

**UNIVERSITY OF WARWICK  
COUNCIL**

**PUBLIC MINUTES OF THE MEETINGS HELD**

**17:00 TUESDAY 16 MAY 2023 IN OC0.01, OCULUS BUILDING; AND**

**9:00 WEDNESDAY 17 MAY 2023 IN THE COUNCIL CHAMBER, SENATE HOUSE**

<b>Present</b>	David Normington	Chair of Council (Chair)
	Louise Ainsworth	Independent member (from item 095)
	Yewande Akinola	Independent member
	Junaid Bajwa	Independent member (from item 095)
	Gareth Bennett	Professional Services Member
	Will Brewer	SU President
	Professor Stuart Croft	Vice-Chancellor
	Professor Christine Ennew	Provost
	Professor Lorenzo Frigerio	Academic member
	James Furse	Independent member
	Richard Hyde	Independent member
	Professor Andrew Lockett	Academic member
	Professor Rachel Moseley	Academic member
	Jayne Nickalls	Vice-Chair of Council and Chair of the Audit and Risk Committee (A&RC)
	Adrian Penfold	Independent member and Chair of the University Estate and Environment Committee (UEEC)
	Maya Prabhu	Independent member
	Neil Sachdev	Treasurer and Chair of the Finance and General Purposes Committee (FGPC)
Jack Sperry	SU Vice President of Democracy and Development	
Gail Tucker	Independent member	
<b>Attending</b>	Kathryn Balanescu	Head of Finance Projects (for item 102)
	James Breckon	Director of Estates (for item 102)
	Professor Mike Caine	Programme Director, STEM GC (for item 102)
	Rosie Drinkwater	Group Finance Director
	Daniel Gibbons	Programme Manager (Estates) (for item 102)
	Elizabeth Gillick-Daniels	Assistant Registrar (Governance) (Assistant Secretary)
	Eliza Gaffney	Senior Project Manager (STEM GC programme team) (observing for item 102)
	Katharine Gray	Head of Governance
	Michael Hope	Data Analyst, Estates (for item 104)
	Chris Hunt	Commercial Director
	Parvez Islam	Director of Environmental Sustainability (for item 104)
	Raja Javaid	Chief Information and Transformation Officer
	Paul Johnstone	Head of Analytics (Strategic Planning & Analytics) (for item 104)
	Fiona Parsons	Interim Director, Strategic Planning & Analytics (for item 104)
	Ros Roke	Programme Director, Professional Services Transformation (for item 109)
	Rachel Sandby-Thomas	Registrar
	Jill Shaw	Senior Project Manager (STEM GC programme team) (observing for item 102)
	Professor Mike Shipman	Pro-Vice-Chancellor (International)
	Professor Simon Swain	Vice-President National and Regional Engagement (for item 103)
	Saleema Tai	Administrator (Governance) (for items 091-094)
	Ajay Teli	Chief Communications and Marketing Officer
	Dr Chris Twine	Secretary to Council
	Sarah Wall	Executive Officer (for items 091-094)

