

THE UNIVERSITY OF WARWICK

Open Minutes of the Meeting of the Steering Committee held on 5 March 2018

Present: Professor S Croft (Vice-Chancellor and Chair), Professor A Clarke (Chair of the Faculty of Medicine), Professor C Constable (Representative of the Senate), R Drinkwater (Group Finance Director), Professor C Ennew (Provost), Professor C Hughes (Pro-Vice-Chancellor (Education)), Professor M Nudds (Chair of the Faculty of Social Sciences), Professor P Roberts (Chair of the Faculty of Arts), R Sandby-Thomas (Registrar), Professor M Shipman (Chair of the Faculty of Science), Professor S Swain (Pro-Vice-Chancellor (External Engagement)), H Worsdale (President of the Students' Union).

Apologies: Professor P Thomas (Pro-Vice-Chancellor (Research))

In Attendance: K Dixon (Administrative Officer (Governance) and Assistant Secretary)), T Donnelly (Organisation Development Director) (for item 181/17-18), K Gray (Senior Assistant Registrar (Teaching Quality)), L McCleary (Administrative Officer (Governance) and Assistant Secretary)), (G McGrattan (Director, People Group), J Phillips (Director of Health and Safety) (for items 178/17-18 and 179/17-18), R Roke (Director of Strategic Programme Delivery and Secretary), I Rowley (Director of Development, Communication and External Affairs), S Tuersley (Acting Secretary to Council), Dr C Twine (Academic Registrar), S Waldron (Assistant Registrar (Strategic Programme Delivery)) (for item 181/17-18).

Note: Some items are noted as "Exempt information not included" as they contain information that would be withheld from release to the public because an exemption under the Freedom of Information Act 2000 applies.

161/17-18 Minutes

RESOLVED:

That the open and restricted minutes of the meeting held on 29 January 2018 be approved.

162/17-18 Conflicts of Interest

REPORTED: (by the Chair)

That, should any members or attendees of the Steering Committee have any conflicts of interest relating to agenda items for the meeting, they should be declared in accordance with the Committee of University Chairs (CUC) Higher Education Code of Governance (2014).

NOTE: No declarations were made.

163/17-18 Academic Registrar

REPORTED: (by the Chair)

That the new Academic Registrar, Dr Chris Twine, be welcomed to their first meeting of the Steering Committee.

164/17-18 Students' Union Elections

REPORTED: (by the President of the Students' Union)

- (a) That the results of the Students' Union elections had been announced on Friday 2 March, noting that there had been a lower turnout than previous years due to the adverse weather conditions and the ongoing strike action, but nonetheless, the election had been a vibrant one, with the majority of sabbatical officer posts contested.
- (b) That the new sabbatical officer team was a notably diverse one with equal gender representation; it was hoped that this increased diversity across the team would have a positive impact on the Student Unions' Liberation and Diversity Campaign.
- (c) That the election results could be viewed on the Student Union [website](#).

(by the Chair)

- (d) That congratulations be extended to the team for organising the elections, particularly in such challenging conditions.

165/17-18 Steering Representative on FPSC

REPORTED: (by the Chair)

That it was approved by Chair's Action that the representative of the Steering Committee on the Financial Plan Sub Committee would be Professor Penny Roberts, Chair of the Faculty of the Arts.

166/17-18 Security Officers Receive WMP Chief Constable Awards

REPORTED: (by the Chair)

That Warwick security officers Andy Blenkinsop, Ryan Armstrong, Nick Bagworth and Ed Blunt had been presented with the West Midlands Police Chief Constable's Good Citizens award in recognition of their bravery in dealing with an incident in a residence in November 2016.

RESOLVED:

That the Steering Committee extended their congratulations to the officers in receipt of the award.

167/17-18 Director of Warwick Arts Centre to Retire

REPORTED: (by the Chair)

- (a) That the Director of Warwick Arts Centre, Alan Rivett, was due to retire after nearly two decades in post, noting his central involvement in both the Arts Centre's £32m redevelopment as well as Coventry's successful bid to become 2021 City of Culture.
- (b) That the directorship would be subject to a review of the role, noting that there were also a number of upcoming appointments being made for the Coventry City of Culture team and that this provided an opportunity for the University and the city to strengthen its relationship.

