

**UNIVERSITY OF WARWICK
COUNCIL**

**PUBLIC MINUTES OF THE MEETINGS HELD
16:30 TUESDAY 9 JULY 2024 ONLINE VIA TEAMS AND
09:00 WEDNESDAY 10 JULY 2024 ONLINE VIA TEAMS**

Present	David Normington	Chair of Council (Chair)
	Louise Ainsworth	Independent member (all items except some discussion of item 134)
	Yewande Akinola	Independent member (from item 135)
	Junaid Bajwa	Independent member
	Bal Claire	Independent member (up to item 154)
	Sophie Clark	SU Vice-President, Democracy and Development (from item 135)
	Professor Stuart Croft	Vice-Chancellor
	Professor David Davies	Academic member and Chair of the Academic Freedom Review Committee (AFRC) (up to item 155)
	Professor Emma Flynn	Provost (up to item 146)
	James Furse	Independent member
	Kate Holden	Independent member
	Richard Hyde	Independent member
	Professor Nina-Anne Lawrence	Academic member
	Professor Andrew Lockett	Academic member (from item 134)
	Professor Mark Newton	Academic member (for items 131-134)
	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 (up to item 153)
	Neil Sachdev	Treasurer and Chair of the Finance and General Purposes Committee (FGPC) (for all items except discussion of item 142)
	Wayne Snow	Independent member
Anna Taylor	SU President	
Attending	Muneeba Amjad	SU Vice-President, Education-Elect (Observing)
	Tracey Bell	Brand Manager (for item 146)
	Adam Child	Academic Registrar (for item 143)
	Nikki Constant	Finance Director (for items 131-134 and 143-144)
	Dan Derricott	Director of Education Policy & Quality (EPQ) (for items 143 and 148)
	Rosie Drinkwater	Group Finance Director (GFD)
	Allen Erskine	Research Director, Brand Agency - Mammoth (for item 146)
	Professor Beccy Freeman	Deputy Pro-Vice-Chancellor (Education) (for item 143)
	Professor Lorenzo Frigerio	Pro-Vice-Chancellor (Education) (up to item 155)
	Elizabeth Gillick-Daniels	Assistant Registrar (Governance) (Assistant Secretary)
	Katharine Gray	Head of Governance
	Dr Elizabeth Hough	Director of Admissions (for item 147)
	Chris Hunt	Commercial Director
	Raja Javaid	Chief Information and Transformation Officer (CITO)
	Professor Caroline Meyer	Pro-Vice-Chancellor (Research)
	Enaya Nihal	SU President-Elect (Observing)
	Kim Robinson	Deputy Director of EPQ and Head of Education Policy and Governance (for item 148)
	Rachel Sandby-Thomas	Registrar (from item 134)
	Professor Michael Scott	Pro-Vice-Chancellor (International) (from item 145)
	Kulbir Shergill	Director of Social Inclusion (Deputy Chair of the Social Inclusion Committee) (for item 153)

	Sinead Stroud	Associate Director, Brand Strategy & Campaigns (for item 146)
	Chris Swift	Group Accountant (for items 131-134)
	Ajay Teli	Chief Communications and Marketing Officer (CCMO)
	Dr Chris Twine	Secretary to Council
	Jodie Young	Creative Director, Brand Agency – Mammoth (for item 146)

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.

Tuesday 9 July 2024

Ref	Item
131	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed Council members and attendees to the strategic session.</p>
132	<p>Apologies for Absence</p> <p>Apologies were received from Yewande Akinola, Sophie Clark, Sam Parr and Professor Michael Scott.</p>
133	<p>Declarations of Interest</p> <p>No new declarations of interest were made.</p>

