<table>
<tr><td colspan="3" align="center">UNIVERSITY OF WARWICK
COUNCIL
PUBLIC MINUTES OF THE MEETINGS HELD
16:30 WEDNESDAY 12 JULY 2023 IN RADCLIFFE CONFERENCE CENTRE, SPACE 17; AND
9:00 THURSDAY 13 JULY 2023 IN THE COUNCIL CHAMBER, SENATE HOUSE</td></tr>
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Present	David Normington	Chair of Council (Chair)
	Louise Ainsworth	Independent member
	Yewande Akinola	Independent member (from item 128a)
	Junaid Bajwa	Independent member (from item 122)
	Gareth Bennett	Professional Services Member
	Will Brewer	SU President
	Bal Claire	Independent member
	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 and Dean of Warwick Business School
	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) (for items 117 - 121)
	Jack Sperry	SU Vice President of Democracy and Development
	Gail Tucker	Independent member
	Dr Naomi Waltham-Smith	Academic member (Chair of the Academic Freedom Review Committee (AFRC)) (except for items 134 and 135)
Attending	James Breckon	Director of Estates (for item 130)
	Adam Child	Academic Registrar (for item 128a)
	Nikki Constant	Deputy Finance Director (for item 120)
	Rosie Drinkwater	Group Finance Director (GFD)
	Elizabeth Gillick-Daniels	Assistant Registrar (Governance) (Assistant Secretary)
	Katharine Gray	Head of Governance
	Professor Chris Hughes	Pro-Vice-Chancellor (Education)
	Chris Hunt	Commercial Director
	Raja Javaid	Chief Information and Transformation Officer (CITO)
	Chris Key	Deputy Finance Director (for item 120)
	Professor Caroline Meyer	Pro-Vice-Chancellor (Research)
	Nikki Muckle	Director of Strategic Initiatives (Social Sciences) (for item 130)
	Ben Pithouse	Operations Director, Wellbeing and Safeguarding (for item 131)
	Charlotte Ridley	Director of Brand, Campaigns & Marketing (for item 121)
	Rachel Sandby-Thomas	Registrar
	Kulbir Shergill	Director of Social Inclusion (for item 137)
	Professor Mike Shipman	Pro-Vice-Chancellor (International)
	Andrew Smith	Director of Financial Strategy and Reporting (for item 120)
	Professor Olanrewaju Sorinola	Professor, Warwick Medical School (observing from item 122)
	Simon Stearn	Chief Data Officer (for item 129)
	Sinead Stroud	Associate Director, Brand Strategy & Campaigns (for item 121)
	Saleema Tai	Administrator (Governance) (for items 117 - 121)

	Anna Taylor	SU President Elect (observing)
	Ajay Teli	Chief Communications and Marketing Officer (CCMO)
	Dr Chris Twine	Secretary to Council
	Professor Nick Vaughan-Williams	Vice-Provost and Chair of Faculty of Social Sciences (for items 130 - 131)
	Sarah Wall	Executive Officer (for item 129)

Wednesday 12 July 2023	
Ref	**Item**
	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.
117	**Chair's Welcome and Introduction** The Chair welcomed Council members and attendees to the strategic session.
118	**Apologies for Absence** Apologies were received from Yewande Akinola and Junaid Bajwa.
119	**Declarations of Interest** No new declarations of interest were made.
Strategic Topics	
120	**Financial Plan** The Group Finance Director, Director of Financial Strategy and Reporting and Deputy Finance Directors presented the Financial Plan (120-C120723, Protected) and provided a presentation, highlighting the following: • The forecast out-turn for the current financial year showed a [Exempt information not included] from [Exempt information not included] in the adjusted budget for the current year. Net income was [Exempt information not included] on budget and cost reductions were [Exempt information not included] to the budget. • Fee income had [Exempt information not included] from 2021/22 and progress in diversifying student intake by domicile was noted. • The Plan continued to be set in a turbulent context externally, including the ongoing impact of inflation, notably on staff and energy costs, and the continued freeze of the Home Undergraduate (UG) tuition fee rate. Despite this, the plan had embedded the capital investment requested for the STEM and Social Sciences Grand Challenges, and accommodated a significant rebasing of the Campus and Commercial Services Group (CCSG) plan to reflect the challenging trading conditions. • The Plan had been adjusted to recognise historic outperformance of previous plans, so that it better reflected the likely outturn. Together with no open call for investment bids from Professional Services, bar a few exceptional strategic items, [Exempt information not included], this had enabled additional capital investment to be factored into the Plan. • In general, the Plan assumed a continuation of the return over time to pre-pandemic levels of activity and spend. • The Plan forecast a Safety Factor of a cumulative [Exempt information not included] by the end of the Plan, providing risk cover. • Overall income was projected to grow from [Exempt information not included] last year to [Exempt information not included] this year, [Exempt information not included] in 2023/24 and then to [Exempt information not included] by 2027/28. FTE student numbers were projected to [Exempt information not included] in the five years from 2022/23 to 2027/28.