- 168/17-18 Founding Head of Department for Economics
- REPORTED: (by the Chair)
- (a) That it had been approved that the Founding Head of Department for Economics, Professor J R Sargent, would have a Chair of Economics named in his honour.
- (b) That the honorary title would be given to the current Head of Department during their period of Office, noting that the current Head of Department, Professor Jeremy Smith, would be arranging a celebratory event for Professor Sargent and his family.
- 169/17-18 Stonewall Workplace Equality Index
- REPORTED: (by the Chair)
- That Warwick had risen sixty places in the Workplace Equality Index as a result of its 2017 Equality Charter Mark submission, noting that it had risen over 181 places over the past two years and that Warwick now ranked 163rd out of the 434 organisations that participated.
- 170/17-18 Dr Matthew Jenner awarded BBSRC Future Leader Fellowship
- REPORTED: (by the Chair)
- That Dr Matthew Jenner, a Leverhulme Early Career Research Fellow in the Department of Chemistry, had been awarded the Biotechnology and Biological Sciences Research Council's Future Leader Fellowship for his work into modular polyketide synthase multi-enzymes.
- 171/17-18 Dr Nikos Zygouras awarded EPSRC Early Career Fellowship
- REPORTED: (by the Chair)
- That Dr Nikos Zygouras, an Associate Professor in the Department of Statistics, had been awarded an Engineering and Physical Sciences Research Council Early Career Fellowship for his work on Probability Theory.
- 172/17-18 Rutherford Strategic International Fellowships Programme
- REPORTED: (by the Chair)
- That the Institute of Advanced Study and the International Strategy and Relations Team had received funding to establish the Rutherford Strategic International Fellowships Programme, thereby enabling twelve Early Career Researchers to spend up to three months at Warwick working on long-term interdisciplinary collaborations and undertaking training activities to support career development.
- 173/17-18 Distance Learning MBA
- REPORTED: (by the Chair)
- That Warwick's Distance Learning MBA had been ranked first in the world in the Financial Times' 2018 MBA Rankings.

174/17-18 Major Review of Post-18 Education Launched

REPORTED: (by the Chair)

That Prime Minister Theresa May had launched a major review of post-18 education, the results of which were due in early 2019.

175/17-18 *Senate Business

CONSIDERED:

The business of Senate to be considered at its meeting on 14 March 2018.

REPORTED: (by the Senior Assistant Registrar (Teaching Quality))

- (a) That there had been a substantial review of personal tutoring undertaken by the Personal Tutoring Review Group, noting that its recommendations included the development of an institutional code of practice for personal tutoring, limiting the maximum number of tutees per tutor and establishing an institutional commitment to enabling departments to deliver personal tutoring effectively.

[Exempt information not included]

- (c) That the Academic Quality and Standards Committee would be recommending to the Senate for approval changes to Regulation 10.2 relating to the use of digital devices in examinations to prevent attempts to cheat, in addition to the proposed introduction of undergraduate exit qualifications for those students unable to complete their course of study.

RESOLVED:

That the business of Senate be approved.

176/17-18 *Targeted Reputational Survey Strategy Update (minute 71/17-18 refers)

RECEIVED:

An oral update on the University's targeted reputational survey.

REPORTED: (by the Provost)

- (a) That following the presentation of League Table Results at the meeting of the Steering Committee held on 20 November 2017, further work had been undertaken on a targeted reputational survey strategy.
- (b) That, whilst league table rankings served as a useful indication of a university's quality of teaching and research, league table position was not an end in itself, hence the importance of the work to develop Warwick's underlying Education and Research strategies.

[Exempt information not included]

RESOLVED:

That the update on the University's targeted reputational survey strategy be noted.

177/17-18 *Qualified Teacher Status Consultation

CONSIDERED:

The University's draft response to the Department for Education's Qualified Teacher Status Consultation (SC.71/17-18) {restricted}.

REPORTED: (by the Senior Assistant Registrar (Teaching Quality))

- (a) That the Department for Education had issued a consultation on a proposal to strengthen Qualified Teacher Status (QTS) and to improve career progression through Continuing Professional Development.
- (b) That the Centre for Teacher Education had drafted its response after consulting with its partner schools, noting that the response focused on addressing a number of key points, in particular the proposed extension of QTS to two years.
- (c) That the response highlighted concerns around the impact such an extension may have on schools; furthermore that there may be retention issues should individuals be subject to increasingly intensive monitoring.

(by the Chair)

- (d) That it be queried whether the Department for Education had given adequate consideration to the financial implications of extending QTS, and whether additional resources would be allocated to schools to mitigate increased costs.

RESOLVED:

That the University's draft response to the Department for Education's Qualified Teacher Status Consultation be approved.

178/17-18 *Health and Safety Update

CONSIDERED:

An update on Health and Safety matters (SC.72/17-18, {restricted}).

REPORTED: (by the Director of Health and Safety)

- (a) That the total risk level as per the Institutional Risk Register remained red, noting that progress against plan was amber.
- (b) That those departments identified as high risk would receive an external audit before the end of the academic year, noting that two preparatory internal audits per department would be completed prior to this.
- (c) That the audits should be viewed as an opportunity for improvement and not as a pass or fail exercise, noting that once individual departments had progressed from a red to amber status, the total risk level would also progress to amber.
- (d) That there had been an increase in the number of accidents and incidents reported, noting that as there had been no increase in their severity, this was likely to be due to an increased awareness of reporting procedures as opposed to an increase in actual accidents and incidents taking place.

