<p>Chair's welcome and introduction</p> <p>The Chair welcomed members and attendees to the formal Council meeting. Dr Waltham-Smith was welcomed as an observer.</p> <p>It was noted that the Commercial Director and the Chief Information and Digital Officer (CIDO) were absent and would not be attending any further Council meetings as they were in the process of leaving their roles at the University. The Chair offered their thanks, on behalf of the Council, to both, for their hard work during their time at Warwick.</p>
100	<p>Apologies for absence</p> <p>Apologies were noted from Shingai Dzumbira, Jane Furze, Rupert Lawrie and Tony Pauley.</p>

101	<p>Declarations of interest</p> <p>There were no new declarations of interest.</p>
102	<p>Minutes of the Council meetings held on 8 and 9 February 2022</p> <p>The minutes of the Council meetings held on 8 and 9 February 2022 (102-C180522, Protected) were approved.</p>
103	<p>Matters arising from the Council meetings held on 8 and 9 February 2022</p> <p>There were no matters arising not covered on the agenda.</p>
104	<p>Chair's business</p> <p>a) Joint University Estate and Environment Committee (UEEC) and Finance and General Purposes Committee (FGPC) meeting on 12 May 2022</p> <p>The Chair reported that the joint UEEC/ FGPC Working Group had met on 12 May and had been updated on progress of RIBA Stage 1 of the project, alongside other STEM GC activities. The Group had agreed that the Science Precinct should continue to progress towards RIBA Stage 2, using the plans and approach already agreed by the Council, with a planning parameter of £400m for the first phase of building. The Group also agreed that this first phase must be transformative and must include all staff being transferred from their current building, either to the new building or to satisfactory accommodation.</p>
105	<p>Vice-Chancellor's business</p> <p>The Vice-Chancellor presented their report (105-C180522, Protected) and highlighted that the University was deeply saddened to hear of the death of Dr Jonathan Nicholls, former Registrar and friend of the University, in March. Jonathan had joined Warwick in 1982, was Academic Registrar 1992-99, then Registrar until 2003.</p> <p>An independent member raised some queries, following a discussion with Professor Dieter Wolke, from the Department of Psychology and Warwick Medical School (WMS), about their being awarded €2.8m by the European Research Council as part of its Advanced Grants competition. The Council was assured that the University was doing everything it could to retain outstanding staff, in the light of some delays surrounding such funding awards due to UK universities no longer being part of Horizon Europe, following Brexit.</p>
Strategic Topics	
106	<p>Research Excellence Framework (REF) results and the Research Strategy</p> <p>The Pro Vice-Chancellor (Research) and Interim Director of Research & Impact Services presented a report (106-C180522, Protected) and provided a presentation, highlighting the following:</p> <p><u>Research Excellence Framework</u></p> <ul style="list-style-type: none"> • A reminder of the Warwick Strategy, and within it the Research Strategy's six strategic priorities, underpinned by seven workstreams. • A summary of REF 2021, the National system of research assessment underpinned by an expert review, and its components. • Key outcomes for Warwick, including: <ul style="list-style-type: none"> ○ 92% of submitted research rated 'world leading' or 'internationally excellent'. ○ 50% awarded 'world leading' (four stars) up from 37% (2014) – sector average 41%. ○ 42% of Warwick's research 'internationally excellent' (three stars). ○ 15th out of 157 institutions (Times Higher (TH)) – 12th in the Russell Group (RG). ○ 7th for 'outputs' overall, 6th in the RG. ○ Top 5 (TH): Economics (2nd), Classics (3rd), Computer Science (4th), and Business & Management (5th). ○ Top 10 (TH): Mathematical Sciences (6th), Law (8th), Philosophy (8th), Politics (9th) and Sociology (10th). ○ Improved in both research impact (29th from 33rd) and environment (14th from 16th).

- Main panel rankings ranged from 3rd in the RG for Panel C – Social Sciences out of 126 institutions (above Oxford, Cambridge, Birmingham and UCL) to 22nd in the RG for Panel A – Medicine, Health and Life Sciences out of 124 institutions.
- Warwick’s response had been planned in both the short and longer-term.

