

UNIVERSITY OF WARWICK

Minutes of the meeting of the Council held on 21 November 2014

Present: Sir George Cox (Pro-Chancellor (Chair)), Mr R Ankcorn, Mr K Bedell-Pearce (Treasurer), Dame Fiona Caldicott, Mrs V Cooke (Vice-Chair), Professor S Croft (Provost), Mr P Dunne, Mrs P Egan, Ms T Elliott, Dr J Ferrie, Mr G Howells, Professor C Hughes (Pro-Vice-Chancellor for Teaching and Learning), Professor C W Hughes, Professor T Jones (Pro-Vice-Chancellor for Science, Engineering and Medicine), Professor A Muthoo, Sir David Normington, Mr A Rivett, Mr M Temple, Professor P Thomas, Professor N Thrift (Vice-Chancellor and President), Ms C Turhan, Professor P Winstanley.

Apologies: Mr J Higgins, Ms J MacNaughton.

In Attendance: Ms R Drinkwater (Group Finance Director), Mrs P Glover (Director of Governance and Assurance Services), Ms J Horsburgh (Deputy Registrar (Assistant Secretary)), Mrs C Silvester (Assistant Registrar (Governance)), Mr K Sloan (Registrar and Chief Operating Officer (Secretary)).

28/14-15 Minutes

CONSIDERED:

The minutes of the meeting of the Council held on 9 October 2014.

REPORTED: (by the Registrar and Chief Operating Officer)

(a) That, following the approval of the July 2014 restricted minutes at the meeting in October 2014, a minor amendment had been made to correct a factual inaccuracy in minute 156(h)/13-14.

(b) That the full wording for the amended minute would be amended as follows: (additions underlined)

(...)

(h) That in relation to the proposal to rebalance staffing, it was clear that a shortfall in research income was the most prominent cause of the financial decline of both Departments, noting that in the case of SLS, the financial model on establishment of the School had been predicated on an expectation of an average earning of £200k per Principal Investigator (PI) per annum, however in both SLS and WMS there were upwards of 15 PI staff earning less than £100k per annum in research income.

(...)

RESOLVED:

That the minutes of the meeting of the Council held on 9 October 2014 be approved.

29/14-15 *School of Life Sciences and Warwick Medical School Update (minute 3/14-15 refers)

(COMMERCIAL AND IN CONFIDENCE)

30/14-15 Universities Superannuation Scheme (minute 15/14-15(b) refers)

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That the Council had considered and approved the University's response to the consultation on proposals to change the benefits structure of the USS in the Reserved section of the meeting.
- (b) That the University's response to the consultation would be made available publically following submission.

31/14-15 Register of Members' Interests (minute 19/14-15 refers)

REPORTED: (by the Registrar and Chief Operating Officer)

That members were reminded of the requirement to complete and return the Register of Interests form annually, noting that there were currently three forms outstanding.

32/14-15 Conflicts of Interest

REPORTED: (by the Pro-Chancellor)

- (a) That, should any members or attendees of the Council have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the CUC Guide for members of Higher Education Governing Bodies in the UK.
- (b) That Council members were encouraged, wherever possible, to inform the Registrar and Chief Operating Officer prior to the meeting of any potential conflicts of interest, and were also invited to do so now if appropriate.

NOTE: No declarations were made.

33/14-15 Appointment of two Pro-Vice-Chancellors

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That following the recommendation of the Appointment of Pro-Vice-Chancellor Committee chaired by the Vice-Chancellor and President and subsequently endorsed by the Senate, members of the Council had been invited to consider, by correspondence:
 - (i) The appointment of Professor Pam Thomas to the position of Pro-Vice-Chancellor effective from 1 December 2014 for a period of up to 5 years, noting that Professor Thomas would continue in her role as Chair of the Faculty of Science until a successor be appointed.
 - (ii) The appointment of Professor Mark Taylor to the position of Pro-Vice-Chancellor for a period of up to 5 years, noting that the effective date of the appointment remained to be determined in order to allow for succession arrangements to be put in place for his role as Dean of Warwick Business School.

- (b) That members of the Council had been wholly supportive of the recommendations and, subsequently, the Pro-Chancellor had taken Chair's action on behalf of the Council to appoint Professor Pam Thomas and Professor Mark Taylor to the position of Pro-Vice-Chancellor.

RESOLVED:

That the congratulations of the Council be extended to Professor Thomas and Professor Taylor.