Strategic Topic

134	<p>Draft Financial Plan 2024</p> <p>The Group Finance Director and Finance Director presented the Draft Financial Plan (134-C100724, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> • The trends in income and surplus growth and overall financial performance indicators relative to the sector. • Current planning challenges which included high inflation (driving staff and energy costs), risks around student recruitment and associated fee income and funding required for ambitious campus developments, maintaining the campus estate and moving towards Net Zero. • By the end of the Plan, income was projected to [Exempt information not included]. There was a safety factor of [Exempt information not included] across the Plan. • Large capital investment for major building programmes was expected over the next ten years, notably for the STEM and Social Sciences Connect Programmes but also for refurbishing the existing estate. This was incorporated into the Plan, with capital spend forecast to [Exempt information not included] with a cumulative total of [Exempt information not included]. • The Plan assumed [Exempt information not included] to support the capital programme and was projected to remain compliant with the USS monitoring metrics. [Exempt information not included] • Cash remained above minimum required levels; [Exempt information not included]. • The main areas for the University to focus on were optimising income and margins, developing new income streams and seeking cost savings and efficiency gains. • [Exempt information not included] • The Plan was recommended as a good planning outcome that supported the University Strategy, but vigilance would be needed, and action may be required under any material adverse events. • Final approval of the Plan would be sought once the 2024/25 student recruitment position was clear. <p>The Council acknowledged the ambitious nature of the Plan and that decisions that had been purposefully taken to invest in the University estate, people and innovations which would be critical to its international competitiveness and future success.</p> <p>Members welcomed the clear setting out of risks and costs. Key strategies were discussed; different delivery models for these would be explored [Exempt information not included]. Wellbeing provision was reiterated by student members as a key area to maintain support. Diversification of income would be central and to deliver this and other major projects, it would be important that relevant teams were suitably resourced. The Council</p>
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	<p>discussed internal risk appetite regarding debt/borrowing and were assured that the University was following a prudent approach to borrowing and [Exempt information not included].</p> <p>The Council endorsed the direction of travel of the Draft Financial Plan 2024 including the capital plan.</p> <p>DECISION: The Council approved the 2024/25 budget, pending completion of the 2023/24 year-end results, the outcome of the audit of 2023/24 financial statements, and the October student intake for 2024/25.</p> <p>ACTION: Full Financial Plan to be submitted for Council approval at its meeting in November 2024.</p>
Wednesday 10 July 2024	
Ref	Item
135	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed members and attendees to the formal meeting of the Council, including the Students’ Union (SU) President-Elect (Enaya Nihal) and the SU Vice-President, Education-Elect (Muneeba Amjad) who were attending as observers before they became Council members from 1 August 2024.</p> <p>The Chair thanked Anna Taylor (SU President), Sophie Clark (SU Vice-President of Democracy and Development), and Professor Andy Lockett (Senate representative) for their service and input to Council at this, their last meeting with their terms of office ending on 31 July 2024.</p> <p>Professor David Davies (Academic Freedom Review Committee (AFRC) Chair and Senate representative) would remain a member of the Council until a new AFRC Chair was appointed.</p>
136	<p>Apologies for Absence</p> <p>Apologies were received from Professor Mark Newton and Sam Parr.</p>
137	<p>Declarations of Interest</p> <p>No new declarations of interest were made.</p>
138	<p>Minutes of the Council meetings held on 21 and 22 May 2024</p> <p>The minutes of the meetings held on 21 and 22 May 2024 were approved.</p>
109	<p>Matters arising from the Council meetings held on 21 and 22 May 2024</p> <p>a) Council Statement of 22 May in relation to recent campus demonstrations, a petition on the Middle East conflict and the Students’ Union (SU) paper on ‘demilitarisation’</p> <p>The Chair reported that a statement from the Council had been published on the University’s web pages and disseminated through the usual University communication channels on 22 May 2024, after the Council meeting of the same date.</p> <p>b) Update on Ethical Assurance actions</p> <p>The Secretary to Council provided a brief verbal update on the actions being undertaken to ensure the University’s ethical framework was fit-for-purpose. Review of policies and mapping of processes, procedures and controls against the University’s compliance and assurance framework was underway in the areas of investment, fundraising and research and academic partnerships. Representatives from the SU would be updated on this work regularly and progress reported to the October 2024 meeting.</p> <p>c) Update on Council Effectiveness Review actions</p> <p>The Chair and Secretary to Council would be meeting with the SU President and SU President-Elect the following week to discuss processes for bringing SU updates and wider student issues to Council and its sub-committees.</p>
140	<p>Chair’s business</p> <p>a) Update on the Appointment of the Chancellor</p> <p>The Chair provided an update on the Chancellor appointment process, highlighting that the joint Committee of the Senate and Council had met and drawn up a shortlist and that due diligence and engagement processes were underway to assess suitability and interest.</p>

