

UNIVERSITY OF WARWICK

COUNCIL

**Minutes of the meeting of the Council held on 16 May 2012**

Present: Sir George Cox (Chair), Mr K Bedell-Pearce, Mr L Boe, Professor A Caesar, Mr J Cardinal (for item 121/11-12 only), Mrs V Cooke, Professor S Croft, Mrs P Egan, Professor M Finn, Professor S Hand, Mr G Howells, Professor T Jones, Professor J Labbe (except for item 109/11-12), Professor K Lamberts, Professor A Muthoo, Sir David Normington, Mr A Rivett, Mr N Sanders, Professor M Taylor, Professor Sir John Temple, Mr M Temple, Professor N Thrift, Mr George Whitworth, Professor P Winstanley.

Apologies: Dame Fiona Caldicott, Dr R Chung, Mr P Dunne, Ms T Elliott, Ms V Heywood, Mr J Higgins, Dr G Lyons, Professor P Thomas, Mr B Woods-Scawen.

In Attendance: Registrar, Deputy Registrar, Director of Finance and Financial Strategy, Academic Registrar, Director of Estates, Head of Corporate Governance, Head of Governance Support Services, Assistant Registrar (Deputy Registrar's Office).

97/11-12 Minutes

RESOLVED:

That the minutes of the meetings of the Council held on 23 February 2012 be approved.

98/11-12 Conflicts of Interest

REPORTED:

- (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.

(by the Pro-Chancellor)

- (b) That Council members were encouraged, wherever possible, to inform the Registrar 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.

99/11-12 Strategic Discussion Topics for Meetings of the Council (minute 6/07-08 refers)

CONSIDERED:

A list of strategic items for discussion at future meetings of the Council (C.51/11-12).

REPORTED: (by the Pro-Chancellor)

That members of Council were invited to consider the list of strategic and presentation topics and inform the Registrar of any additional topics that were significant and worthy of consideration as well as the relative priorities of the currently listed topics.

100/11-12 Membership of the University Council

REPORTED: (by the Pro-Chancellor)

- (a) That, at its meeting held immediately prior to the meeting of the Council, the Nominations Committee had considered the vacancies for lay members of the Council from 1 August 2012.
- (b) That the Committee had agreed to explore potential membership with a number of individuals, noting that a key priority was to appoint at least one new lay member with a strong professional financial background.
- (c) That Council members were invited to put forward names of prospective lay Council members to the Nominations Committee for their consideration and that it was important that the whole of the Council was actively engaged in recommending individuals.

RESOLVED:

That, on the recommendation of the Nominations Committee and in accordance with Statute 12 and Ordinance 4, the following individuals be reappointed to lay membership of the Council for the period from 1 August 2012 to 31 July 2015 (passed nem con).

Mr Keith Bedell-Pearce  
Mr John Higgins  
Mr Glenn Howells

101/11-12 Appointments to Council Committees

CONSIDERED:

An oral report from the Pro-Chancellor on the considerations of the Nominations Committee relating to appointments to Council Committees.

RESOLVED:

That, on the recommendation of the Nominations Committee, the following appointments be approved:

- (a) University Research Ethics Committee
  - (i) Professor Laura Green of the School of Life Sciences as one of the three senior academic members of staff with expertise in relevant areas.
  - (ii) Mr Paul Hamilton as one of the two members external to the University.

(b) Intellectual Property Committee

Professor Helen Spencer-Oatey, Director of the Centre for Applied Linguistics, as one of up to three academic members of staff.

102/11-12 New York Centre for Urban Science and Progress

REPORTED: (by the Vice-Chancellor)

- (a) That Warwick's role in the partnership establishing the Centre for Urban Science and Progress (CUSP) in New York set the University apart and marked the first North American partnership operation by a British University.
- (b) That in the first instance the University would be appointing eight academics based on Warwick's involvement in the CUSP and that research would be oriented to urban sciences through the new Cities Global Priority Programme.