<b>Tuesday 16 May 2023</b>	
<b>Ref</b>	<b>Item</b>
<i>Please note: some items are noted as “Exempt information not included” as they contain information that would be withheld and released to the public because an exemption under the Freedom of Information Act 2000 applies.</i>	
091	<p><b>Chair’s Welcome and Introduction</b></p> <p>The Chair welcomed Council members and attendees to the strategic session.</p>
092	<p><b>Apologies for Absence</b></p> <p>Apologies were received from Junaid Bajwa, Professor Chris Hughes, Professor Caroline Meyer and Dr Naomi Waltham-Smith.</p>
093	<p><b>Declarations of Interest</b></p> <p>No new declarations of interest were made.</p>
<b>Strategic Topics</b>	
094	<p><b>University Strategy Refresh</b></p> <p>The Vice-Chancellor provided context for the refresh of the University Strategy. The Registrar presented the proposed structure for the refreshed Strategy and invited members and attendees to discuss the proposal. Discussions focused on the need for simplicity and clarity; the design, format, and presentation of the Strategy; the importance of tailoring messaging and communication to different audiences to build buy-in and ownership and ensuring visibility of the strategy; and next steps in terms of process and timelines. It was suggested that an annual ‘progress update’ report could be established to show progress made year on year against the Strategy through to 2030.</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) Content of the draft Strategy Refresh to be brought to July 2023 meeting of Council for approval.</li> <li>2) Strategy Refresh content to be designed into an interactive digital format and marketing and communications plan developed for launch at the start of academic year 2023/24.</li> </ol>
<b>Wednesday 17 May 2023</b>	
<b>Ref</b>	<b>Item</b>
095	<p><b>Chair’s Welcome and Introduction</b></p> <p>The Chair welcomed members and attendees to the formal meeting of the Council, including those attending their first formal Council meeting: Junaid Bajwa and Maya Prabhu whose terms as independent members had started on 1 May 2023 and would run to 31 July 2026, and Ajay Teli who had joined as Chief Communications and Marketing Officer.</p> <p>Thanks were noted to be passed on to Ukrainian staff fellows and students who had joined the Council dinner.</p> <p>The Chair congratulated Professor Mike Shipman on their appointment as Deputy Vice-Chancellor and Provost of Durham University and Professor Lorenzo Frigerio on their appointment as Pro-Vice-Chancellor (Education) from 1 August 2023, succeeding Professor Chris Hughes.</p> <p>The Chair noted that the Chancellor of Warwick, the Right Honourable Baroness Ashton of Upholland GCMG, had been appointed to the Most Noble Order of the Garter by His Majesty the King.</p>
096	<p><b>Apologies for Absence</b></p> <p>Apologies were received from Professor Chris Hughes, Professor Caroline Meyer and Dr Naomi Waltham-Smith.</p>
097	<p><b>Declarations of Interest</b></p> <p>No new declarations of interest were made.</p>
098	<p><b>Minutes of the Council meetings held on 7 and 8 February 2023</b></p> <p>The minutes of the meetings held on 7 and 8 February 2023 (098-C170523, Protected) were <b>approved</b>.</p>

099	<p><b>Matters arising from the Council meetings held on 7 and 8 February 2023</b></p> <p>There were no matters arising not covered on the agenda.</p>
100	<p><b>Chair's Business</b></p> <p>There was no Chair's business not covered elsewhere on the agenda.</p>
101	<p><b>Vice-Chancellor's Business</b></p> <p>The Vice-Chancellor presented the report (101-C170523, Protected) and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Warwick Students' Union (SU) election results had been announced. Incoming Officers would take up their appointments from 1 August 2023.</li> <li>• Professor Emma Flynn (currently Pro-Vice-Chancellor (Research and Enterprise) at Queen's University Belfast) had been appointed as Provost, starting in August 2023.</li> <li>• Midlands Mindforge Limited, co-founded by Warwick, along with seven other Midlands universities, aimed to secure significant private investment to support early-stage businesses across the region.</li> <li>• The Universities Superannuation Scheme (USS)'s technology partner, Capita, had been targeted by a cyber-attack and some data compromised. Further updates were expected as the scope of the data compromised was better understood.</li> </ul> <p>The Council recognised key achievements including: the Complete University Guide 2023 listing Warwick as the top University in the West Midlands; Warwick Business School's Distance Learning MBA named best in Europe by QS Online MBA ranking; and WMG's continued success in securing major external funding.</p> <p><u>Marking and Assessment Boycott (MAB)</u></p> <p>The Vice-Chancellor presented slides on Warwick's approach to the MAB and highlighted the following:</p> <ul style="list-style-type: none"> <li>• The national context for UCU action. There were two disputes ongoing, related to: 1) Pay and conditions; and 2) Pensions.</li> <li>• By balloting at the national level, the 50% turnout threshold had been met (this had not been met at Warwick when balloting was previously held at the individual University level).</li> <li>• It was anticipated that the pensions dispute may resolve, although this was not yet certain.</li> <li>• In the pay dispute, four issues had been raised: pay; workload; pay gaps; and casualisation. Warwick's approach to pay by staff grade was provided. The Universities and Colleges Employers Association (UCEA) had a mandate to negotiate on behalf of employers on pay but not on the remaining three issues. The Provost noted that significant progress had been made around casualisation, with ongoing engagement with staff unions at Warwick on workload and pay gaps.</li> <li>• UCU announced that from 20 April 2023, action short of a strike (ASOS) would include a MAB. MAB posed a risk to students having sufficient marks for progression and graduation in the summer. The Force Majeure regulation provided flexibility to graduate students with up to 30% of marks missing. A data review of students' current marks in the system was currently underway.</li> <li>• Warwick had set strategic priorities, one of which was committing to graduate finalist students on time.</li> </ul> <p>The Registrar noted the class action from students claiming compensation against 18 universities, including Warwick.</p> <p>Student members welcomed the University's commitments and stated that the Students' Union was supporting UCU action yet also seeking to mitigate the impact on students. Concerns had been raised by international students in relation to visa issues and by disabled students to ensure sufficient resourcing was in place to meet reasonable adjustments for assessments. The Council was assured that regular and clear communications updates for staff and students were being made available on the Industrial Action webpages, including for international and disabled students.</p>