Research Strategy

The presentation on the Research Strategy included:

- A reminder of the themes within the strategy and a proposal that, rather than being embedded within the Research Strategy, the themes became standalone descriptors of research, and that they be reviewed and refreshed in light of the work underway in other key initiatives.
- The introduction of a new strategic priority: Research culture. Alongside this, there would be the development of an Impact Strategy and the establishment of a Research Impact Steering Group and a Research Impact Advisory Board (External).
- That ‘Regional’ be included within the ‘partnerships’ priority, given the importance of these relationships to Warwick’s research and impact, and that innovation be rephrased ‘Innovation and Sustainability’, to embed the University’s increasing profile in research around sustainability within the main body of the Strategy.

The Council discussed both updates and agreed that, while there was lots of positive development within research at Warwick, there was also some room for improvements and departments where REF results had not been as expected should be supported appropriately. The Council was assured that success stories within research would begin to be disseminated both internally and externally to increase awareness of the good work being carried out, not simply the REF results.

The Council welcomed the focussed discussion on research at Warwick and looked forward to future discussions on the same.

DECISION: The Council **approved in principle** the proposed changes and refresh of the Research Strategy, subject to review and approval by the Research Committee and Senate, later in the 2021/22 academic year.

107

Financial Strategy

The Director of Financial Strategy Reporting presented the report (107-C180522, Protected) with the Group Finance Director briefly absent. They highlighted the following:

- The University would continue to prepare a five-year Financial Plan annually which incorporated the updated five-year forecasts of all University activities, as reviewed and approved by the relevant Committee.
- It was anticipated that surpluses (excluding USS pension movements) as a percentage of income would need to be normally in the range of [exempt information not included].
- The University would aim to limit total payroll costs (excluding FRS102 pension adjustments but including fee payments) to within [exempt information not included] of total income.
- The University would adopt a prudent approach to the Financial Plan, including the routine holding of a cash contingency, known as the Safety Factor, the size of which will be determined by Council to reflect the risk environment at the point when the Financial Plan is approved. This prudent approach was to ensure that adverse impacts can be withstood, and that students, staff and other stakeholders can have a high level of confidence in the University’s long-term financial sustainability.
- The University would always retain a minimum balance of cash and short-term investments at a level to be determined by Council. In the first instance this minimum level will be set at the equivalent of 50 days’ worth of operating expenditure [exempt information not included].
- The University would primarily borrow to finance the purchase or development of surplus-generating assets. Normally, no more than [exempt information not included] of total borrowings was expected to be for non-surplus-generating assets. The University’s total borrowing requirement would be

	<p>determined in accordance with the financial plan and the funds required to finance the capital plan and the levels of cash forecast.</p> <ul style="list-style-type: none"> The University would continue to manage its finances in full compliance with the requirements and obligations of being a regulated charity, including operating within the terms and conditions of funding prescribed by the Office for Students (OfS), and a high level of financial probity and accountability would be maintained at all times. <p>The Treasurer confirmed that the Finance and General Purposes Committee (FGPC) had held a good discussion around the plan and was happy to recommend it for approval by the Council; the FGPC would continue to review and escalate as necessary.</p> <p>DECISION: The Council approved the Financial Strategy document.</p>
108	<p>WMS Grand Challenge Update</p> <p>The Dean, WMS and Chief Operating Officer, WMS, presented a report (108-C180522, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> A continued focus on its strategic plans, as agreed within the original Grand Challenge. Leaders in the UK for graduate entry medicine with over 26% share of that market. Signed the contract to work with Chester Medical School to support them to offer a new medical programme. NSS scores for 2021 had significantly improved, now at 83%. Progressed its partnership with iheed to offer worldwide online courses in diabetes, medical education and public health. The Masters in Public Health had been ranked 12th worldwide. The pioneering cohorts in its two new innovative, distinctive research-led Undergraduate programmes had launched successfully in 2020, gaining excellent student feedback to date. WMS had supported the regional and national response to Covid-19 in the past two years. Research in niche and wider areas had continued to grow. Though REF results had been a little disappointing, this was likely due to the long-term nature of the research within WMS. <p>The Council welcomed the update and expressed its support of WMS and its continued growth. There was agreement that working with local NHS partners would remain an important part of development and innovation.</p>
Substantive Items	
109	<p>Residential Life Team – New Model</p> <p>The Director of Wellbeing and Safeguarding presented a report (109-C180522, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> The history of RLT – established in 1965 with live-in tutors providing pastoral support and social opportunities. The need for a change to the model that had not been reviewed since 1965 and that Covid-19 had exposed some gaps and risks with. Headline issues surrounding the current model, including: the use of volunteer contracts; an inconsistent student experience; efficiency; structure and communication, and discipline v pastoral tension. Several themes that had come out of a sector-wide review, including that many other institutions were adopting a peer-led approach that did not, within RLT, provide any specialist out of hours support, with a focus instead on prevention, community building and social integration.