141	<p>Vice-Chancellor’s business</p> <p>The Vice-Chancellor presented the update (141-C100724, Protected), highlighting the following:</p> <ul style="list-style-type: none"> • The Strategy Refresh and Values and Behaviours had been soft launched across the University. • The Research Celebration event showcasing research excellence and partnerships. • A range of awards and recognition for colleagues in Warwick Arts Centre and Warwick Conferences and for our new-look Degree Ceremonies and the Interdisciplinary Biomedical Research Building (IBRB). • The launch of the Marco Polo International Programme, in which Warwick was partnering with several global institutions. • The official opening of the Clinical Education Hub, a new anatomy and clinical skills facility. • The protest encampment and occupation of a WMG building had now ended. The University was engaging in a dialogue with protestors over the summer. • The National Student Survey responses would be published imminently; a high-level briefing on Warwick’s results would be shared with members. • A new partnership with Tata Consulting Services to deliver key digital services had been agreed. • Planning permission had been granted for the STEM Connect Programme capital plans. <p>The Council noted the report (141-C100724, Protected) and congratulated all those who had received awards.</p> <p>ACTION: Briefing paper on the likely policy environment under the new government to be circulated to members.</p>
142	<p>Appointment of the Chair of Council <i>*taken out of order, before item 141*</i></p> <p><i>Neil Sachdev was not present for the following discussion and decision.</i></p> <p>The Chair outlined the process that had been undertaken to appoint the Chair of Council. They invited members to comment on and express support or dissent towards the one expression of interest received for the role. All members confirmed support; no objections were raised.</p> <p>DECISION: The Council approved the appointment of Neil Sachdev as Chair of Council from 1 August 2025.</p> <p><i>Neil Sachdev re-joined the meeting from this point.</i></p> <p>The Chair congratulated Neil on their appointment. Neil thanked the Chair for their inspiration and support as a mentor, thanked members for their trust and confidence and reiterated their commitment to addressing the challenges and building on the opportunities that lay ahead for Warwick.</p>
Strategic Items	
143	<p>Education and Student Experience Strategy 2030</p> <p>The Pro-Vice-Chancellor, Education, Deputy Pro-Vice-Chancellor, Education, Director of Education Policy and Quality and Academic Registrar presented the strategy (143-C100724, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> • The ambitions for the strategy and the approach taken to iteratively co-create the strategy and shared goals to ensure broad and inclusive ownership. There had been a clear appetite from colleagues across the University to contribute to the development of the strategy. • The importance of a holistic approach focusing on students’ whole learning experience. • The 2030 Vision and Strategic Objectives (“Strategy on a Page”). • Strategic interdependencies and reliance on key initiatives such as the Digital Strategy and Warwick Transformation as enablers. • Examples of emerging plans for implementation, around curriculum, assessment, student support and empowering success.