103/11-12 Online Teaching

REPORTED: (by the Vice-Chancellor)

- (a) That developments in online content were driving significant changes in the delivery of University teaching, and that a number of consortia were forming with the aim of developing an online teaching presence.
- (b) That in the future it was possible that online presentations produced by professionally trained presenters and supported by teams of academics along with peer tuition would replace some traditional lectures, but that face to face teaching could be an even more significant and increasingly valued aspect of education and that small group teaching was likely to be used increasingly by the best universities.
- (c) That learning and assessment would be increasingly undertaken via peer to peer mechanisms using social networks moderated by academic advisors, noting that this model had already been adopted in many institutions and was used at Warwick on some courses.
- (d) That adaptable and flexible teaching spaces would be required to support future teaching models at Warwick.
- (e) That online teaching was enabling elite universities in the USA, which had traditionally taught fewer students with low staff student ratios, to educate larger numbers of students, which was likely to lead to tensions in the sector.
- (f) That a group was to be formed to consider how the University should progress in this new teaching landscape, noting that while Warwick had some advantages in initiatives such as Teaching Shakespeare and IGGY, further development would be necessary.

104/11-12 University Finance

REPORTED: (by the Vice-Chancellor)

- (a) That the University's financial situation was currently robust, but that there was limited capital available for the investments that would be required for the University to achieve its Vision 2015 strategic aims.

- (b) That it would be very helpful to establish a task and finish group of Council in order to develop a plan to enable the University to explore options to generate approximately £500m of additional income for investment.
- (c) That Council members with relevant expertise were invited to express their interest in joining the Group and to suggest ideas for funding models which could be developed, noting that philanthropic donations only represented one strand of potential income.

(by Professor A Muthoo)

- (d) That he welcomed the focus on developing a strategy for raising significant levels of funding and that the University's global reputation and brand were powerful assets to assist income generation beyond alumni donations.

RESOLVED:

That Council members with relevant expertise who wished to join the task and finish group would contact the Registrar.

#### 105/11-12 UK Strategic Partnerships

REPORTED: (by the Vice-Chancellor)

- (a) That the strategic partnership with Queen Mary, University of London had been launched on 20 March 2012 and that interviews with candidates for the first eight joint postdoctoral research fellowships would take place during June 2012.
- (b) That the processes required to support the partnership with Liverpool School of Tropical Medicine were still being developed, but that the partnership had been launched with a £3m collaboration supporting a joint team of 12 researchers funded by the Wellcome Trust.

#### 106/11-12 Appointment of Pro-Vice-Chancellors

CONSIDERED:

A paper from the Appointment Committee for Pro-Vice-Chancellors following a call for nominations (C.52/11-12)

REPORTED: (by the Vice-Chancellor)

- (a) That the Pro-Chancellor, on behalf of the Council, had appointed Dame Fiona Caldicott to membership of the Appointment Committee, together with the Vice-Chancellor, Professor Simon Swain, Professor Chris Hughes and Professor Colin Sparrow and that the Committee met to interview on 9 May 2012.

(by the Registrar)

- (b) That should the Council approve the candidate recommended by the Appointment Committee as a replacement for Professor Koen Lamberts, there remained one Pro-Vice-Chancellor vacancy from Summer 2012 as a replacement for Professor Margot Finn, who was stepping down to take up a Chair in Modern British History at University College London.

- (c) That Dame Fiona Caldicott had reported that the process had been conducted in accordance with relevant governing instruments and related procedures.
- (d) That approval was sought from the Council to advertise the remaining Pro-Vice-Chancellor externally to the University.

RESOLVED:

- (a) That, in accordance with Statute 8 and Ordinance 3 and on the recommendation of the Committee on the Appointment of Pro-Vice-Chancellors, Professor Christina Hughes be appointed as Pro-Vice-Chancellor from 1 September for a period of five years.
- (b) That the remaining Pro-Vice-Chancellor vacancy be advertised external to the University.

#### 107/11-12 Report from the Senate

CONSIDERED and NOTED a report of the resolutions:

Selected items considered at the meeting of the Senate held on 14 March 2012 (C.53/11-12) together with an oral report from the Vice-Chancellor on the following items of business:

- (a) HEFCE Grant Letter from BIS for 2012-13 and subsequent HEFCE Board Decisions

REPORTED: (by the Vice-Chancellor)

- (i) That the Secretary of State for Business, Innovation and Skills (BIS) and the Minister for Universities and Science had written a letter to the Chief Executive of HEFCE, confirming funding allocations for 2012-13 and the Government's priorities for the Council for the coming year.
- (ii) That the letter provided details on the HEFCE's recurrent grants for capital, teaching and research for the financial year 2012-13, and indicative totals for 2013-14.