- The Capital Plan had been updated significantly since last year's Plan with all key projects now included fully within the long-term Capital Plan. Capital spend was forecast to reach [Exempt information not included] over ten years, with a peak annual spend in [Exempt information not included] of [Exempt information not included].

- Borrowings would [Exempt information not included] to fund [Exempt information not included]. The cash forecast remained above the minimum baseline, however there was no further headroom [Exempt information not included].

- The Plan was projected to be compliant with the USS financial monitoring metrics. Care would need to be taken with [Exempt information not included], to ensure that no limits would be breached.

- This was a good planning outcome overall, considering the substantial challenges and demands, noting that the University would need to remain watchful and ready to act in case of significant adverse events.

The Finance and General Purposes Committee (FGPC) and the Senate had recommended the Plan to the Council for approval.

The Council recognised that the Plan was ambitious but that the risk of not proceeding with the capital investment in the STEM and Social Sciences Grand Challenges was greater. Positioning the Plan alongside the Strategy Refresh and aligning messaging would be key.

The Plan had factored in [Exempt information not included]. Decision points for 'off ramps' where work could be stopped, paused or slowed had also been built in. Monitoring the impacts of inflation (particularly wage inflation), and potential changes in overseas fee income and energy costs would be important. In this regard, the value of scenario planning and reverse stress testing was discussed. Debt, borrowing arrangements and USS and bank covenants were also discussed. [Exempt information not included].

When preparing future plans, it was suggested that sustainability spend could be more explicitly identified. Further work was also needed to boost fundraising and philanthropic donations.

DECISIONS:

- The Council **approved** the Financial Plan 2023 for submission to the Office for Students (OfS) in due course, subject to the inclusion of actual figures for 2022/23 when available.

- The Council **confirmed** approval of the business case for the Science and Engineering Precinct (STEM Grand Challenge), to be delivered via a phased capital investment of [Exempt information not included].

ACTION: Update on the University's debts and borrowing arrangements to be brought to a future Council meeting.

121	**University of Warwick Brand**
	The Chief Communications and Marketing Officer (CCMO), Director of Brand, Campaigns & Marketing and Associate Director, Brand Strategy & Campaigns provided a presentation, sharing their vision; a summary of the Brand Audit undertaken; and short-, medium- and longer-term plans, aligned to the Strategy Refresh.
	The Council welcomed the presentation and the work underway, noting its importance and urgency. Internal and external engagement, alignment with work on web transformation and connection with the University's purpose and values, both internally and externally, were discussed. A student member highlighted the opportunity for the University to support sports clubs in negotiating for an overarching single brand sponsor.
	Thursday 13 July 2023
Ref	**Item**
122	**Chair's Welcome and Introduction**
	The Chair welcomed members and attendees to the formal meeting of the Council including the SU President-Elect (Anna Taylor) who was attending as an observer before they became a Council member from 1 August 2023. *(The SU Vice President of Democracy and Development-Elect (Sophie Clark) would also join Council from 1 August 2023 but was unable to observe this meeting).*