34/14-15 Pro-Chancellor's Business

REPORTED: (by the Pro-Chancellor and Chair)

- (a) That the gratitude of the Council would be conveyed to staff from Warwick Conferences who contributed to the previous evening's successful Council dinner in challenging circumstances, following a power outage on campus.
- (b) That thanks would also be extended to Ms Helen Pennack, Director of Marketing, for her presentation to the Council on the previous evening, again under difficult circumstances.
- (c) That 2014 had been an exceptionally successful year for the University, with a number of significant accomplishments such as being named the Times and Sunday Times University of the Year, and the achievement of the Fields Medal by Professor Martin Hairer from Warwick Mathematics Institute.

35/14-15 Vice-Chancellor and President's Business

RECEIVED:

An oral report from the Vice-Chancellor and President (C.19/14-15).

- (a) Gender Equity Programme

REPORTED: (by the Vice-Chancellor and President)

- (i) That a gender equity programme had been launched across the University, noting that whilst there had been notable successes evidenced by the achievement of Athena Swan recognition, there was also evidence that gender equity remained an issue for continued attention for the University.
- (ii) That the first of a number of initiatives was a new scheme to enable women returning from maternity leave to be given relief from teaching and administration for one year in order to focus on research.
- (iii) That a new initiative, known as One Change, was being launched, which would ask colleagues to name the one improvement that would make their working lives less stressful, noting that its aim was to combat bullying and harassment in the workplace.

(b) Recent Successes

REPORTED: (by the Vice-Chancellor and President)

- (i) That the University had continued its summer of success with the Warwick Mathematics Institute winning two of only five UK Mathematics and Statistics Philip Leverhulme prizes.
- (ii) That the Institute for Employment Research had secured two awards worth over €4.4 million from Horizon 2020, noting that: the NTD modelling consortium led by Dr Deirdre Hollingsworth had been funded by the Gates Foundation with a grant value of around \$9.5 million, and the Wellcome Trust had awarded the University an Institutional Strategy Support Fund to establish a Warwick Quantitative Biomedicine Programme.

(c) University Strategy Implementation

REPORTED: (by the Vice-Chancellor and President)

That a major implementation plan was being developed in support of the delivery of the new University Strategy.

(d) Future Risks

REPORTED: (by the Vice-Chancellor and President)

That there remained a number of major risks facing the higher education sector, notably:

- (i) The impact of the proposed reforms to the USS pensions scheme.
- (ii) The remaining potential for a reduction in the tuition fees cap.
- (iii) Increasing threats to information security, noting the number and severity of recent cyber-attacks on governments and large corporations.
- (iv) The threat of further cuts to public funding, noting that there was no longer a commitment to retaining the research ring-fence.

36/14-15 Registrar and Chief Operating Officer's Business: Implementation of the University Strategy

REPORTED: (by the Registrar and Chief Operating Officer)

That the University's approach to strategy implementation and the accompanying monitoring metrics would be considered at the meeting of the Council in February 2015, at which point the Key Performance Indicators would also be presented.

37/14-15 Registrar and Chief Operating Officer's Business: Campus Movement Plans (minute 11/14-15 refers)

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That the majority of Gibbet Hill road had now reopened, with temporary traffic lights controlling traffic flow whilst work was ongoing.

- (b) That the works on Gibbet Hill Road, the Scarman roundabout and the Arts Centre roundabout were expected to be complete by the end of April 2015.

38/14-15 Registrar and Chief Operating Officer's Business: Changes in Quality Assurance Regulations

REPORTED: (by the Registrar and Chief Operating Officer)

That a letter had been received from the HEFCE indicating that it would be asserting itself into the quality assurance landscape.

39/14-15 Report from a Meeting of the Assembly

CONSIDERED:

A report from the meeting of the Assembly held on 28 October 2014 (C.20/14-15).

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That the Assembly was a statutory body of the University, with its membership defined as being staff on Academic, Research only and Teaching only terms and conditions, and staff employed on level 6-9 terms and conditions.
- (b) That the Assembly could make recommendations to the Senate or the Council on any matters.
- (c) That a meeting of the Assembly was held on 28 October 2014 following a request from the University of Warwick branch of the Universities' and Colleges' Union (UCU) to have the opportunity to set out their position with regard to the USS consultation proposals.
- (d) That given the nature of the topic of discussion, all members of staff who were members of, or eligible to be members of, the USS were invited to join the Assembly for this meeting.
- (e) That the Assembly resolved to adopt the motion, as set out in paper C.20/14-15, with 170 members voting in favour, none against and 25 abstentions.
- (f) That prior to the UCU's request for this meeting, a meeting of the Assembly had been planned for a date to be confirmed in the Spring term 2015 when the full details of the USS consultation proposals would be known, it being noted that it was still intended for that meeting to be held.

RESOLVED:

That the report from the meeting of the Assembly held on 28 October 2014 be noted.