	<ul style="list-style-type: none"> • Details of changes and what out of hours (after 11pm) support would be provided under the new model. <p>The Students' Union (SU) Democracy and Development Officer (DDO) commented on the Model and the SU's concerns surrounding it, as follows:</p> <ul style="list-style-type: none"> • They hoped that feedback to the Wellbeing team had been constructive, respectful, and utilising the correct channels and they agreed that the new model fixed some issues that required improvement, and the SU was supportive of those parts. • The SU had however asked for a year's delay to the implementation of the new Model. Related to this, an emergency motion had passed unanimously at the Student Council of the SU – the main issues within this were: queries around an in-depth consultation with stakeholders; the absence of an EDI impact report; notice given to the current RLT; concerns about the suitability of third and fourth year students to fill the roles, and out of hours support. The motion was being deliberated for confirmation as policy by our students in our All-Student Vote this week. <p>Professor Saul Jacka and Professor Rachel Moseley echoed several of the DDO's concerns and highlighted that the Senate had also discussed the item at length at its most recent meeting.</p> <p>The Council discussed the changes, particularly the pressure that third and fourth years would be under in their academic work, without adding any additional responsibilities. The Director of Wellbeing and Safeguarding assured the Council that, under the new model, their RLT responsibilities would be planned in advance, well defined and limited, and, for example, not regularly out of hours (one week out of thirty).</p> <p>The Director reported that consultation had been undertaken with the previous sabbatical team. They agreed that, given the opportunity again, consultation with the SU might have been conducted differently as there was a miscommunication between outgoing and incoming Sabbatical Officers and the University of course remained open to engagement. The Registrar reiterated the engagement that had taken place prior to implementation, including with Heads of Department, and highlighted a breach of confidentiality in these processes that had led to plans being launched earlier than had been planned. When the University Executive Board (UEB) made its decision to proceed with implementation, it was within these circumstances, and with student wellbeing at the core. It was intended to review the new arrangements after a year.</p> <p>The Chair thanked everyone for their input into the discussion and it was agreed that the Director should provide a further update to the Council on the implementation in due course.</p> <p>ACTION: Provide an update on the implementation of the new model.</p>
110	<p>Key Performance Indicators</p> <p>The Director of Strategic Planning & Analytics presented a report (110-C180522, Protected) and the Senior BI Developer was also in attendance. The discussion highlighted the following:</p> <ul style="list-style-type: none"> • The amber/ yellow ratings related largely to KPIs where no data was available, or data was ongoing. <p>The Pro Vice-Chancellor (Education) assured the Council that they were not concerned about the yellow ratings relating to education as they were not able to take into consideration the relativities, for example within the Russell Group and sector as a whole.</p> <ul style="list-style-type: none"> • Sustainability KPIs were still a work in progress with the Environment and Social Sustainability Action Group (ESSAG) to present to the UEEC on these shortly. • A request for a KPI related to gas usage. • Improvements to research related metrics were ongoing. <p>The Council welcomed the update and asked that a more in-depth discussion on the KPIs be held within a strategic session.</p> <p>ACTIONS:</p> <ol style="list-style-type: none"> 1) Show the potential "impact" of Research within the KPIs. 2) Add in gas usage as a supplementary metric within the sustainability KPIs. 3) Schedule a strategic session on KPIs.