(by the Director of Finance and Financial Strategy)

- (iii) That the information in the grant letter was broadly as the University had anticipated.

- (b) Immigration and Visa Update

REPORTED: (by the Vice-Chancellor)

- (i) That, for migrants granted a visa before 6 April 2011, UKBA policy continued to allow the University to offer further sponsorship under Tier 2 beyond the initial five years to enable migrants to remain in the UK even if they were unable to satisfy the periods of absence rule and apply for settlement, (which broadly meant not being absent for more than 180 days unless for business reasons which were accepted by the individual UKBA caseworker when deciding on right to settle).

- (ii) That the retrospective UKBA policy change from April 2012 meant migrants with a Tier 2 visa issued after 6 April 2011 were now only able to apply for a visa lasting a maximum of six years and the University could not offer further sponsorship if the individuals were not eligible for settlement without the migrant leaving the country for a 12 month 'cooling off period'.
- (iii) That this new rule had significant implications for the ability of the Higher Education sector to recruit and retain international staff, particularly those who were interested in applying for settlement and that the Russell Group and Universities UK were discussing this with the UKBA and the University would be monitoring this development closely.

(c) Development and Alumni

REPORTED (by the Vice-Chancellor)

- (i) That the Development and Alumni Relations Office's work across the University had raised more than half of the £50 million target in the 50 Forward Campaign.
- (ii) That following the Chancellor of the Exchequer's announcement in the March 2012 budget of the capping of tax relief on charitable donations at £50k or 25% of an individual's income, whichever was the higher, the University was expressing its concern to the Government both through a collective Russell Group response and via a letter from regional charities including arts organisations.

(d) Review of Teaching, Learning and the Student Experience

REPORTED (by the Vice-Chancellor)

That the institution-wide Teaching and Learning Review had progressed to Faculty Engagements which took place in March 2012 and that consideration was currently being given to the initial reports and provisional recommendations and a further update in this regard would be brought to the next meeting of the Council.

(e) Education and the Student Experience

REPORTED (by the Vice-Chancellor)

- (i) That the QAA's Institutional Review would audit the University's teaching and learning provision in 2012/13, noting that written submissions by the University would be submitted in early December 2012 and a preliminary visit of the panel would take place in January 2013, with the full visit taking place in the week commencing 25 February 2013.
- (ii) That two cross-cutting themes the QAA had identified for exploration over and above their more general scrutiny of standards and quality were; 'The first year student experience' and 'student engagement in Quality assurance and enhancement processes', noting that the University had the right to choose which theme would be explored.

(f) Research Committee

REPORTED (by the Vice-Chancellor)

That the University's Global Priority Programmes (GPP) continued to develop and plan future activities and that it was felt that the priorities were well aligned with available funding streams and so would facilitate the improvements in research income that the University was seeking to achieve.

108/11-12 Report from the Finance and General Purposes Committee

CONSIDERED and ADOPTED with the resolutions set out below a report from the meeting of the Finance and General Purposes Committee held on 13 March 2012 (C.54/11-12) together with an oral report from the Treasurer on the following items of business:

(a) HEFCE Financial Plan 2011 Submission

REPORTED: (by the Treasurer)

- (i) That the HEFCE had adopted a two stage approach to the submission by universities of their 2011 Financial Plans and that stage 2 was due on 20 June 2012.
- (ii) That FGPC would consider the University's stage 2 submission at its meeting on 22 May.

RESOLVED:

That the Finance and General Purposes Committee, on behalf of the Council, consider and approve the stage two submission of the University's 2011 Financial Plan to the HEFCE.

- (b) Financial Performance
- (c) Report from Financial Plan Sub Committee (FPSC)
- (d) Collaboration with Liverpool School of Tropical Medicine

109/11-12 Report from the Building Committee

CONSIDERED and ADOPTED with the resolutions set out below, a report from the Building Committee held on 15 March 2012 (C.55/11-12) together with an oral report from the Chair of the Building Committee on the following items of business:

(a) Estates Management Statistics Annual Report 2011

REPORTED: (by the Chair of the Building Committee)

That the University's Masterplan Architect was considering how the University's existing estate might evolve or deteriorate over the short to long term, which would inform decisions on the future sustainability of poorly performing buildings.