	<p>Warwick had structured its approach to encourage self-declarations as early as possible. Pay deductions would not be made until after the action and would be directed to the student hardship fund and to student experience activities.</p> <p>The risk of reputational impact and longer-term reductions in student applications for particular departments was acknowledged as was the potential international reputational impact for the UK HE sector as a whole.</p> <p>The Council was assured by the Vice-Chancellor that if students were at risk of not graduating on time, this would be communicated to Council.</p>
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<b>Substantive Items</b>	
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102	<p><b>STEM Grand Challenge (STEM GC) Business Case</b></p> <p>The STEM GC Programme Director, Director of Estates, Head of Finance Projects and Programme Manager, Estates presented the report (102-C170523, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> <li>• The STEM Grand Challenge was a Council endorsed initiative, aligned with the University Strategy, to invigorate Science and Engineering via a capital investment of [Exempt information not included] over the next ten years.</li> <li>• The investment would create new Departmental homes for Physics, Chemistry and Engineering, a world-class research and specialist teaching showcase building and a new University Green.</li> <li>• The three phases of the programme and the resulting space breakdown by teaching, research, workplace and collaboration/social and self-directed learning spaces.</li> <li>• It was recognised that Warwick did not currently rank highly in global league tables for Physical Sciences and Engineering disciplines. The STEM GC programme would deliver several benefits with the aim of fulfilling Warwick’s ambitions in this space.</li> <li>• The set of principles underpinning the delivery of a sustainable financial model.</li> <li>• The expected growth in student numbers and research income.</li> <li>• Priority next steps, including establishment of governance structures, refinement of success metrics, movement to RIBA Stage 3 design, refinement of procurement strategy, mobilisation of marketing and communications activity and engagement with funders and industry partners.</li> </ul> <p>The Council thanked and congratulated the team on the excellent and effective business case. The Treasurer (Chair of FGPC) and Chair of UEEC had agreed to re-establish the FGPC/UEEC sub-group to support the STEM GC team and provide assurance on spending, approach (and any changes to approach) to Council. Inflationary pressures would need to be monitored.</p> <p>The Council acknowledged and discussed the following:</p> <ul style="list-style-type: none"> <li>• This programme would be critical to improve Warwick’s rankings in STEM subjects. The alternative approach of maintaining costly existing buildings was deemed ineffective.</li> <li>• The challenge should not be underestimated. The transformation would not be the buildings themselves, but the new ways of working, collaboration and innovation occurring within the buildings. To deliver this transformation, the Council was assured that the programme was being owned institutionally (the incoming Provost would act as the Executive sponsor) and was closely aligned with the People Strategy and Professional Services Transformation programme.</li> <li>• A well-resourced, highly motivated and expert delivery team would be crucial for delivery.</li> <li>• The negative incremental Net Present Value (NPV) was flagged. However, it was recognised that the long-term strategic benefits were not captured in the NPV. The communications surrounding the NPV would be reviewed.</li> <li>• There were peers/competitors within the UK HE sector investing in similar STEM facilities, although it was suggested by the STEM GC Programme Director that other programmes had not got the clarity of vision in terms of collaboration and interdisciplinarity.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Concrete metrics for success and stretch targets should be put in place to measure against.</li> <li>• The programme had been developed to include pause points to allow the University to respond to a changing financial environment. It was acknowledged that it would be challenging to not complete the main build; subsequently there would be multiple points where work could be paused, slowed or stopped.</li> <li>• The building works on campus would cause disruption to current students and clear communications planning would be needed around this.</li> <li>• A University fundraising strategy was in place and successes had already been seen with raising funds for specific activities and research. This would continue but it was noted that the capital plan had been designed to not depend on philanthropic donations.</li> </ul> <p><b>DECISIONS:</b> The Council <b>approved</b>, on the recommendation of the Finance and General Purposes Committee:</p> <ol style="list-style-type: none"> <li>1) the business case for the Science and Engineering Precinct, to be delivered via a phased capital investment of [Exempt information not included], noting that final approval (alongside the University 5-year Financial Plan and 10-year Capital Plan) would be sought in July 2023.</li> <li>2) that the project proceed to RIBA Stage 3 design, at risk, prior to the Council meeting in July 2023.</li> </ol> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) Review wording and communications around the Net Present Value (NPV) figure.</li> <li>2) Organise an informal session for Council members to meet with Heads of Departments (HODs) and academic staff to discuss the transformational change required (in terms of education, research, ways of working, innovation etc.) that is needed in preparation for and within the Science and Engineering Precinct.</li> </ol>
103	<p><b>Innovation Corridor</b></p> <p>The Vice-Chancellor and Vice-President for National and Regional Engagement provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> <li>• Innovation was a key theme within the Strategy refresh. Warwick had a variety of partnerships across the region where innovation activities could be further developed. There could be an opportunity to collectively package these activities as an ‘Innovation Corridor’ for investment and job creation, particularly focused around medical and life sciences.</li> <li>• It was critical to develop the Wellesbourne campus as a fully active Innovation Campus. The campus had been renamed to the University of Warwick Innovation Campus, Stratford upon Avon (in accordance with Council minute 100/15-16).</li> <li>• A Supplementary Planning Document (SPD) had been adopted by Stratford District Council on 6 February 2023 and had gone to public consultation. Minor objections had been raised but it was considered that these could be addressed. It was anticipated that a finalised version of the SPD would be approved on 5 June 2023.</li> <li>• A Strategic Development Partner was being sought with the intention of a partnership being in place in 2025.</li> <li>• There was future potential opportunity to discuss additional land allocation through the South Warwickshire Local Plan.</li> </ul> <p>The Council were positive about the direction of travel and the relationships that had been built with the local authority to reach this stage. It would be crucial to have a clear vision and plan for the Innovation Campus which could be easily communicated as well as clarifying what the University’s red lines would be when engaging with developers or investors.</p> <p>Consideration of connectivity between main campus and Innovation Campus (and any future sites) was needed. It was acknowledged that the additional land could be beneficial.</p>