	The Chair welcomed Professor Olanrewaju Sorinola from the Warwick Medical School, who was shadowing the Provost.
	The Chair thanked Gail Tucker (Independent Member of Council), the SU President and SU Vice President of Democracy and Development, Professor Rachel Moseley (Senate representative), Dr Naomi Waltham-Smith (AFRC Chair and Senate representative), Gareth Bennett (Professional Services staff representative), the Provost, Pro-Vice-Chancellor (Education) and Pro-Vice-Chancellor (International), for their service and input to Council at this, their last meeting. From 1 August 2023, Professor Lorenzo Frigerio would attend Council in their role as Pro-Vice-Chancellor (Education).
123	**Apologies for Absence**
	Apologies were received from Neil Sachdev.
124	**Declarations of Interest**
	No new declarations of interest were made.
125	**Minutes of the Council meetings held on 16 and 17 May 2023**
	The minutes of the meetings held on 16 and 17 May 2023 (125-C130723, Protected) were **approved**.
126	**Matters arising from the Council meetings held on 16 and 17 May 2023**
	There were no matters arising not covered on the agenda.
127	**Chair's Business**
	a) Joint FGPC/UEEC Group meeting on 29 June 2023
	The Chair of the UEEC reported that the meeting had been positive and would continue to provide Council oversight of the STEM Grand Challenge (STEM GC). The departure of the current STEM GC Programme Director and appointment of Professor Mark Williams as STEM GC Academic Director was noted.
	b) Vice-Chancellor's term of office
	DECISION: The Council **approved,** via correspondence, the extension of the Vice-Chancellor's term of office.
128	**Vice-Chancellor's Business**
	The Vice-Chancellor presented the report (128-C130723, Protected) and highlighted that Warwick's graduate salary data remained stable (6th highest for both upper and median quartile) according to the Longitudinal Education Outcomes (LEO) Graduate and Postgraduate Outcomes Data for tax year 2020/21.
	a) Update on the Marking and Assessment Boycott/Industrial Action
	The Vice-Chancellor and Academic Registrar provided a presentation, highlighting the following:
	• Most UG students had a full marks profile or had sufficient credit to classify their degree (as per Regulation 41). A small number of students' cases needed to be taken to the Special Cases Committee.
	• UG degree classifications had remained broadly in line with previous years.
	• There would be a resit period in September and a marking backlog to resolve for UG students progressing between years.
	• Postgraduate taught (PGT) marks and classifications would be reviewed later in the calendar year.
	Members were assured that students were being supported through this period through, for example, the preparation of explanatory letters for employers in relation to job offers.
	The Council discussed approaches to address the marking backlog; it was confirmed that all submitted work would be marked. The Academic Registrar, as part of medium-term planning, would be reviewing assessment burdens and approaches.
	The Council discussed the wider national context of industrial action, approaches being taken by other HE institutions and the potential reputational impacts on the UK HE sector.

	Strategic Items
129	**University Strategy Refresh** The Registrar presented the Strategy Refresh document (129-C130723, Protected) highlighting the following: • The latest document had been updated to address the Council's previous feedback. • The final version would be web-based (a PDF version would also be produced) and a mock-up was presented. The Chief Data Officer presented plans for redesigning the KPIs for Council, highlighting the following: • The importance of aligning KPIs to the Strategy Refresh and providing real-time data for decision-making. • A 'tree' of KPIs for each area would be developed, allowing high level overviews but also providing 'drill-down' capabilities to more detailed KPIs. • In terms of process, a new KPI structure would first be developed, to be populated initially with current data and progressively expanded as new data sources were identified. The Council commended the progress made. Members requested that the language be refined to better signal Warwick's longer-term ambition beyond 2030 by framing the Strategy Refresh aspirations as 'stepping stones' to longer-term goals. It was advised that the use of outcome- and impact-based language would be more compelling for external audiences. The distinctiveness of Warwick could also be drawn out more clearly, for example the University's strong industry links. It was suggested that it would be helpful to group the 2030 aspirations by thematic area. The Council reiterated the importance of defining outcomes and impact and how progress against these could best be measured. There was acknowledgement that these may be difficult to measure: short-term, temporary metrics may need to be used while better metrics were developed for the longer-term. The Council also emphasised the importance of a cultural shift to distributed ownership of the KPIs across the institution. **ACTION:** Strategy Refresh text to incorporate feedback from the Council and be brought back to the October 2023 meeting for final approval. The updated version should reference the Strategy Refresh as a foundation for longer-term ambition, use outcome-focused language and language/phrases that can be understood by external stakeholders and clearly draw out what is distinctive about Warwick.
130	**Social Sciences Grand Challenge business case** The Vice-Provost and Chair of Faculty of Social Sciences, Director of Strategic Initiatives (Social Sciences) and Dean of Warwick Business School presented the business case (130-C130723, Protected) and provided a presentation, highlighting the following: • The two components of the Grand Challenge: an ambitious transformation programme across research, education, and professional services; and a capital project to support that transformation. • The demand for social sciences in addressing global challenges and Warwick's thought leadership and existing strengths in these areas. • The critical drivers for change and the expected outcomes from the transformational change programme. • The intention to establish, through the capital project, a Social Sciences Quarter with disciplinary homes and interdisciplinary hubs and spaces. The Council commended the team on an excellent business case. Members discussed the social sciences landscape across UK (and international) HE institutions, and what would make Warwick distinctive in its offering. Strategic growth would be important; from a capital perspective, building design would be future-proofed by ensuring flexibility to extend in future years as required. The maintenance challenges associated with existing buildings was acknowledged. It would be important to maintain existing buildings and continue to develop the student experience on this transformation journey.