RESOLVED:

That a presentation by the Chair of the Building Committee, the Director of Estates and the University's Masterplan Architect on the future of the University's existing estate be provided to members of the Council in future.

(b) Donor Naming Policy

REPORTED: (by the Chair of the Building Committee)

That the Donor Naming Policy brought clarity to the University's approach to the naming of buildings in relation to large financial gifts.

RESOLVED:

That the University Donor Naming Policy (paper BC.12/11-12 EXTRACT, (Annex A)), as recommended by the Building Committee, be approved.

- (c) Life Sciences Glasshouses
- (d) Student Residences
- (e) Environment and Amenities Committee
- (f) Carbon Challenge Group
- (g) Finance and Capital Projects
- (h) Maintenance Report

110/11-12 Report from the Audit Committee

CONSIDERED and ADOPTED a report from the meeting of the Audit Committee held on 17 April 2012 (C.56/11-12) together with an oral report from Mr Nick Sanders on the following items of business:

(a) Development of the Administration and its Impact on Internal Controls

REPORTED: (by Mr Nick Sanders)

- (i) That the Committee had been encouraged by the approach to developing the administration of the University and the review of risk management as outlined by the Registrar and it was noted that the concurrent Effectiveness Review of the Council afforded an opportunity for further improvement.
- (ii) That a forward looking standing agenda item had been added which would consider new and emerging issues and strategic developments and the potential risks within the University.

(b) Internal Audit Reports and Management Recommendation Tracker

REPORTED: (by Mr Nick Sanders)

That the Internal Audit on Student Attendance Monitoring was graded as unsatisfactory, noting that while this process was linked to the University's UKBA Highly Trusted Sponsor status, the Committee agreed that the University was taking appropriate action in this regard and that this area would continue to be monitored.

- (c) External Audit Strategy and Planning Memorandum
- (d) Risk Management
- (e) Unsuccessful Fraud Attempt
- (f) Value for Money and the University's Financial Procedures
- (g) HEFCE Assurance Review Report

NOTE: Paper C.56/11-12 was restricted to members and attendees of Council only.

111/11-12 Report from the University Health and Safety Executive Committee

CONSIDERED and ADOPTED, with the resolutions set out below, a report from the meeting of the University Health and Safety Executive Committee held on 5 March 2012 (C.57/11-12), together with an oral report from the Registrar on the following items of business:

(a) University Health and Safety Committee

REPORTED: (by the Registrar)

That the year on year decline in the number of reported Health and Safety & Fire incidents was encouraging and indicated that the Health and Safety strategy was impacting positively on behaviour, but that it was important that the University did not become complacent.

RESOLVED:

That the Annual Health and Safety Report for 2011 (paper UHSC 10/11-12 of paper C.57/11-12) as recommended by the University Health and Safety Executive Committee, be approved.

(b) University Health and Safety Committee Constitution

RESOLVED:

That the amendments to the constitution of the University Health and Safety Committee (Appendix 1 of paper C.57/11-12), as recommended by the University Health and Safety Executive Committee, be approved.

(c) University Genetic Modification and Biosafety Committee

112/11-12 Report from the Equality and Diversity Committee

CONSIDERED and ADOPTED, with the resolution set out below, a report from the meeting of the Equality and Diversity Committee held on 8 February 2012 (C.58/11-12) together with an oral report from Professor Margot Finn on the following items of business:

(a) HESA Changes to Student Data

REPORTED: (by Professor Margot Finn)

That the HESA had proposed to collect monitoring data on both staff and student sexual orientation and religion or belief and that the University supported the concerns raised by the Students' Union in this regard.

(b) Equal Pay Review

RESOLVED:

That, as recommended by the Committee and the Senate at the meetings held on 8 February 2012 and 14 March 2012 respectively, a light touch equal pay review be undertaken on an annual basis for Levels 1a-8 staff, with a detailed review through the formal routes to be carried out every two years and a review be carried out on an annual basis for level 9 staff, (paper C.58/11-12) be approved.