40/14-15 *National Automotive Innovation Centre (NAIC) Update

CONSIDERED:

A thematic report consolidating reports of the meeting of the Finance and General Purposes Committee (FGPC) held on 10 November 2014 and the meeting of the Building Committee held on 21 October 2014 in respect of the ongoing development of the National Automotive Innovation Centre project (C.21/14-15).

RESOLVED:

That the update on the development of the National Automotive Innovation Centre be noted.

41/14-15 *Report from the Finance and General Purposes Committee (FGPC)

CONSIDERED and ADOPTED, with the resolutions set out below, a report from the meetings of the Finance and General Purposes Committee (FGPC) held on 10 November 2014 (C.22/14-15 {Restricted}) together with an oral report from the University Treasurer and the Group Finance Director on the following items of business:

- (a) University Consolidated Accounts 2013-14, HEFCE Financial Return, the associated Management Representation Letter and ASSUR

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

That the University Consolidated Statutory Accounts for the year ended 31 July 2014, the HEFCE Financial Return and the associated Management Representation Letter and the ASSUR return be approved for submission to the HEFCE by 1 December 2014.

- (b) Establishment of a Standing Delegation

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

That authority be delegated to the Pro-Chancellor, the Treasurer, the Vice-Chancellor and President, the Registrar and Chief Operating Officer and the Group Finance Director to act on the FGPC's behalf in respect of any urgent item of business that could not be considered at a meeting or by correspondence needed approval.

- (c) Warwick Business School London Base

REPORTED: (by the Group Finance Director)

- (i) That the new WBS premises at the Shard were now open, with a number of WBS recruitment events and general University events scheduled to take place there up until the end of the 2014 calendar year.

(by the Pro-Chancellor and Chair)

- (ii) That the premises were impressive, noting that arrangements would be made for the Council to visit in 2015.

42/14-15 *Report from the Audit Committee

CONSIDERED:

The report from the meeting of the Audit Committee held on 27 October 2014 (C.23/14-15), including the Audit Committee Annual Report for 2013/14 and an extract of the Internal Audit Annual Report (C.23/14-15 {restricted} Appendix 2).

(COMMERCIAL AND IN CONFIDENCE)

RESOLVED:

- (a) That the Audit Committee Annual Report 2013/14 be approved by the Council, for submission to the HEFCE by 3 December 2014.
- (b) That the thanks of the Council be extended to Mr John Higgins for his exceptional service as Chair of the Audit Committee.

43/14-15 Report from the University Health and Safety Executive Committee

CONSIDERED:

The report from the meeting of the University Health and Safety Executive Committee (UHSEC) held on 4 November 2014 (C.24-14/15).

REPORTED: (by the Deputy Registrar)

- (a) That there had been an engaging discussion at the UHSEC meeting with regards to how health and safety compliance management was constituted across the institution, with Dr John Ferrie, the newly appointed lay member on the Committee, and the newly appointed Director of Estates, Mr James Breckon, providing useful perspectives.
- (b) That the UHSEC had resolved to take forward discussions about a range of key themes around governance and assurance, as well as accountability and delegated responsibilities for Health and Safety at the University.
- (c) That these discussions were already moving forward, and the Committee anticipated reporting substantively to Council on recommendations for improvement in the summer term 2015.
- (d) That the UHSEC recognised that there was an elevated level of exposure to health and safety risk as a result of the current level of building activity, across a number of contractors, both within construction compounds and more widely across campus.
- (e) That whilst the risk around effective capital planning and delivery was recognised on the institutional risk register, it was noted that overall health and safety risk exposure, and the mitigations in place to manage this, were not currently reported holistically.
- (f) That the UHSEC recommended to the Council that Health and Safety be elevated as an explicit risk in the institutional risk register.

RESOLVED:

That the recommendation of the UHSEC that Health and Safety be identified as an explicit risk in the institutional risk register be approved.

44/14-15 Equality and Diversity Committee

CONSIDERED:

A report from the meeting of the Equality and Diversity Committee held on 23 October 2014 (C.25/14-15).

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That changes to the Terms of Reference of the Equality and Diversity Committee, as set out in paper C.25/14-15, had been approved by the Senate via Chair's Action, it being noted that the Senate would not meet until January 2015.
- (b) That work was ongoing to ensure that University recruitment efforts reached a greater diversity of candidates.
- (c) That the Nominations Committee was currently undertaking work with respect to enhancing the diversity of the candidate pool for future lay member appointments to the Council.

RESOLVED:

- (a) That the changes to the Terms of Reference of the Equality and Diversity Committee be approved by the Council as set out in paper C.25/14-15.
- (b) That the changes to the Dignity at Warwick Policy be approved by the Council as set out in paper C.25/14-15.