The Council discussed the implications of running two Grand Challenges concurrently; notably the potential management and Estates delivery stretch and opportunity cost.

The concept of a 'neighbourhood' of supporting professional and wellbeing services which could benefit from co-location and pilot early-stage institutional programmes such as Warwick Transformation and People Strategy was noted. Inclusivity would continue to be central through, for example, the application of the inclusive education model.

The Council noted that planning permission was expected to be considered in August 2023.

DECISIONS: The Council **approved**, on the recommendation of the Finance and General Purposes Committee:

1) the business case for the Social Sciences Grand Challenge capital project with a capital investment of [Exempt information not included].

2) the drawdown of up to [Exempt information not included] of the capital project budget for the completion of RIBA Stage 2 upon successful completion of Stage 1.

	Substantive Items
131	**Report from Joint Working Group on the Residential Community Team (RCT)**

The Vice-Provost and Chair of Faculty of Social Sciences and Operations Director, Wellbeing and Safeguarding presented the report (131-C130723, Protected), highlighting that a verbal update had been presented to the Senate at its June 2023 meeting and that an update paper would be shared with the Senate in June 2024.

Student members were pleased with progress that the Group had made and agreed with the recommendation that the Working Group be disestablished.

Lower awareness of RCT support among black and disabled students was discussed. The development of a social media presence for the RCT would be critical, and engagement and input from black and disabled students in this development would be key.

DECISION: The Council **approved** the disestablishment of the Joint Working Group and the move to a business-as-usual monitoring approach.

ACTION: Update report to Senate planned for June 2024 on the RCT performance against the agreed measures of success to be shared with the Council. This report should reference progress made on communicating the RCT and awareness rates of RCT support among student groups.

132	**Student Admissions Update**

The Provost presented the report (132-C130723, Protected), highlighting the following:

- The University was forecast to be in a strong position in the 2023 admissions cycle.
- A [Exempt information not included] in PGT home applications was noted.
- Consideration was being given to potential alternative ways to maintain a diversity of intake of Home students on highly competitive courses.

The Council noted the update and discussed alternative approaches to admissions to continue to build an inclusive student body in line with Warwick's social inclusion strategy; further discussion at Council would be needed.

The [Exempt information not included] in PGT home applications was discussed, noting the impact made by the [Exempt information not included]. It was anticipated that [Exempt information not included].

	Governance I
133	**Update on the Scheme of Delegation**

The Secretary to Council presented an update on the Scheme of Delegation (133-C130723, Protected), highlighting that this first phase of work had reviewed and mapped responsibility and accountability for the OfS Conditions of Registration. Further work would be undertaken over summer 2023 with a revised Scheme to be presented to the Council in autumn 2023.

	The Council noted the Scheme of Delegation against OfS Conditions of Registration.
	Committee Reports

134	**Report from the Senate**
	
	The Vice-Chancellor presented the report (134-C130723, Protected) from the meeting of Senate on 28 June 2023, referencing the collaborative proposal from the University and SU to review the student cost of living situation. The Council noted the report from Senate.
	
