

**UNIVERSITY OF WARWICK  
COUNCIL**

**PUBLIC MINUTES OF THE MEETINGS HELD**

**16:00 TUESDAY 14 OCTOBER 2025 IN SPACE 17, RADCLIFFE CONFERENCE CENTRE; AND  
09:00 WEDNESDAY 15 OCTOBER 2025, IN SENATE HOUSE, COUNCIL CHAMBER**

<b>Present</b>	Neil Sachdev	Chair of Council (Chair)
	Yewande Akinola	Independent member and Chair of University and Chair of the University Estate and Environment Committee (apart from items 005-012)
	Professor Stuart Croft	Vice-Chancellor (all items except 021)
	James Furse	Independent member and Chair of Audit and Risk Committee
	Alison Hatcher	Independent member
	Kate Holden	Independent member and Chair of Remuneration Committee
	Richard Hyde	Independent member and Chair of Council Connect Programmes Subgroup
	Professor Tim Lockley	Academic member
	Professor Caroline Meyer	Provost (all items except 021)
	Professor Mark Newton	Academic member
	Sam Parr	Professional Services Member
	Maya Prabhu	Independent member (from item 018)
	Wayne Snow	Treasurer and Chair of Finance and General Purposes Committee
	Ananya Sreekumar	Students' Union Vice-President for Education (apart from items 005-013)
	Alijah Taha	President of the Students' Union (SU)
<b>Attending</b>	Sophie Black	Governance Manager (Assistant Secretary)
	Dr Tim Bradshaw	Chief Executive Officer, Russell Group (until item 004)
	Ollie Chapman	SU Vice-President for Welfare & Campaigns (for item 025)
	Nikki Constant	Finance Director (for item 023)
	Dan Derricott	Director of Education Policy & Quality (for item 024)
	Rosie Drinkwater	Group Finance Director (all items except 021)
	Nia Fortune	Chief People Officer (all items except 021)
	Professor Lorenzo Frigerio	Pro-Vice-Chancellor (Education) (all items except 021)
	Louis Gosling	SU Vice-President for Sports (for item 025)
	Katharine Gray	Head of Governance Services
	Dr Elizabeth Hough	Director of Admissions (for item 022)
	Professor David Leadley	Pro-Vice-Chancellor (Research) (all items except 021)
	Sam Roseveare	Director of National and Regional Policy (until item 004)
	Rachel Sandby-Thomas	Registrar (All items except 021)
	Adam Skrzymowski	SU Vice-President for Societies (for item 025)
	Dr Chris Twine	University Secretary (Secretary to Council) (all items except 021)
	James Varney	SU Vice-President for Democracy & Development (for item 025)

*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 14 October 2025 – Strategic Session**

Ref	Item
001	<p><b>Chair's Welcome and Introduction</b></p> <p>The Chair welcomed Council members and attendees, extending a particular welcome to new members Alijah Taha (President of the Students' Union (SU)), Ananya Sreekumar (SU Vice-President for Education) and Alison Hatcher (independent member); and to Dr Tim Bradshaw (Chief Executive Officer, Russell Group) and Sam Roseveare (Director of National and Regional Policy) as attendees for items 001 to 004.</p> <p>The Chair highlighted the importance of Council remaining strategic in focus and leading with value and the Warwick values, to support the University in staying ambitious, resilient and relevant.</p>