- (c) Athena Swan Charter
- (d) REF Code of Practice
- (e) DisabledGo

#### 113/11-12 Report from the Intellectual Property Committee

CONSIDERED and ADOPTED, a report from the meeting of the Intellectual Property Committee held on 31 January 2012 (C.59/11-12) together with an oral report from the Chair of the Intellectual Property Committee on the following items of business:

##### (a) Development of Intellectual Property Policy and Guidance

REPORTED: (by the Chair of the Intellectual Property Committee)

That, following the approval of the revised Intellectual Property (IP) Regulation 28 at the previous meeting of the Council, a University IP Policy was being developed by a working group of the Committee and that the Committee would be recommending the Policy to a future meeting of the Council.

##### (b) Monash-Warwick Joint PhD Studentships

REPORTED: (by the Chair of the Intellectual Property Committee)

That the position on ownership of student-generated IP differed between Warwick and Monash University and that further discussion was taking place to identify an agreed set of principles for the Strategic Partnership to determine how jointly created IP would be managed, noting that both sides were flexible in approach to identifying a solution.

#### 114/11-12 University Risk Status Summary Report

CONSIDERED:

A summary report outlining the current risk status for each of the key risks of the University together with relevant sections of the University Risk Register (C.60/11-12).

REPORTED: (by the Registrar)

- (a) That the way in which University risks were identified and assessed and impacted on decision making was currently under review.
- (b) That Risk Res 2, inability to attract a sustained level of funding as a result of the proposed changes to the NHS, had been added to the register to reflect the potential negative impact of policy changes and budget cuts in the NHS on the development of the Warwick Medical School, noting that the full extent of the impact of the changes was not fully known and as such the residual risk status had been assessed as 7.
- (c) That Risk T9, loss of the University's Highly Trusted Sponsor (HTS) Status from the UKBA, had been introduced to reflect the requirement to comply with UKBA licence conditions for the University to monitor the enrolment and attendance of overseas students, noting that loss of the HTS status would effectively terminate the University's ability to recruit overseas staff and students, but that following a recent Internal Audit review, significant measures had been put in place to manage the risk and so the residual risk status had been assessed as 5.

- (d) That Risk O4, breach of statutory information/data management requirements due to inadequate information security policy, training and awareness, had been added to the register to reflect the growing sensitivity to data privacy and security issues, noting that a pilot project to scope the potential to introduce the principles of ISO27001 compliance was planned and it was anticipated that this would reduce Risk O4, currently assessed as 7.

(by Mr K Bedell-Pearce)

- (e) That the rigour of the processes required for compliance with ISO27001 were more important than the accreditation itself and that working towards implementing the requirements of the standard would highlight any inadequacies in University data management processes and mitigate data security risks, but that it was important that clear and achievable timescales for this work were now defined, noting that the Audit Committee had previously highlighted this issue.

(by Head of Corporate Governance)

- (f) That the University was working towards the requirements for compliance and not necessarily seeking ISO27001 accreditation and that the pilot project would be initiated shortly.

RESOLVED:

That the risk status summary report be approved as set out in paper C.60/11-12.

115/11-12 International Strategic Partnerships: Monash Update

CONSIDERED:

An update report on the progress of the strategic partnership with Monash University, including an update on the recruitment of a joint Pro-Vice-Chancellor with Monash University, together with an oral report from the Vice-Chancellor (C.61/11-12)

REPORTED: (by the Vice-Chancellor)

- (a) That the partnership was developing, noting that Warwick had been awarded a grant of £514,636 through the EPSRC's Building Global Engagements call, which would support the building of science research links between the Universities.

(by the Deputy Registrar)

- (b) That the joint Pro-Vice-Chancellor position had been advertised both nationally and internationally, raising awareness of the Alliance brand.
- (c) That the joint Pro-Vice-Chancellor would be an academic member of staff who would be physically located at one university, but that the appointee would be expected to travel and work between the institutions and that both institutions would be required to be flexible to accommodate the best candidate.
- (d) That as the strategic plan for joint initiatives was developed, it was vital that targeted priorities for investment were chosen to maximise the profile of Warwick and the Alliance.