- (e) That there were seven minor non-conformities outstanding from the external audit carried out by the British Standards Institute in January 2018, noting that these were expected to be resolved by June 2018.
- (f) That the Environment Agency notice at Wellesbourne was still in place as work was ongoing to rescind the licence, which required proof that historic radioactive material was no longer present.
- (g) That immediate future priorities included: preparation for Stage 2 of the British Standards Institute audit, ongoing fire safety awareness, a focus on stress management and working with Estates to audit Local Exhaust Ventilation systems.
- (h) That the University's Management of Stress Policy would be reviewed following liaison with Trade Unions, noting that the policy was last updated in 2009 and was therefore due for review.

(by the Chair of Faculty of Medicine)

- (i) That Warwick Medical School had achieved nearly 100% QuEMIS completion rates.

RESOLVED:

That the progress being made with regard to Stage 1 and Stage 2 audits against Occupational Health and Safety Assessment Series 18001 be noted.

179/17-18

*Report from Health and Safety Executive Committee on Health and Safety Policies

CONSIDERED:

A report from the University Health and Safety Executive Committee on Health and Safety Policies (SC.73/17-18, {restricted}).

REPORTED: (by the Director of Health and Safety)

- (a) That a recent audit by the British Standards Institute had identified the need to issue a significant number of topic-specific Health and Safety policies, noting that these had been formally considered by the University Health and Safety Executive Committee at its meeting on 13 February 2018.
- (b) That all of the policies would be available on the University webpages and would be searchable individually, noting that the Health and Safety team worked with Heads of Departments to advise which policies were relevant to their department.
- (c) That the completion of the QuEMIS hazard module facilitated the identification of those departments requiring more specific, technical policies and the subsequent support of the Health and Safety team in implementing them.
- (d) That there would be work undertaken to review consistency across all of the policies, including revisions to refer to the University's main Health and Safety Policy, which detailed the Vice-Chancellor's ultimate responsibility for the University's Health and Safety.

- (e) That Section 4 of the Permits to Work Policy had been revised to allow departments to carry out certain types of work locally, when previously a Permit to Work and involvement from the Estates Permit Office would have been required, thereby allowing operation under a separate process but in a safe and structured way.

RESOLVED:

- (a) That the changes to the Permit to Work Policy be approved.
- (b) That the new topic-specific Policies be approved subject to the amendments requested above.

180/17-18 *Equality and Diversity Update

CONSIDERED:

An update on Equality and Diversity matters (SC.74/17-18, {restricted}).

REPORTED: (by the Provost)

- (a) That the institutional Silver Athena SWAN and Race Equality Charter Mark resubmissions were currently in development.
- (b) That Warwick had achieved a ranking of 163 out of 434 submissions in the Stonewall Workplace Equality Index, noting that work would be undertaken to understand how Higher Education Institutions and other organisations placed even more highly than Warwick had achieved their ranking.
- (c) That the Diversity and Inclusion Team would be targeting and supporting departments as they worked towards their Athena SWAN submissions.
- (d) That there had been a strong focus on Equality and Diversity issues surrounding promotions, noting that extensive feedback had been received from the Gender Task Force.
- (e) That the Gender Pay Gap Report had been considered by the University Council in February and HR were currently working to respond to the feedback received at that meeting, with the report to be published shortly.
- (f) That work to reduce the gender pay gap would be a long term endeavour focused on equality of employment opportunities as well as support for progression.
- (g) That both the highest and lowest pay scales required review if the gender pay gap was to be comprehensively addressed throughout the institution.

(by the Director, People Group)

- (h) That the low percentage of females compared to the high percentage of males working in the upper pay quartile, in addition to the high percentage of females working in the lower pay quartile, significantly contributed to the gender pay gap.
- (i) That Warwick was not considered as having an overall pay equality issue, noting that any individual issues that arose were resolved when highlighted, however the gender pay gap did still exist within the institution; it was noted that conversely, some high profile companies did experience pay inequalities but not a gender pay gap.

- (j) That the FA9 pay scale had been identified as a particular concern regarding pay inequality, noting however that work had been undertaken to address this and consequently the gap had narrowed considerably.
- (k) That work to reduce the gender pay gap would be a long term project focused on equality of employment opportunities as well as the provision of opportunities to develop the skills required for progression into senior roles.
- (l) That there had been instances of institutions achieving a lower status upon resubmitting for the RECM or Athena SWAN than previously awarded, noting that in such cases there had not necessarily been a reduction of an institution's standards, rather the challenge of demonstrating impact in a short timescale and the continuously developing standards of the ECU.
- (m) That there was frequently a transitional period between new standards being developed by the ECU and institutions progressing internal standards to meet these new requirements, resulting in delays in achieving higher levels of accreditation.
- (n) That the Equality Challenge Unit (ECU) was considering ways in which it could improve the methodologies behind its assessments.