	DECISIONS:
	
	    1) The Council **endorsed** the five workstreams (Student Hardship Funding; food provision on campus; part-time work; socialising; transport) proposed by the Students' Union and University to review the student cost of living situation. Workstreams would each have a named contact point; updates would be reported regularly to the FGPC.
	
	    2) The Council **approved, on the recommendation of the Senate, t**he name of a new School of Education, Learning and Communication Sciences (SELCS), 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.
	
	    3) The Council **approved, on the recommendation of the Senate, a** change to the name of the Centre for Educational Development, Appraisal and Research (CEDAR) to the Centre for Research in Intellectual and Developmental Disabilities (CIDD), with effect from 1 August 2023.
	
	    4) The Council **confirmed** the revisions to Ordinance 9 (removal of section relating to Honorary Masters), as approved by the Senate, with immediate effect.

135	**Report from the Finance and General Purposes Committee (FGPC)** The report (135-C130723, Protected) from the meeting on 20 June 2023 was taken as read. The Group Finance Director noted that since the report had been circulated, insurance policies had been negotiated. The Council noted the report from the FGPC. **DECISION:** The Council **approved**, on the recommendation of the FGPC, the release of [Exempt information not included] plus VAT, included in the University capital plan, to fund design work for the construction of a new Energy Innovation Centre (EIC 2.0).
136	**Report from the Audit and Risk Committee (A&RC)** The Vice-Chair of Council and Chair of A&RC presented the report (136-C130723, Protected) from the meeting on 27 June 2023, highlighting: • The A&RC had received a briefing on cyber security. Simulated ransomware exercises and disaster recovery planning were underway. A detailed action plan would be brought to the September 2023 meeting of the A&RC. • The A&RC had approved the Internal Audit Annual Plan 2023/24. The Council discussed the cyber security threat, both at a sector level and more specifically at Warwick. The Council noted the report from the A&RC.
137	**Report from the Social Inclusion Committee (SIC)** The Director of Social Inclusion presented the report (137-C130723, Protected) from the meeting on 3 May 2023, highlighting: • A national science competition that had started with 20 schools and 500 pupils now involved 227 schools and 13,600 students; this was an exciting opportunity to identify future talent. • Progress was being made on recruitment targets and training and development programmes e.g., INspire and career development programmes targeted at minority groups and women.

	• Analysis of data was underway to better understand where and how to focus efforts.
	• Engagement of the staff and student community to achieve an inclusive community continued.
	• All training on diversity and inclusion had been reviewed and updated.
	• Warwick's second Social Inclusion Conference had been well attended and received.
	The Director of Social Inclusion assured the Council that the turnover in Taskforce Chairs was related to term lengths; they were confident that new Chairs would be found. The Council noted the report.
138	**Report from the University Estate and Environment Committee (UEEC)** The Chair of the UEEC presented the report (138-C130723, Protected) from the meeting on 20 June 2023, highlighting: • The UEEC had been updated on STEM GC Stage 2 design; Yewande Akinola was participating in design sessions. • Fewer staff and students were travelling to campus on a regular basis than pre-pandemic; the updated Transport and Mobility Strategy would seek to increase the uptake of car sharing, walking, cycling and bus usage. • An update on the Journey to Net Zero had been encouraging but had also revealed the large scale of the challenge ahead. The Council noted the report, acknowledging the importance of the Journey to Net Zero work and requesting more regular updates. **ACTIONS:** 1) Update Report on Journey to Net Zero, considered by the UEEC at its meeting on 20 June 2023, to be circulated to the Council. 2) Update on Journey to Net Zero to be scheduled for late 2023/early 2024, with regular updates scheduled thereafter.
139	**Report from the Nominations Committee** The Chair presented the report (139-C130723, Protected) from the meeting of the Nominations Committee on 29 June 2023. The Council noted the approach to be taken to recruitment to the vacancy on Council (*vice* G Tucker) and noted the appointment of Professor Mark Newton (Physics) and Professor Nina-Anne Lawrence (Warwick Foundation Studies) as Senate representatives on Council from 1 August 2023 to 31 July 2026, subject to their Senate terms of office. **DECISION:** The Council **approved** the appointment of Charlotte Ridley as the Professional Services member of Council from 1 August 2023 to 31 July 2026.
	Items below this line were for receipt and/or approval, without discussion
	Committee Reports II
140	**Report from the University Executive Board** The Council received and noted the summary report (140-C130723, Protected) without discussion.
141	**Report from the Research Governance and Ethics Committee (incl. University of Warwick Research Integrity Ninth Annual Statement (2022-23))** The Council received and noted the report (141-C130723, Protected) without discussion. **DECISION:** The Council **approved** the University's ninth Research Integrity Annual Statement for 2022-23.
142	**Annual Report of the Fundraising Ethics Committee** The Council received and noted the report (142-C130723, Protected) without discussion.