	<p>It was agreed that further discussions were needed at Council regarding the development of the Innovation Campus and wider Innovation Corridor.</p> <p><b>ACTION:</b> Update on plans for the development of a regional University-led Innovation Corridor to be brought to Council in February 2024 for further discussion.</p>
104	<p><b>Key Performance Indicators (KPIs)</b></p> <p><b>a) Strategic KPIs</b></p> <p>The Interim Director of Strategic Planning &amp; Analytics and Head of Analytics (Strategic Planning &amp; Analytics) presented the report (104a-C170523, Protected) and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Some indicators had been updated or were expected to change soon (including the National Student Survey).</li> <li>• Explanations for any ‘red’ flagged metrics were provided.</li> <li>• Work was underway to review and refresh the KPIs to ensure they aligned with the refreshed Strategy. Stakeholder engagement was underway and would be followed by the development and implementation of a data collection plan. The revised set of KPIs would be brought to Council in October 2023.</li> </ul> <p>The Council noted several amber-rated metrics and raised concerns about limited year-on-year movement and whether targets remained appropriate, notably around sustainability. It was requested that amber-rated metrics should also have supporting explanations.</p> <p>A potential move to a balanced scorecard approach with appropriate weighting of measures was discussed.</p> <p>It was agreed that the data needed to be more dynamic, granular, and accessible for departments and teams to better understand their contributions to different metrics and thus increase ownership and accountability for those metrics.</p> <p>Citation performance was discussed as were approaches that could be taken to improve Warwick’s international reputation.</p> <p><b>DECISION:</b> The Council <b>approved</b> the update to the Strategic Key Performance Indicators, including the RAG ratings, summary sheet, supplementary metrics and narratives.</p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1) Proposed updates to: Strategic KPI metrics, granular data behind the top-level metrics and supporting narratives to be presented to Council in October 2023.</li> <li>2) Relevant Strategic KPIs to be provided as part of substantive item updates when presented to Council.</li> </ol> <p><b>b) Way to Sustainable KPI Dashboard Update</b></p> <p>The Director of Environmental Sustainability and Data Analyst, Estates presented the report (104b-C170523, Protected) and gave a demonstration of the KPI dashboard, highlighting the following:</p> <ul style="list-style-type: none"> <li>• Fundamental work had been undertaken to improve energy and utility consumption data and to put structures in place for sustainability team staff to be able to work with departments to help them better understand their usage and improve performance, including through behaviour change.</li> <li>• The dashboard currently included Scope 1 emissions data. Data collection was ongoing to bring other KPIs, including Scope 3 emissions, into the dashboard.</li> </ul> <p>The Council were supportive of the progress made but acknowledged that the dashboard needed to be populated with real data. It was noted that other KPIs, as discussed under item 104a, could be presented in this format.</p>