(by the Registrar)

- (o) That consideration should be given to postponing the Race Equality Charter Mark resubmission whilst the ECU undertook consultation on the methodologies for submissions in the future.

(by the Chair)

- (p) That the 'challenge' nature of the ECU created a certain amount of variability in the standards it set as equality standards continuously developed and adapted.
- (q) That feedback from the University Council regarding the gender pay gap had been very useful, noting work to systematically reduce the gender pay gap should be considered a long-term project.

RESOLVED:

- (a) That the report from Equality and Diversity be noted.
- (b) That the support of the Equality and Diversity Committee for the subscription to the Business Disability Forum, with a view to starting to work towards the Disability Standards accreditation, be noted.

181/17-18

*Pulse Survey Results

CONSIDERED:

A report on the Pulse 2017-18 Survey results and next steps (SC.75/17-18, {restricted}).

REPORTED: (by the Organisational Development Director)

- (a) That the eighth Pulse Survey had recently been completed with a reduced number of twenty questions in response to feedback from the previous Pulse Survey in 2015/16.
- (b) That the survey remained comparable to previous years, as the questions selected focused on overall employee engagement, senior leadership and on assessing the impact of the work undertaken in response to the five institutional themes identified as a result of the 2015/16 survey, noting that questions were not selected from previously best performing responses.
- (c) That the survey had achieved its highest ever response rate of 74% compared to the sector average response rate of 66%, with indicators of employee engagement strong across all staff groups and with a significant increase in responses from teaching staff compared to the previous survey.
- (d) That overall responses indicated an improvement, with only two areas showing a decrease from 2015/16, twelve questions achieving improved scores and three questions remaining static.

[Exempt information not included]

- (i) That from initial analysis, there was a gendered response to questions relating to the fairness of academic promotions.
- (j) That responses from more diverse groups were notably higher; it was noted that work should be undertaken to ascertain what aspects of working for the University promoted higher levels of engagement and satisfaction.
- (k) That there had been a 6% increase in respondents providing free-text comments from 2015/16, with key messages including transport-related frustrations and concerns around communication, consultation and transparency.
- (l) That the Pulse Survey results would be disseminated to the wider University community in headline format on Tuesday, 13 March 2018, with departmental results disseminated to Heads of Departments the following week and departmental action plans created by the end of June 2018.
- (m) That once the survey cycle had completed, staff would be invited to feed back on the new, shorter survey, noting that if future surveying proceeded in a similar format it would be necessary for it to become an annual survey.
- (n) That, where appropriate levels of responses had been received, the data collected from the Pulse Survey would be used to inform the upcoming Athena SWAN and Race Equality Charter Mark submissions.

(by the Senate Representative)

- (o) That the questions did not give staff the opportunity to provide positive feedback on the University, noting that it is worthwhile to acknowledge what is being done well to share best practice and to reward the hard work that had gone into those areas.
- (p) That in future surveys, it would be beneficial to have an open text question on the positives of working for the University.

(by the Director, People Group)

- (q) That the Employee Engagement Index score received was notably high, noting that a similar result would be a challenge for many other organisations.
- (r) That the most positive feedback was received from colleagues who were under 25 years old or over 66 years old, in addition to those having worked in the institution for less than two years; noting that Warwick should work towards sustaining these levels of engagement and satisfaction beyond these demographics.

RESOLVED:

- (a) That the Pulse Survey 2017/18 results and highlighted significant findings be noted.
- (b) That the proposed next steps for dissemination and post-Survey action planning be approved.

182/17-18

*UCU Strike Action

REPORTED (by the Chair)

- (a) That it was a crucial week for negotiations, with a meeting between UUK and UCU facilitated by ACAS that day to attempt to agree a framework for decision-making.
- (b) That it was likely that any timeline agreed with ACAS would be longer than the published UUK timeline.
- (c) That there had been significant changes in the position of individual employers over the last week, with the University of Cambridge, Imperial College London and the University of Manchester all defecting from the UUK position in different ways, noting that it was a concern as to whether universities would be treated differentially by UCU based on their views.
- (d) That Warwick's proposal would potentially be announced next week, once further meetings had taken place.
- (e) That the JNC was currently awaiting endorsement from the USS Trustees on its formally constituted decision, noting that the proposed changes were subject to a statutory consultation by employers with employees affected.
- (f) That the issue of potential pressure to compensate students whose teaching was impacted by the strikes was discussed, noting that King's College London had sought to clarify its reported position of offering refunds to affected students amid concerns that this fostered a transactional relationship between universities and students.

As at 15 March 2018