	<p>The Council welcomed the clarity, focus and structure of the Strategy on a Page and how the strategy was building on existing strengths, addressing areas raised through the Institutional Teaching and Learning Review (ITLR) and applicable to all students, both PG and UG.</p> <p>Student members assured Council that the SU had been well consulted on the Strategy and were confident of the direction of travel.</p> <p>Potential challenges and risks to delivery and timelines were discussed: the delivery of the Digital Strategy was reiterated as a critical enabler for key systems and digital solutions underpinning online and blended learning. The delivery of the Warwick Transformation programme and a strong Warwick brand would also be key. More widely, the opportunities and challenges presented by rapidly evolving digital and AI solutions and the industry landscape were discussed. Learning from good practice from institutions across the HE sector and private sector and developing clear metrics/KPIs would be crucial.</p> <p>The appetite for cultural change across departments to address challenges, build common approaches and strengthen interdisciplinary learning was discussed.</p> <p>The Chair thanked members and the strategy team for their contributions to a useful discussion.</p> <p>DECISION: The Council approved the Education and Student Experience Strategy.</p> <p>ACTION: Implementation plan for the Education and Student Experience Strategy to be brought to a future meeting of Council.</p>
144	<p>Warwick Innovation District</p> <p>The Vice-Chancellor and Finance Director presented the update (144-C100724, Protected), highlighting the following:</p> <ul style="list-style-type: none"> • The proposals for operationalising the Innovation District which had emerged from the work of the task and finish group and a review of tax and legal implications. • At this stage, no new entities were to be established. • Under the proposed structure, the Executive Chair of the Innovation District would be the Director and Chair of the University of Warwick Science Park and Chair of the Warwick Innovation Campus Stratford Management Investment Board (WICSMIB). An appointment to this role would be made imminently. • Plans were progressing at pace to align with and seek to inform local and regional growth and industrial strategies expected under the new government. <p>The Council noted the update and welcomed the progress that had been made. Members supported the proposal to bring activities under one Executive Chair and the importance of recruiting a high quality and well-connected individual to that role. Setting appropriate KPIs would be crucial to ensure plans would deliver clear and measurable benefits to the University.</p> <p>ACTION: Regular reports to be provided to the Council on progress with the development of the Warwick Innovation District.</p>
145	<p>International Strategy 2024-2030 <i>*taken out of order, after item 146*</i></p> <p>The Pro-Vice-Chancellor, International presented the Strategy (145-C100724, Protected), highlighting the following:</p> <ul style="list-style-type: none"> • Feedback from the May 2024 meeting of Council had been incorporated into this final version of the strategy. • Several international initiatives and events were underway including: the Flame of Friendship parade; Marco Polo International Programme; events in Venice; and a refresh and relaunch of the Monash strategy. • An academic lead for international partnerships in the Americas had been recruited. • Subject to approval, the Strategy would be published on the University webpages and an International Showcase event would be scheduled for November 2024.