	The opportunities and limitations of carbon emissions data to be used for 'live' engagement and behaviour change on campus, at a granular building level, were discussed. It was acknowledged that the sustainability agenda was wider than a narrow carbon focus and was a high priority for prospective students.
105	<p><b>Strategic Risk Register</b></p> <p>The Strategic Risk Register report (105-C170523, Protected) was noted and approved without discussion.</p> <p><b>DECISION:</b> The Council <b>approved</b> the updates to the Strategic Risk Register.</p>
<b>Committee Reports</b>	
106	<p><b>Report from the Senate</b></p> <p>The report (106-C170523, Protected) from the meeting of the Senate on 26 April 2023 was noted without discussion.</p> <p><b>DECISIONS:</b> The Council:</p> <ol style="list-style-type: none"> <li>1) <b>Approved</b>, on the recommendation of the Senate, the formation of a new School, to include the Department of Applied Linguistics (AL), Centre for Educational Development, Appraisal and Research (CEDAR), Centre for Lifelong Learning (CLL), Centre for Teacher Education (CTE), and Department of Education Studies (DES) with effect from 1 August 2023.</li> <li>2) <b>Confirmed</b>, on the recommendation of the Senate, the proposed revisions to Ordinance 7 (Academic Bodies), to reflect the creation of the roles of Deputy Chair (Education) and Deputy Chair (Research).</li> </ol>
107	<p><b>Report from the Finance and General Purposes Committee (FGPC)</b></p> <p>The Treasurer and Chair of the FGPC and the Group Finance Director presented the report (107-C170523, Protected) from the meeting of the FGPC on 28 March 2023 and provided a further update from the meeting on 9 May 2023, highlighting:</p> <ul style="list-style-type: none"> <li>• CCSG action plans were in place, recognising that trading conditions for commercial activities remained challenging.</li> <li>• Several projects had moved from red to amber rating and most were on track to be delivered on time and in budget.</li> <li>• Work was underway for a [Exempt information not included].</li> <li>• It was expected that the forecast [Exempt information not included] would be revised [Exempt information not included].</li> <li>• The appropriate structures for the oversight and monitoring of the People Strategy.</li> </ul> <p><b>DECISION:</b> The Council <b>approved</b> the proposed FGPC Terms of Reference update.</p>
108	<p><b>Report from the Audit and Risk Committee (A&amp;RC)</b></p> <p>The Vice-Chair of Council and Chair of A&amp;RC presented the report (108-C170523, Protected) from the meeting on 2 May 2023, highlighting:</p> <ul style="list-style-type: none"> <li>• The Internal Audit Plan was endorsed, recognising the challenges of current resource restrictions.</li> <li>• The inclusion of statements of change within the Strategic Risk Register had been welcomed.</li> <li>• There had been no significant changes to the Audit Strategy and Planning.</li> <li>• Dafferns had been recommended as auditors to the University of Warwick Science Park Limited and UWSP Concepts Limited, to be ratified by their Boards of Directors.</li> </ul> <p>The Council discussed the University's audit fees and when re-tendering would be considered.</p> <p><b>DECISION:</b> The Council <b>approved</b>, on the recommendation of the Audit and Risk Committee, the fees for KPMG for their audit of the 2022/23 financial year at [Exempt information not included].</p>