- (e) That the draft three to five year financial plan to support the targeted measure of the Alliance included a non-linear spend profile and that the initial commitment of £1m by each institution could restrict the achievement of a critical mass of activity in the short term, noting that any additional financial commitment from Warwick would be considered through the Financial Planning process and would consequently require the approval of FGPC.
- (f) That a number of key performance indicators for the Alliance were being developed which would assist in determining the scale and scope of initiative that would be required to achieve the necessary impact and hence inform the financial plan.
- (g) That there had been a number of quick wins in developing the Alliance with Monash and that there had been engagement across all Faculties of the University, noting that further internal communications at Warwick would raise the profile of the Alliance and describe mechanisms for more departments and staff to engage.

(by the Registrar)

- (h) That Patrick Dunne had wished him to report on his behalf that the University needed to consider the level of investment that the Alliance required in order to maximise the benefit from both quick wins and strategic initiatives, noting that he was supportive of student engagement with the Alliance.
- (i) That it was acknowledged that developing an international strategic partnership required Warwick and Monash to overcome challenges that other institutions had not previously encountered, but that this was building a body of knowledge and experience that was unique to the Alliance.

(by Mr L Boe)

- (j) That the Students' Union was exploring ways to collaborate with Monash's seven student associations and that they were keen to explore how students at Monash engaged with the student associations.

#### 116/11-12 Effectiveness Review of the Council

CONSIDERED:

A report outlining the proposed scope and timing of the Review of the Effectiveness of the University Council (C.62/11-12).

REPORTED: (by the Pro-Chancellor)

- (a) That the effectiveness review would be wide-ranging and would cover all aspects of the Council and its Committees and that it would consider the views of all Council members and attendees through a questionnaire incorporating free text areas to encourage a broad range of ideas and opinions to be tabled.
- (b) That he encouraged all Council members and attendees to participate in the review and to consider the Council within the context of their experience of governing bodies at other organisations.

- (c) That the review would be overseen and coordinated by one lay member of the Council and one externally appointed person and that this individual would be invited to attend the next meeting of the Council and some Committee meetings.

(by the Deputy Registrar)

- (d) That the format of the draft questionnaire would be reviewed by a member of each of the various constituencies of the Council membership to ensure relevance and coverage prior to circulation.
- (e) That the first part of the review, which would entail gathering views and initial analysis of the outcomes, would be reported back to the July 2012 meeting of the Council with a view to identifying themes for action of further consideration.

RESOLVED:

That arrangements for the forthcoming Effectiveness Review be noted.

117/11-12 Warwick Arts Centre Annual Report 2010/11

RECEIVED:

The Warwick Arts Centre Annual Report and Accounts for the 2010/11 financial year (C.63/11-12, attached).

REPORTED: (by Mr A Rivett)

- (a) That the Arts Centre was unique and that no other UK university had a similar facility, noting that the quality of the artistic programme at the Arts Centre was equivalent to that of an arts venue based in a capital city.
- (b) That the Arts Centre had significantly contributed to the student experience and had worked with approximately 2,500 students during the year 2010/11.
- (c) That audience figures had increased while expenditure had decreased compared to the previous year.

(by Mr G Whitworth)

- (d) That the Arts Centre provided a major contribution to student experience at Warwick and that many students were unaware how unique the facilities were.

(by Mr L Boe)

- (e) That the Arts Centre supported the recruitment of talented students with an interest in music and theatre.

118/11-12 Awards and Distinctions

RECEIVED:

A paper setting out the awards and distinctions that had been conferred on members of the University since the last meeting of the Council held on 23 February 2012 (C.64/11-12).

119/11-12 University Technical College

REPORTED: (by the Registrar)

That the proposal to establish a University Technical College (UTC) for 14 to 19 year olds was currently under consideration by the Department for Education and that a decision was expected by 31 May 2012, noting that the founding subscriber members would be the University, the Coventry and Warwickshire Chamber of Commerce and the West Midlands Manufacturing Consortium, and that Jaguar Land Rover had agreed to be the principal industrial sponsor for the Warwick UTC.

120/11-12 Departure of Professor Margot Finn

REPORTED: (by the Vice-Chancellor)

That this would be the last meeting of the Council attended by Professor Margot Finn as Pro-Vice-Chancellor for Access, Widening Participation and Development due to her departure to take up a Chair in Modern British History at University College London.