Committee Reports	
111	<p>Report from the Nominations Committee</p> <p>The Chair provided a verbal report as follows:</p> <ul style="list-style-type: none"> • Following discussion, the Committee recommended that the Council approved an extension to the Vice-Chair's post to 31 December 2022. [Exempt information not included]. • The process to nominate a new Vice-Chair would begin in July 2022, to be confirmed at the October 2022 Council meeting. • The Committee was currently undertaking a recruitment process for independent members that would be reported to Council in July 2022. <p>DECISION: The Council approved the Vice-Chair's extension to 31 December 2022.</p>
112	<p>Report from the Finance and General Purposes Committee (FGPC)</p> <p>The Treasurer/ Chair of the FGPC presented a report (112-C180522, Protected) and highlighted:</p> <ul style="list-style-type: none"> • The Committee had discussed the Financial Strategy in detail before recommending it to the Council for approval (see item 107 for more). • The amber rating on the CIDO report related to the way in which the FGPC was asking the CIDO to report, rather than any material concerns. • The Accommodation Strategy would continue to be discussed at the FGPC. • The biggest risk to the finances of the University was now inflation, and this would be monitored closely and escalated where appropriate. The Group Finance Director echoed this. • Warwick's financial performance continued to be good.
113	<p>Report from the Senate</p> <p>The Vice-Chancellor and Chair of Senate presented a report (113-C180522, Protected) and highlighted that the Senate had discussed many of the same items as the Council, with the exception of:</p> <ul style="list-style-type: none"> • The Shape of the Academic Year project, which was continuing to be discussed. • The admissions cycle had been highlighted as positive and would continue to be monitored, as normal. • Some clarification as to the policy responsibilities of the Senate and the Policy Oversight Group (POG) were being discussed.
114	<p>Report from the Audit and Risk Committee (A&RC)</p> <p>The Vice-Chair of Council and Chair of the A&RC presented a report (114-C180522, Protected) and highlighted:</p> <ul style="list-style-type: none"> • The Internal and External audit plans had been approved. • Amber rating for the Information and Digital Group (IDG) related to the challenges around recruitment of staff in to the area, as well as leadership and management. The Committee had been assured that mitigation surrounding these was in place. • An expected fee increase proposal from the external auditors, KPMG, had been recommended to the Council for approval. <p>DECISION: The Council approved the KPMG fee proposal.</p>
115	<p>Report from the University Estate and Environment Committee</p> <p>The Chair of the UEEC presented a report (115-C180522, Protected) and highlighted that the Committee had approved the student accommodation strategy and discussed the importance of transport strategy, especially given delays to A46 link road, to plans for South Campus.</p>
Items below this line were received/and or approved without discussion, unless otherwise indicated	

116	Report from the University Executive Board The Council received and noted the report (115-C180522, Protected) without discussion.
117	Report from the Research Governance and Ethics Committee The Council received and noted the report (116-C180522, Protected) without discussion.
118	Report from the Assembly The Council received and noted the report (117-C180522, Public) without discussion.
Governance	
119	Chair's Action Report The Council received and noted the report (118-C180522, Public) without discussion.
120	Membership Updates The Council received and noted the report (119-C180522, Public) without discussion.
Other	
121	Any Other Business There was no other business.

DECISIONS AND ACTIONS LOG				
ITEM	DECISION/ ACTION	LEAD	DUE BY	STATUS
097 – FOA Strategy	ACTION: Present a Strategy update to the Council.	Rachel Moseley	May 2023	Scheduled
106 – REF/Research Strategy	DECISION: The Council approved in principle the proposed changes and refresh of the Research Strategy, subject to review and approval by the Research Committee and Senate, later in the 2021/22 academic year.			
107 – Financial Strategy	DECISION: The Council approved the Financial Strategy document.			
109 – RLT	ACTION: Provide an update on the implementation of the new model.	Hannah Friend	TBC	
110 – KPIs	ACTIONS: 1) Show the potential “impact” of Research within the KPIs. 2) Add in gas usage as a supplementary metric within the sustainability KPIs. 3) Schedule a strategic session on KPIs.	Faye Murray Secretariat	Autumn 2022	To be scheduled
111 – Report from Nom Comm	DECISION: The Council approved the Vice-Chair's extension to 31 December 2022.			
114 – Report from A&RC	DECISION: The Council approved the KPMG fee proposal.			