	<ul style="list-style-type: none"> • A global mindset would be crucial to integrate and align with the Warwick Brand (see item 146) <p>The Council discussed the role that the strategy would need to play, together with a strong and clear brand, in strengthening international student recruitment. Geographical and regional trends in international student numbers and demand were discussed, as was affordability for international students.</p> <p>DECISION: The Council approved and adopted the revised University International Strategy.</p>
Substantive Items I	
146	<p>Brand Evolution Project Update: Brand Strategy</p> <p>The Chief Communications and Marketing Officer, Associate Director of Brand Strategy & Campaigns and Brand Manager introduced the update (146-C100724, Protected) and provided a presentation, highlighting the following:</p> <ul style="list-style-type: none"> • Work undertaken to date, including the Brand simplification project which launched a new brand portal and the brand engagement event in India, both of which had received positive engagement and support. • The structure for the Brand Evolution project, with the support of Mammoth, an expert brand and marketing agency working in the HE sector, to develop a distinctive and differentiated visual identity and voice for Warwick • A summary of insights and themes from stakeholder engagement (>3,500 stakeholders) which had informed the development of three ‘creative territories.’ • A summary of three proposed ‘creative territories’ voice and visuals to show how the brand could look, feel and sound. • Next steps for the project through to October 2024, including refining and finalising a ‘creative territory’ and market testing of visual identity concepts to various groups across the University <p>The Council generally welcomed the Brand Evolution Project update and presentation. Members discussed the merits, potential challenges and points of differentiation of the different ‘creative territories’; the range of audiences and markets that the brand would need to speak to was recognised. Student members shared their perspectives around differentiators that had attracted them to Warwick and encouraged the team to be bold in following an authentic path that would differentiate Warwick from other institutions.</p> <p>Sub-branding, connections and alignment with current web and digitalisation work, delivery timelines and KPIs were discussed. The importance of this brand work was recognised, in supporting the University’s ambitions to be distinctive regionally, nationally and internationally.</p> <p>ACTION: Final full Brand proposal to be brought back to the Council in October 2024.</p>
147	<p>Update on the 2024 Admissions Cycle <i>*taken out of order, after item 144*</i></p> <p>The Provost and the Director of Admissions presented an update on the admissions cycle (147-C100724, Protected), highlighting the following:</p> <ul style="list-style-type: none"> • Revised forecasts now took account of discussions with academic departments and showed [Exempt information not included] for UG admissions. • [Exempt information not included]. Continued volatility regarding enrolment conversion was expected. <p>The Council welcomed the update and recognised the hard work being undertaken across the University in what was a competitive and volatile market. Indicators suggested that Warwick was [Exempt information not included] than the sector more generally, [Exempt information not included].</p> <p>The Council noted the report.</p>
Governance I	
148	<p>Academic Governance Review 2023-24</p> <p>The Director of Education Policy & Quality and Deputy Director & Head of Education Policy presented the report (148-C100724, Protected), highlighting the following:</p>

	<ul style="list-style-type: none"> • Professor Rachel Moseley (Vice-Provost & Chair of the Faculty of Arts) had been integral to leading this work to review the effectiveness of academic governance. • Contributions had been welcomed from across the University through several consultation mechanisms. • The Academic Governance Framework and supporting recommendations, as approved by the Senate, would offer clearer decision making, wider representation and more confidently provide assurance to Council on academic matters. <p>The Council welcomed and noted the report.</p> <p>DECISION: The Council approved the revised terms of reference and constitution of the Senate, to be reflected in Statute 7 and Ordinance 5 (and proposed to the Privy Council, in the case of Statute 7).</p>
Committee Reports I	
149	<p>Report from the Finance and General Purposes Committee (FGPC)</p> <p>The Chair of FGPC presented key points from the report (149-C100724, Protected) as follows:</p> <ul style="list-style-type: none"> • The importance of the Digital Strategy was reiterated. • The Committee had approved in principle [Exempt information not included], which was recognised to be impacting considerably on its finances. It had been agreed that the [Exempt information not included]. The final proposal for the [Exempt information not included] would be brought back to the Committee for final approval. <p>The Council noted the report.</p>
150	<p>Report from the Audit and Risk Committee (A&RC)</p> <p>The Chair of A&RC presented key points from the report (150-C100724, Protected) as follows:</p> <ul style="list-style-type: none"> • A new independent member, Kate Harrison would join their first meeting in September 2024. • The Committee had agreed with a proposed increase to the risk score for [Exempt information not included] on the Strategic Risk Register following the University Executive Board's [Exempt information not included]. • There was a renewed focus on Business Continuity planning, re-focused on planning in the event of a cyber-attack. • The Compliance and Assurance team had outlined priority areas of focus, including Ethical Assurance (see item 109b). <p>The Council noted the report.</p>
151	<p>Report from the Senate</p> <p>The Vice-Chancellor presented key points from the report (151-C100724, Protected) as follows:</p> <ul style="list-style-type: none"> • Much of the business at Senate had been brought as substantive items to Council already on the agenda. • The Senate had discussed next steps relating to Academic Freedom and Freedom of Speech (AF/FoS) considering the new legal duty coming into force on 1 August 2024. The remit of the AFRC would be broadened, the AFRC Chair role would be elected from the wider community to draw from expertise across the University; and AF/FoS Champions would be appointed to governance committees to support the mainstreaming of AF/FoS into business as usual. • The Report from the Meeting of the Assembly on 24 May 2024 (see item 160 below the line) had been presented; at the Meeting of the Assembly the Pro-Vice-Chancellor had set out a range of initiatives and support offered by Warwick to support Palestinians and Palestinian institutions. <p>The Council noted the report.</p>
152	<p>Report from the University Estate and Environment Committee (UEEC)</p> <p>The Chair of UEEC presented key points from the report (152-C100724, Protected) as follows:</p>