	Governance	
143	**STEM Grand Challenge (STEM GC) Governance and Assurance – RIBA Stage 3**	
	The Council received and noted the proposed approach to governance and assurance in the next phase of the STEM GC programme (143-C130723, Protected) without discussion.	
144	**Council Meeting Dates to 2026/27 and University Term Dates to 2033/34**	
	The Council received and noted the Council meeting dates up to 2026/27 (144-C130723, Protected) without discussion.	
	DECISION: The Council **approved** the University Term Dates up to 2033/34.	
145	**Warwick Students' Union Annual Statement of Compliance with the Education Act (1994) 2022/23**	
	The Council received and noted the Annual Statement of Legal Compliance for 2022/23 (145-C130723, Protected) without discussion.	
146	**Health and Safety Annual Report 2022**	
	The Council received and noted the University's Health and Safety Annual Report for 2022 (146-C130723, Protected) without discussion.	
147	**2022-23 Annual Report from the University's Multi-Faith Chaplaincy**	
	The Council received and noted the Annual Report from the University's Multi-Faith Chaplaincy (147-C130723, Protected).	
	The Council noted the financial challenges raised. A strategy framed within the wider staff and student wellbeing offering would be put forward to the Council in due course.	
	Other	
148	**Any other business**	
	Members who were stepping down from Council gave thanks and final words. The Chair thanked the Governance team for their support.	
	Next meeting: Tuesday, 10 October 2023 at 14:45 in the Council Chamber, Senate House	

DECISIONS AND ACTIONS			
ITEM	**DECISION/ACTION**	**LEAD AND DUE DATE**	**STATUS**
2021-22			
138 – Report from Senate	**ACTION 2:** 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	Complete
	ACTION 3: 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	Complete
	ACTION 4: Consider on-campus accommodation options for Post Graduate Researchers.	Rosie Drinkwater Nov 2022	In progress
2022-23			
12 October 2022			
015 – 2022 NSS	**ACTION:** The ITLR Report to Council to highlight recommendations and actions taken for academic departments with poor NSS results.	Chris Hughes Jul 2023	To report at October 2023 Council

020 – Code of Practice on Corporate Governance	**ACTION:** References to Academic Freedom to be reviewed.	Chris Twine/ Naomi Waltham-Smith Sep 2023	Complete
15 November 2022			
042 – People Strategy Implementation	**ACTION:** 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	Update to be scheduled in 2023/24
048 – University Financial Statements 21/22	**ACTION:** 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	In progress
7 February 2023			
061 - Sustainability	**ACTION 1:** Consider whether the triple bottom line accounting framework can be adopted, particularly into the evaluation of business cases.	Chris Hunt, Rosie Drinkwater	On hold
8 February 2023			
076 – Pay Gap Report	**ACTION:** 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	**ACTION 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.	Rachel Sandby-Thomas, Ajay Teli, September 2023	Delayed – until Strategy Refresh approved in October 2023
102 - STEM Grand Challenge Business Case	**ACTION 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.	Chris Twine, Council Secretariat, TBC	To be scheduled
103 - Innovation Corridor	**ACTION:** 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	Scheduled for February 2024 Council
104a - Strategic Key Performance Indicators	**ACTION 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.	Raja Javaid, Fiona Parsons, October 2023	Scheduled for November 2023 Council
	ACTION 2: 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	
109 – Report from the Social Inclusion Committee	**ACTION:** 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	To be scheduled in 2023/24
12/13 July			
	DECISION 1: The Council **approved** the Financial Plan 2023 for submission to the Office for Students (OfS) in due course, subject to the inclusion of actual figures for 2022/23 when available.		