109	<p><b>Report from the Social Inclusion Committee (SIC)</b></p> <p>The Programme Director, Professional Services Transformation, and Chair of the Equality and Diversity Network Group presented the report (109-C170523, Protected) from the meeting on 3 February 2023, highlighting:</p> <ul style="list-style-type: none"> <li>• A proposal to increase the KPI for % of FA9 identifying as LGBTQ+ from 2.7% to 7% was under consideration.</li> <li>• The Race Equality Task Force had raised concerns on progress on several Race Equality Charter Mark (RECM) action plan actions related to HR processes. It was recognised that the vehicle to progress many HR related actions was now the Professional Services Transformation programme and implementation of the People Strategy and timelines and impact would be reviewed.</li> </ul> <p>The Executive sponsor (Pro-Vice-Chancellor (International)) recognised that work on recruitment and promotions processes had not progressed at the pace proposed in the RECM action plan submission but that there was still time to address this. A decision would need to be made about the pace of delivery and it should be ensured that work was not being repeated for each protected characteristic but through a lens of all protected characteristics simultaneously.</p> <p><b>ACTION:</b> Update on social inclusion (particularly in relation to Race Equality Charter Mark action plan and the Professional Services Transformation programme) to be brought back to Council for further discussion.</p>
110	<p><b>Report from the University Estate and Environment Committee (UEEC)</b></p> <p>The Chair of the UEEC presented the report (110-C170523, Protected) from the meeting on 28 March 2023, highlighting:</p> <ul style="list-style-type: none"> <li>• The development of a football stadium on campus land would no longer progress. The stadium had been one of the drivers for the development of transport infrastructure, including the A46 link road and Very Light Rail (VLR).</li> <li>• A suitable long-term alternative had yet to be found for the Leamington Learning Grid. The search for a new location in Leamington would continue and mitigation measures would be put in place.</li> </ul>
111	<p><b>Report from the Nominations Committee</b></p> <p>The report (111-C170523, Protected) from the Nominations Committee was noted.</p> <p><b>DECISION:</b> The Council <b>approved</b>, on the recommendation of the Nominations Committee, that Yewande Akinola be appointed for a second term of office on Council for a three-year period from 1 August 2023, ending on 31 July 2026.</p>
<b>Items below this line were for receipt and/or approval, without discussion</b>	
<b>Committee Reports II</b>	
112	<p><b>Report from the University Executive Board</b></p> <p>The Council received and noted the report (112-C170523, Protected) without discussion.</p>
113	<p><b>Report from the Research Governance and Ethics Committee</b></p> <p>The Council received and noted the report (113-C170523, Protected) without discussion.</p>
<b>Governance</b>	
114	<p><b>Chair's Action Report</b></p> <p>The Council received and noted the report (114-C170523, Protected) without discussion.</p> <p><b>DECISION:</b> The Chair of Council had <b>approved</b> by correspondence on 23 February 2023, the delegation of authority to the Group Finance Director to act on the University's behalf to register the Institution for all and any taxes as necessary to meet its obligations wherever they arise.</p>
115	<p><b>Membership Updates</b></p> <p>The Council received and noted the report (115-C170523, Public) without discussion.</p>