	<ul style="list-style-type: none"> • The Journey to Net Zero would be influenced by the outcomes of borehole testing which would determine the potential ground source heat system that could be installed. • The STEM Connect Programme was progressing well, including against budget. <p>The Council noted the report.</p> <p>ACTION: Update on Journey to Net Zero to be brought to Council in 2024/25.</p> <p>a) Terms of Reference (ToR) of UEEC</p> <p>The Chair of UEEC highlighted that through the revised ToR and with the disestablishment of the Quality and Design Sub-Group, the Committee would have a greater role in strategic oversight of capital project and landscape designs.</p> <p>DECISION: The Council approved the proposed amendments to the Terms of Reference of UEEC.</p>
153	<p>Report from the Social Inclusion Committee</p> <p>The Deputy Chair of the Social Inclusion Committee presented key points from the report (153-C100724, Protected) and updates as follows:</p> <ul style="list-style-type: none"> • An in-principle model was under development to separate strategic monitoring of the Social Inclusion strategy and KPIs from wider community engagement and consultation, emerging from findings of a governance review. • Work was underway to review the role and purpose of Taskforce and Network groups in terms of staff engagement. • The engagement and enthusiasm of ethnic minority women on the EmpowerHer programme had been excellent. A key to the success had been the involvement of managers to better understand barriers and their role in developing diverse talent. This learning would be taken forward in further initiatives - EmpowerUs and a programme for FA7/FA8s. <p>The Council noted the report.</p> <p>ACTION: Schedule a substantive update on social inclusion to the Council in 2024/25.</p>
154	<p>Report from the Nominations Committee</p> <p>The Chair presented the report (154-C100724, Protected).</p> <p>The Council noted the progress on the review of the skills matrix and the election of Professor Tim Lockley as Senate representative on Council from 1 August 2024 to the end of their term of office on Senate.</p> <p>DECISIONS:</p> <ol style="list-style-type: none"> 1) The Council approved the extension of the term of office of Neil Sachdev as Treasurer, with timescales to be confirmed. 2) The Council approved the appointment of Kate Harrison to the Audit and Risk Committee from 1 August 2024 to 31 July 2027.
155	<p>Report from the Remuneration Committee</p> <p>The Chair of the Remuneration Committee provided a verbal update with key points as follows:</p> <ul style="list-style-type: none"> • The need for a more rigorous approach to succession planning had been discussed. • The Committee would continue to have oversight of pay gap reporting, together with the People Committee. <p>a) Remuneration Policy Framework 2024/25</p> <p>The Chair of the Remuneration Committee presented the Framework for 2024/25 (155a- C100724, Protected), highlighting the proposed changes, notably the inclusion of the role of Chief People Officer and a cap on the size of bonus payments.</p> <p>The clarity on bonus payments was welcomed by Council members.</p>