120 - Financial Plan	**DECISION 2:** The Council **confirmed** approval of the business case for the Science and Engineering Precinct (STEM Grand Challenge), to be delivered via a phased capital investment of [Exempt information not included].		
	ACTION: Update on the University's debts and borrowing arrangements to be brought to a future Council meeting.	Rosie Drinkwater, Council Secretariat, date TBC	
127b - Chair's Business - VC's term of office	**DECISION:** The Council **approved,** via correspondence, the extension of the Vice-Chancellor's term of office.		
129 - University Strategy Refresh	**ACTION:** Strategy Refresh text to incorporate feedback from the Council and be brought back to the October 2023 meeting for final approval. The updated version should reference the Strategy Refresh as a foundation for longer-term ambition, use outcome-focused language and language/phrases that can be understood by external stakeholders and clearly draw out what is distinctive about Warwick.	Rachel Sandby-Thomas, October 2023	Scheduled for October 2023 Council
130 - Social Sciences Grand Challenge business case	**DECISION 1:** The Council **approved**, on the recommendation of the Finance and General Purposes Committee, the business case for the Social Sciences Grand Challenge capital project with a capital investment of [Exempt information not included].		
	DECISION 2: The Council **approved**, on the recommendation of the Finance and General Purposes Committee, the drawdown of up to [Exempt information not included] of the capital project budget for the completion of RIBA Stage 2 upon successful completion of Stage 1.		
131 - Report from Joint Working Group on the Residential Community Team (RCT)	**DECISION:** The Council **approved** the disestablishment of the Joint Working Group and the move to a business-as-usual monitoring approach.		
	ACTION: Update report to Senate planned for June 2024 on the RCT performance against the agreed measures of success to be shared with the Council. This report should reference progress made on communicating the RCT and awareness rates of RCT support among student groups.	Nick Vaughan-Williams, Ben Pithouse, July 2024	Scheduled for July 2024 Council
134 - Report from the Senate	**DECISION 1:** The Council **endorsed** the five workstreams (Student Hardship Funding; food provision on campus; part-time work; socialising; transport) proposed by the Students' Union and University to review the student cost of living situation. Workstreams would each have a named contact point; updates would be reported regularly to the FGPC.		
	DECISION 2: The Council **approved**, on the recommendation of the Senate, the name of a new School of Education, Learning and Communication Sciences (SELCS), 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.		
	DECISION 3: The Council **approved**, on the recommendation of the Senate, a change to the name of the Centre for Educational Development, Appraisal and Research (CEDAR) to the Centre for Research in Intellectual and Developmental Disabilities (CIDD), with effect from 1 August 2023.		
	DECISION 4: The Council **confirmed** the revisions to Ordinance 9 (removal of section relating to Honorary Masters), as approved by the Senate, with immediate effect.		
135 - Report from the FGPC	**DECISION:** The Council **approved**, on the recommendation of the FGPC, the release of [Exempt information not included] plus vat, included in the University capital plan, to fund design work for the construction of a new Energy Innovation Centre (EIC 2.0).		
138 - Report from the UEEC	**ACTION 1:** Update Report on Journey to Net Zero, considered by the UEEC at its meeting on 20 June 2023, to be circulated to the Council.	Council Secretariat, asap	Complete

	ACTION 2: Update on Journey to Net Zero to be scheduled for late 2023/early 2024, with regular updates scheduled thereafter.	Rosie Drinkwater, Council Secretariat, timing TBC	Scheduled for February 2024 Council tbc
139 - Report from the Noms Committee	**DECISION:** The Council **approved** the appointment of Charlotte Ridley as the Professional Services member of Council from 1 August 2023 to 31 July 2026.		
141 - Report from the RGEC	**DECISION:** The Council **approved** the University's ninth Research Integrity Annual Statement for 2022-23.		
144 - University Term Dates to 2033/34	**DECISION:** The Council **approved** the University Term Dates up to 2033/34.		