45/14-15 Annual Assurance Return to the HEFCE (Annex E)

CONSIDERED:

The draft of the University's Annual Assurance Return to the HEFCE, including the required statement by the Council as trustees that, "in all material aspects, the institution has conducted its affairs during the year in accordance with its status as a charity" (C.26/14-15).

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That, as set out in the Audit Committee Annual Report, the University was required to submit a suite of assurance documentation to the HEFCE by the deadline of 3 December 2014.
- (b) That advice was being sought from the HEFCE with regards to whether the incident of suspected fraud, as declared to the HEFCE and noted in the report from the Audit Committee (minute 43/14-15 refers), should be included in Annex E, it being noted that the return related to the 2013/14 financial year, whilst the incident had been identified in the 2014/15 financial year.
- (c) That the Council was invited to approve Annex E, the Annual Assurance Return for the University of Warwick, subject to any amendments advised by the HEFCE with respect to the above query, with a view to the Vice-Chancellor signing Part 2 of the return as a trustee on behalf of all of the members of the Council as trustees.

RESOLVED:

That Annex E be approved by the Council, subject to any amendments advised by the HEFCE, prior to the Vice-Chancellor and President signing Part 2 of the return as a trustee on behalf of all of the members of the Council as trustees.

46/14-15 University Risk Update – Autumn Term

CONSIDERED:

A paper on the status of the University's key risks, together with an oral report from the Deputy Registrar (C.27/14-15).

REPORTED: (by the Deputy Registrar)

- (a) That the Council was invited to note the increase in status of Risk 6: Research Grant Targets/Eligibility Conditions, to reflect the potential for clawback in relation to the conditions of use on an ERDF funded building.
- (b) That the highest rated risks, both pre and post control, remained unchanged since the previous term, with pension contribution risk remaining the most serious in terms of likelihood and potential impact.
- (c) That the pension contribution risk, and the risks relating to exposure to student recruitment and student experience satisfaction ratings, had the highest anticipated risk status.

RESOLVED:

That the updated risk status report be noted.

47/14-15 Amendments to University Ordinances

RECEIVED:

Proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties (C.34/14-15).

REPORTED: (by the Registrar and Chief Operating Officer)

- (a) That a recommendation had come forward from the Dean of the Warwick Medical School that the roles of Chair of the Faculty of Medicine, and Dean of the Warwick Medical School, be formally decoupled, to bring the arrangements for the Chair of the Faculty of Medicine and faculty governance into line with those that were in place for all other faculties.
- (b) That the opportunity had also been taken to revise the Ordinance to reflect the current practice with respect to the appointment and terms of Faculty Chairs which was adopted by the Senate in 2011.
- (c) That, in line with usual practice, the proposed effective date for this change to Ordinance was 21 November 2014 following the first pass through the meeting of the Council on the same date.

- (d) That the Vice-Chancellor and President had taken Chair's Action on behalf of the Senate to note the proposed change to Ordinance 7, following consultation by correspondence with the membership of the Senate.
- (e) That the Senate would have the opportunity to consider the proposed change at the meeting to be held on of 28 January 2015, prior to consideration for the second time by the Council.
- (f) That the proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties, as set out in paper C.34/14-15, had been approved by the Council for the first time in the Reserved section of the meeting.

48/14-15 Results of the 2014 Research Excellence Framework (REF)

REPORTED: (by the Vice-Chancellor and President)

That the University's performance in the 2014 REF would be communicated to members of the Council on the evening prior to general publication, it being noted that more detailed analysis by the Strategic Planning and Analytics team would be required before accurate comparisons could be drawn against the results of competitor institutions.

49/14-15 Report from the Building Committee

RECEIVED:

A report from the meeting of the Building Committee held on 21 October 2014 (C.28/14-15).

50/14-15 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that had been conferred on members of the University since the meeting of the Council on 9 October 2014 (C.29/14-15).

51/14-15 Warwick Arts Centre Annual Report 2013/14

RECEIVED:

The Warwick Arts Centre Annual Report and Accounts for the 2013/14 financial year (C.30/14-15).

52/14-15 Dates of Future Meetings

REPORTED:

That the future meetings of the Committee for the 2014/15 academic year were as follows:

Wednesday, 11 February 2015, 17:00 - 18:30 in the Senate House Council Chamber
 Tuesday, 17 March 2015 (extraordinary meeting), 13:00 - 14:00 in the Senate House Council Chamber
 Wednesday, 20 May 2015, 09:15 - 14:00 in the Senate House Council Chamber
 Wednesday, 08 July 2015, 09:15 - 14:00, venue to be confirmed.

As at 4 February 2015