	DECISION: The Council approved the Remuneration Policy Framework for 2024/25.
<i>Items below this line were for receipt and/or approval, without discussion</i>	
Substantive Items II	
156	Residential Community Team Update The Council received and noted the report (156-C100724, Protected) without discussion.
Committee Reports II	
157	Report from the University Executive Board The Council received and noted the report (157-C100724, Protected) without discussion.
158	Report from the Research Governance and Ethics Committee (including the Research Integrity Annual Statement 2023-24) The Council received and noted the report (158-C100724, Protected) without discussion. DECISION: The Council approved the Research Integrity Annual Statement 2023-24 for publication.
159	Annual Report of the Fundraising Ethics Committee The Council received and noted the report (159-C100724, Protected) without discussion.
Governance II	
160	Report from the Assembly meeting on 24 May 2024 The Council received and noted the report (160-C100724, Protected) without discussion.
161	Chair's Action Report The Council received the report (161-C100724, Protected) without discussion. DECISION: The Chair of Council approved , on behalf of the Council by correspondence on 29 May 2024, the appointment of Professor Penny Roberts (Department of History) as Chair of the Art Collection Committee from 1 August 2024.
162	Warwick Students' Union Annual Statement of Compliance with the Education Act (1994) 2023/24 The Council received and noted the Annual Statement of Legal Compliance for 2023/24 (162-C100724, Protected) without discussion.
163	Council Meeting Dates to 2027/28 and University Term Dates to 2034/35 The Council received and noted the Council meeting dates up to 2027/28 (163-C100724, Protected) without discussion. DECISION: The Council approved the University Term Dates up to 2034/35.
164	Health and Safety Annual Report 2023 The Council received and noted the University's Health and Safety Annual Report for 2023 (164-C100724, Protected) without discussion.
165	Council Committees Membership Updates The Council received the report (165-C100724, Public) without discussion. DECISION: The Council approved the updates to committee memberships.
Other	
166	Any other business The Chair thanked the Governance team and the Secretary to Council for their hard work throughout the year supporting the Council.
Next meeting: Wednesday, 9 October 2024 at 9:00 in the Council Chamber, Senate House	

DECISIONS AND ACTIONS			
ITEM	DECISION/ACTION	LEAD AND DUE DATE	STATUS
2022-23			
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
16/17 May 2023			
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	Delayed to November 2024 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	On hold – until Strategic KPI refresh complete
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 2024/25
12/13 July			
120 - Financial Plan	ACTION: Update on the University's debts and borrowing arrangements to be brought to a future Council meeting.	Rosie Drinkwater, Council Secretariat, TBC	On hold - to be scheduled
131 - Report from Joint Working Group on the RCT	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.	Andy Smith, July 2024	Complete
2023-24			
21/22 November 2023			
048 - Capital Plan Update	ACTION 1: An updated business case for the Social Sciences Grand Challenge to be brought to Council in May 2024.	Rosie Drinkwater, Emma Flynn, Caroline Elliott, May 2024	Delayed to November 2024 meeting
6/7 February 2024			
080 - Update on Journey to Net Zero	ACTION: Update on behaviour change programme, timelines, and milestones to be included in the next Journey to Net Zero report to Council.	Parvez Islam, timing TBC	Webinar to be scheduled for autumn 2024
082 - Academic Freedom and Freedom of Speech	ACTION 1: Regular updates to be provided to Council to review how the Policy and Regulation are working in practice (in initial stages of implementation).	Rachel Gower, Rachel ST, timing and frequency tbc	To be scheduled
	ACTION 2: Strategic session to discuss and explore freedom of speech case study examples to be scheduled.	Chris Twine, Council Secretariat, timing tbc	To be scheduled
21/22 May 2024			
112 - International Strategy 2024 - 2030	ACTION: Feedback to be incorporated into the final revised University International Strategy to be brought to Council in July 2024, namely around strengthening links to the innovation strategy.	Michael Scott, July 2024	Complete