	<b>DECISION:</b> The Council <b>approved</b> the committee membership updates.
<b>Other</b>	
116	<b>Any other business</b> The Chair reminded members about the upcoming Inclusive Education Webinar on 23 May 2023 and the opportunity to join a tour of science facilities at Millburn House on 13 July 2023 after the next Council meeting.
<b>Next meeting: Thursday, 13 July 2023 at 9:00 in the Council Chamber, Senate House</b>	

DECISIONS AND ACTIONS			
ITEM	DECISION/ACTION	LEAD AND DUE DATE	STATUS
<b>2021-22</b>			
<b>138 – Report from Senate</b>	<b>ACTION 2:</b> To keep the implementation under review on a termly basis initially, through the joint Senate and UEB working group, to report to the Council on implementation progress.	Rachel Sandby-Thomas Nov 2022	In progress
	<b>ACTION 3:</b> Monitor the level of demand after 11pm and whether the support available is sufficient, as well as conducting a gap analysis of the current services across the demand side (including Estates, mental health and any others) and how they map on to the new structure.	Rachel Sandby-Thomas, Dr Hannah Friend Nov 2022	In progress
	<b>ACTION 4:</b> Consider on-campus accommodation options for Post Graduate Researchers.	Rosie Drinkwater Nov 2022	In progress
<b>2022-23</b>			
<b>11 October 2022</b>			
<b>006 – University Strategy Update</b>	<b>ACTION:</b> The Council to discuss the Innovation pillar of the University Strategy and how it links across the other elements of the Strategy.	Rachel Sandby-Thomas Jul 2023	Complete – discussion scheduled as part of Council business in 23/24
<b>12 October 2022</b>			
<b>015 – 2022 NSS</b>	<b>ACTION:</b> The ITLR Report to Council to highlight recommendations and actions taken for academic departments with poor NSS results.	Chris Hughes Jul 2023	In progress – to report at October 2023 Council
<b>020 – Code of Practice on Corporate Governance</b>	<b>ACTION:</b> References to Academic Freedom to be reviewed.	Chris Twine/ Naomi Waltham-Smith Sep 2023	In progress
<b>15 November 2022</b>			
<b>042 – People Strategy Implementation</b>	<b>ACTION:</b> Measurable benefits of the People Strategy to include not only strategic developments but also operational improvements, for instance time spent on HR process (e.g. recruitment).	Geraldine Mills November 2023	
<b>048 – University Financial Statements 21/22</b>	<b>ACTION:</b> Implement integrated reporting for next year’s financial statements to ensure they are more user-friendly and visually appealing.	Rosie Drinkwater, Chief Communications Officer November 2023	