RESOLVED:

That the gratitude of the Council be recorded to Professor Margot Finn for her considerable contribution to both the Council and the University.

121/11-12 Strategic Topic for Discussion: *Achieving Carbon Reduction Targets*

CONSIDERED:

A paper outlining the University's strategy for environmental sustainability and cutting carbon emissions (C.65/11-12) together with an presentation and oral report from the Director of Estates.

REPORTED: (by the Director of Estates)

- (a) That the University was required to comply with the Climate Change Act which was adopted by the HEFCE and which set targets for carbon emissions by 2020 and 2050, noting that carbon reduction was considered as equivalent to energy reduction at Warwick.
- (b) That the HEFCE had interpreted the requirements of the Act as a 34% absolute reduction in CO<sub>2</sub> by 2020 derived from the 1990 figures for emissions and that no provision was made for increase in floor space of the campus or increased intensity of use due to expansion in student numbers or research activity.
- (c) That, based on projected carbon emissions incorporating assumptions regarding expansion of the campus, the University needed to reduce carbon emissions from existing buildings and energy supply by around 34,788 tonnes CO<sub>2</sub>e by 2020/21 to meet the carbon reduction target and that failure to comply would result in a financial penalty.
- (d) That the University's Carbon Plan, overseen by the Carbon Challenge Group chaired by Professor Tim Jones, consisted of eight work streams and that the largest percentage reductions in emissions would be through the use of low carbon energy generation, noting that the design stage of the project to develop a new combined heat and power plant, as approved by the Council at its meeting held on 30 November 2011.

- (e) That 7.6% of the reduction was due to be achieved via changes in behaviour of staff and students to reduce energy demand.
- (f) That building improvements were required to contribute 6.1% of the reduction, noting that consideration would need to be given to the possibility of removing poorly performing older buildings in the medium term.
- (g) That the Estates Office were responsible for the technical aspects of the Plan, but that the support and input of all departments would be required to fully adapt to low carbon operations and to fully meet the targets.
- (h) That electricity consumption was being monitored via a series of meters across the campus and that while investment in more efficient new buildings would contribute to reducing emissions, the installation of new energy intensive equipment could counter these savings.
- (i) That HEFCE were beginning to consider whole life carbon costing and environmental impact in new proposals from inception to disposal and that Scope 3 indirect emissions were beginning to be considered though not currently included within reduction targets, noting that in the future, the University could be credited for the work it undertakes on energy efficiency research initiatives.
- (j) That presently, Estates purchased energy for the whole campus, but consideration was being given to the use of metering to devolve management of energy budgets to departments; and, if instituted, that budgets could be allocated based on present usage to encourage awareness and active engagement with the issues and to incentivise departments.
- (k) That one mechanism for engaging the student body was the Green Steps project, developed at Monash University and being introduced at Warwick, which trained students in environmental sustainability and facilitated involvement in campus sustainability projects before offering their services through internships with local organisations.
- (l) That collaboration between Estates and University departments on delivery of sustainability targets was increasing and the dialogue had allowed Estates to introduce initiatives such as sponsoring the purchase of more energy efficient equipment and identifying carbon efficiency projects aligned with departmental needs.

(by Mr J Cardinal)

- (m) That Estates had begun to engage with Behavioural Scientists within the University to develop projects targeted at changing behaviour towards energy consumption.

(by Mrs V Cooke)

- (n) That if the University were ahead of the curve on carbon reduction it would not only deliver financial benefits but it would also enhance the reputation of the institution, noting that the Carbon Trust would publish data on performance of organisations.

- (o) That engagement with students was critical given that the priority of environmental issues had fallen during the global economic crisis, developing a cohort of environmentally aware and engaged graduates could differentiate Warwick.

(by the Registrar)

- (p) That the University had a responsibility to encourage students to adopt carbon responsible behaviours as, while their individual impact on the University's targets may be marginal, they would take behaviours beyond the University into the rest of their lives.
- (q) That to reduce the emissions associated with the high intensity facilities used in the Sciences might require fundamental changes in approach.
- (r) That it was recognised that it would be more difficult to impact significantly on the behaviour of staff and students in older inefficient buildings.