115 - Strategic Key Performance Indicators	ACTION 1: Consider how the presentation of the KPIs could be improved from an accessibility perspective.	Simon Stearn, SPA team, November 2024	
	ACTION 2: Explore the potential drivers and underlying good practice that has resulted in the increased research applications success rate.	Caroline Meyer, R&IS, tbc	In progress
117 - Report on the Council Effectiveness Review	ACTION 1: Meeting to be arranged for the Chair of Council, SU President, SU President Elect and Secretary to Council to discuss options to ensure that both a) the wider student voice and issues, and b) updates from the SU are heard effectively at Council and its sub-committees.	Chris Twine, Anna Taylor, tbc	Complete
	ACTION 2: In response to Suggestion 8, amend wording to emphasise that the Vice-Chancellor's attendance at A&RC should be optional.	Katharine Gray, asap	Complete
	ACTION 3: In response to Recommendation 8, amend wording to accept the principle underpinning the recommendation and, linked to Recommendation 9, focus on review of consistency of quality and length of papers but not timing.	Katharine Gray, asap	Complete
09/10 July 2024			
134 - Draft Financial Plan 2024	DECISION: The Council approved the 2024/25 budget, pending completion of the 2023/24 year-end results, the outcome of the audit of 2023/24 financial statements, and the October student intake for 2024/25.		
	ACTION: Full Financial Plan to be submitted for Council approval at their meeting in November 2024.	Rosie Drinkwater, Nikki Constant, November 2024	Scheduled for November 2024
141 - Vice-Chancellor's business	ACTION: Briefing paper on the likely policy environment under the new government to be circulated to members.	Chris Twine, Secretariat	Complete
142 - Appointment of the Chair of Council	DECISION: The Council approved the appointment of Neil Sachdev as Chair of Council from 1 August 2025.		
143 - Education and Student Experience Strategy 2030	DECISION: The Council approved the Education and Student Experience Strategy.		
	ACTION: Implementation plan for the Education and Student Experience Strategy to be brought to a future meeting of Council.	Lorenzo Frigerio et al., timing tbc	Scheduled for November 2024 tbc
144 – Warwick Innovation District	ACTION: Regular reports to be provided to the Council on progress with the development of the Warwick Innovation District.	Chris Twine, Secretariat, timing and frequency tbc	Scheduled within Council business for 24/25
145 - International Strategy 2024-2030	DECISION: The Council approved and adopted the revised University International Strategy.		
146 - Brand Evolution Project Update	ACTION: Final full Brand proposal to be brought back to the Council in October 2024.	Ajay Teli, timing tbc	Project update scheduled for October 2024
148 - Academic Governance Review 2023-24	DECISION: The Council approved the revised terms of reference and constitution of the Senate, to be reflected in Statute 7 and Ordinance 5 (and proposed to the Privy Council, in the case of Statute 7).		
152 - Report from the UEEC	ACTION: Update on Journey to Net Zero to be brought to Council in 2024/25.	Rosie Drinkwater, Parvez Islam, timing tbc	Scheduled within Council business for 24/25

152a - Terms of Reference of UEEC	DECISION: The Council approved the proposed amendments to the Terms of Reference of UEEC.		
153 – Report from the Social Inclusion Committee	ACTION: Schedule a substantive update on social inclusion to the Council in 2024/25.	Kulbir Shergill, Chris Twine, timing tbc	Scheduled within Council business for 24/25
154 - Report from the Nominations Committee	DECISION 1: The Council approved the extension of the term of office of Neil Sachdev as Treasurer, with timescales to be confirmed.		
	DECISION 2: The Council approved the appointment of Kate Harrison to the Audit and Risk Committee from 1 August 2024 to 31 July 2027.		
155a - Remuneration Policy Framework 2024/25	DECISION: The Council approved the Remuneration Policy Framework for 2024/25.		
158 - Report from the RGEC	DECISION: The Council approved the Research Integrity Annual Statement 2023-24 for publication.		
161 - Chair’s Action Report	DECISION: The Chair of Council approved , on behalf of the Council by correspondence on 29 May 2024, the appointment of Professor Penny Roberts (Department of History) as Chair of the Art Collection Committee from 1 August 2024.		
163 - Council Meeting Dates and University Term Dates	DECISION: The Council approved the University Term Dates up to 2034/35.		
165 - Council Committees Membership Updates	DECISION: The Council approved the updates to committee memberships.		