7 February 2023			
061 - Sustainability	<b>ACTION 1:</b> Consider whether the triple bottom line accounting framework can be adopted, particularly into the evaluation of business cases.	Chris Hunt, Rosie Drinkwater	
	<b>ACTION 2:</b> Sustainability team to liaise with the Chief Information and Transformation Officer (CITO) to synthesise KPIs and develop a sustainability dashboard.	Chris Ennew, Gemma Wilkins, Raja Javaid	Complete
8 February 2023			
076 – Pay Gap Report	<b>ACTION:</b> Amendment to be made to the text on equal pay for grade 9 staff for clarification.	Chris Ennew	
16/17 May 2023			
094 – University Strategy Refresh	<b>ACTION 1:</b> Content of the draft Strategy Refresh to be brought to July 2023 meeting of Council for approval.	Rachel Sandby-Thomas, July 2023	Scheduled for July 2023 Council
	<b>ACTION 2:</b> Strategy Refresh content to be designed into an interactive digital format and marketing and communications plan developed for launch at the start of academic year 2023/24.	Rachel Sandby-Thomas, Ajay Teli, September 2023	
102 - STEM Grand Challenge Business Case	<b>DECISION 1:</b> The Council <b>approved</b> , on the recommendation of the Finance and General Purposes Committee, the business case for the Science and Engineering Precinct, to be delivered via a phased capital investment of [Exempt information not included], noting that final approval (alongside the University 5-year Financial Plan and 10-year Capital Plan) would be sought in July 2023.		
	<b>DECISION 2:</b> The Council <b>approved</b> , on the recommendation of the Finance and General Purposes Committee, that the project proceed to RIBA Stage 3 design, at risk, prior to the Council meeting in July 2023.		
	<b>ACTION 1:</b> Review wording and communications around the Net Present Value (NPV) figure.	Rosie Drinkwater, Mike Caine, ASAP, ahead of July 2023	Complete
	<b>ACTION 2:</b> Organise an informal session for Council members to meet with Heads of Departments (HODs) and academic staff to discuss the transformational change required (in terms of education, research, ways of working, innovation etc.) that is needed in preparation for and within the Science and Engineering Precinct.	Chris Twine, Council Secretariat, TBC	
103 - Innovation Corridor	<b>ACTION:</b> Update on plans for the development of a regional University-led Innovation Corridor to be brought to Council in February 2024 for further discussion.	Stuart Croft, Martin Yardley, Simon Swain, February 2024	
104a - Strategic Key Performance Indicators	<b>DECISION:</b> The Council <b>approved</b> the update to the Strategic Key Performance Indicators, including the RAG ratings, summary sheet, supplementary metrics and narratives.		
	<b>ACTION 1:</b> Proposed updates to: Strategic KPI metrics, granular data behind the top-level metrics and supporting narratives to be presented to Council in October 2023.	Raja Javaid, Fiona Parsons, October 2023	
	<b>ACTION 2:</b> Relevant Strategic KPIs to be provided as part of substantive item updates when presented to Council.	Chris Twine (Governance team), Raja Javaid (SPA team), Implemented for start of 23/24	

<b>105 - Strategic Risk Register</b>	<b>DECISION:</b> The Council <b>approved</b> the updates to the Strategic Risk Register.		
<b>106 - Report from the Senate</b>	<b>DECISION 1:</b> The Council <b>approved</b> , on the recommendation of the Senate, the formation of a new School, to include the Department of Applied Linguistics (AL), Centre for Educational Development, Appraisal and Research (CEDAR), Centre for Lifelong Learning (CLL), Centre for Teacher Education (CTE), and Department of Education Studies (DES) with effect from 1 August 2023.		
	<b>DECISION 2:</b> The Council <b>confirmed</b> , on the recommendation of the Senate, the proposed revisions to Ordinance 7 (Academic Bodies), to reflect the creation of the roles of Deputy Chair (Education) and Deputy Chair (Research).		
<b>107 - Report from the FGPC</b>	<b>DECISION:</b> The Council <b>approved</b> the proposed FGPC Terms of Reference update.		
<b>108 - Report from the A&amp;RC</b>	<b>DECISION:</b> The Council <b>approved</b> , on the recommendation of the Audit and Risk Committee, the fees for KPMG for their audit of the 2022/23 financial year at [Exempt information not included].		
<b>109 – Report from the Social Inclusion Committee</b>	<b>ACTION:</b> Update on social inclusion (particularly in relation to Race Equality Charter Mark action plan and the Professional Services Transformation programme) to be brought back to Council for further discussion.	Ros Roke, Kulbir Shergill, TBC	
<b>111 - Report from the Nominations Committee</b>	<b>DECISION:</b> The Council <b>approved</b> , on the recommendation of the Nominations Committee, that Yewande Akinola be appointed for a second term of office on Council for a three-year period from 1 August 2023, ending on 31 July 2026.		
<b>114 - Chair's Action Report</b>	<b>DECISION:</b> The Chair of Council had <b>approved</b> by correspondence on 23 February 2023, the delegation of authority to the Group Finance Director to act on the University's behalf to register the Institution for all and any taxes as necessary to meet its obligations wherever they arise.		
<b>115 - Membership Updates</b>	<b>DECISION:</b> The Council <b>approved</b> the committee membership updates.		