(by Mr L Boe)

- (s) That students were not necessarily aware of the University's Carbon Reduction Plan, but were engaged with the agenda through Students' Union policies and societies such as People and Planet.
- (t) That competitive undergraduate research scholarships could be awarded by the University for students to link environmental sustainability to their academic discipline.

(by Mr G Howells)

- (u) That in the context of Warwick's role in the New York Centre for Urban Science and Progress, it was vital to the University's credibility that it performed well in carbon reduction.
- (v) That, while the carbon emissions directly caused by buildings and equipment was important, the University needed to consider the impact of transport, in particular commuting and parking.

(by Mr M Temple)

- (w) That it was important to note that some measures to reduce CO<sub>2</sub> emissions would result in financial savings for the University, but that others would have associated costs and that clarity of the primary objectives was needed.
- (x) That while it was right to raise awareness and influence behaviour, the first priority would need to be realisable technological solutions, including a combined heat and power plant which would deliver the greatest savings.

(by Professor A Muthoo)

- (y) That, while the targets associated with the Climate Change Act were the key driver for change in behaviour and practices, it was important to consider that the University also had a role in educating both staff and students to be responsible energy users.

- (z) That when assessing the carbon savings that individual departments could make, it was important to consider where the largest gains could be made, noting that science and medicine departments were the most energy intensive and therefore greater initial gains could be achieved by targeting these departments first.

(by Sir David Normington)

- (aa) That it was important to tailor emission targets to the relative intensity of energy usage of each department and that there were incentives for departments to make changes and reduce their energy demands.

(by Professor T Jones)

- (bb) That energy budgets should be devolved to departments, but that they should reflect the state and energy performance of existing infrastructure.

- (cc) That while research in science and medicine was more energy intensive, it also provided the greatest contribution to the University's research income.

(by the Director of Finance and Financial Strategy)

- (dd) That the central service charge to departments did incorporate variable rates for floor space based on the energy demands of the facilities, but that these did not fully reflect the total energy costs incurred.

(by Mr N Sanders)

- (ee) That University senior leadership should consider whether the necessary experience, skills and capacity to achieve the carbon reduction targets were currently present in the institution.

#### 122/11-12 Student Members of the Council

REPORTED:

That Mr Nick Swain, a third year Accounting and Finance mature undergraduate student, had been elected President of Warwick Students' Union for the academic year 2012/13 and that Mr Cosmo March, a third year Philosophy, Politics and Economics undergraduate student had been elected as the second student member of the Council for the academic year 2012/13.

#### 123/11-12 Governing Instruments Review

CONSIDERED:

A paper outlining the scope of the review of the University's governing instruments and a number of key issues for future consideration (C.66/11-12).

RESOLVED:

That the review of the University's governing instruments as set out in paper C.66/11-12 be approved in principle.

124/11-12 Charities Act (minute 69/11-12 refers)

RECEIVED:

A copy of the University's response, agreed with the Pro-Chancellor and Treasurer on behalf of the Council, to the Cabinet Office review of the Charities Act 2006 (C.67/11-12).

125/11-12 Amendments to University Ordinances

CONSIDERED:

- (a) For the second time, proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties, as recommended by the Senate (C.68/11-12).
- (b) For the first time, proposed amendments to University Ordinance 13 on Degrees and Diplomas, as recommended by the Senate (C.69/11-12).

RESOLVED:

- (a) That proposed amendments to University Ordinance 7 on the Constitution of the Boards of the Faculties as recommended by the Senate and set out in paper C.68/11-12, be approved for the second time.
- (b) That proposed amendments to University Ordinance 13 on Degrees and Diplomas as recommended by the Senate and set out in paper C.69/11-12, be approved for the first time.

126/11-12 Amendments to University Regulations

CONSIDERED:

Proposed amendments to the following University Regulations, as recommended by the Senate (C.70/11-12):

- (a) University Regulation 2 governing Committee Elections
- (b) University Regulation 9 governing Constitutions of Boards of Examiners
- (c) University Regulation 23 governing Student Discipline

RESOLVED:

That the proposed revisions to University Regulations 2 governing Committee Elections, 9 governing Constitutions of Boards of Examiners and 23 governing Student Discipline as recommended by the Senate and set out in paper C.70/11-12 be approved.

As at 5 July 2012