002	<p><b>Apologies for Absence</b></p> <p>Apologies for the strategic session were received from Junaid Bajwa, Stef Calcraft, Bernadette Kelly, Professor Nina-Anne Lawrence, Jayne Nickalls, Maya Prabhu and Dr Gavin Schwartz-Leeper.</p>
003	<p><b>Declarations of Interest</b></p> <p>No new declarations of interest were made.</p>
<b>Strategic Topic</b>	
004	<p><b>Presentations from senior sector leaders</b></p> <p>The Director of National and Regional Policy introduced the discussion with the Chief Executive of the Russell Group.</p> <p>Council members discussed global and UK policy and political developments in Higher Education and their implications for Warwick's future.</p>
<b>Wednesday 15 October 2025 – Main Meeting</b>	
005	<p><b>Chair's Welcome and Introduction</b></p> <p>The Chair welcomed members and all attendees to the meeting.</p>
006	<p><b>Apologies for Absence</b></p> <p>Apologies for the Council meeting were received from Junaid Bajwa, Stef Calcraft, Bernadette Kelly, Professor Nina-Anne Lawrence, Jayne Nickalls and Dr Gavin Schwartz-Leeper.</p>
007	<p><b>Declarations of Interest</b></p> <p>No new declarations of interest were made.</p>
008	<p><b>Minutes of the Council meetings held on 8 and 9 July 2025</b></p> <p>The minutes of the meetings held on 8 and 9 July 2025 (008-C151025, Confidential) were <b>approved</b>.</p>
009	<p><b>Matters arising from the Council meetings held on 8 and 9 July 2025</b></p> <p>There were no matters arising not covered elsewhere on the agenda.</p>
010	<p><b>Chair's business and action</b></p> <p><b>a) November Council timings</b></p> <p>The Chair reported that the Strategic Session on Tuesday 25 November 2025 would start at the earlier time of 4pm.</p>
011	<p><b>Vice-Chancellor's business</b></p> <p>The Vice-Chancellor presented the report (011C151025, Public), highlighting the following:</p> <ul style="list-style-type: none"> <li>• Warwick had been named University of the Year at the Student Social Mobility Awards in July 2025.</li> <li>• Earlier in the summer, the University had been one of 10 universities to receive funding from the government's Global Talent Fund to attract international talent.</li> <li>• The University was starting the 2025-26 year in a phase of strategy acceleration, in the context of financial challenges in the sector, and with three priority areas: delivering excellence in research and education; financial sustainability; and continuing to boost Warwick's reputation and ranking.</li> <li>• Professor Caroline Meyer was now in role as Provost, Professor David Leadley as Pro-Vice-Chancellor for Research and Nia Fortune had commenced as Chief People Officer. While two executive colleagues were on long term leave due to personal reasons, Dr Chris Twine, University Secretary, was overseeing Campus and Commercial Services Group, Information and Digital Group and Marketing, Communications and Insight, line managing the senior leads in each Group.</li> </ul>
<b>Governance I</b>	

012	<p><b>a) Membership and Terms of Reference of the Council 2025-26</b></p> <p>The Secretary to Council presented the report (012a-C151025, Public), including a proposal to refresh the Council terms of reference within Ordinance 4.</p> <p>An amendment was proposed to term 8, to confirm the role of Council in accepting, rather than approving, transfers from the University Foundation.</p> <p><b>DECISION:</b> The Council <b>approved</b> the membership and updated terms of reference of the Council as set out in Ordinance 4.4, subject to the amendment to term 8 as discussed.</p> <p><b>b) Statement of Primary Responsibilities of the Council</b></p> <p>The Secretary to Council presented the Statement of Primary Responsibilities of the Council (012b-C151025, Public). Following the amendments approved in July 2025, a further update was proposed to include a reference to promoting freedom of speech, in line with the reintroduction and implementation of the Higher Education (Freedom of Speech) Act 2023.</p> <p>Members noted the role of Dr Gavin Schwartz-Leeper as Chair of the Academic Freedom Review Committee, and that further assurance around the promotion of academic freedom and freedom of speech would be brought to Council as required.</p> <p><b>DECISION:</b> The Council <b>approved</b> and adopted the Statement of Primary Responsibilities of the Council.</p>
013	<p><b>Expectations of Council Members</b></p> <p>The Secretary to Council presented the report (013-C151025, Public), summarising the University’s Values and Behaviours and the expectations on Council members in their role as charity trustees.</p> <p>The Council noted the report.</p>
014	<p><b>Code of Practice on Corporate Governance</b></p> <p>The Secretary to Council presented the report (014-C151025, Public), setting out corporate governance and related procedural matters with respect to the operation of the Council.</p> <p>While acknowledging that academic membership of Fundraising Ethics Committee had traditionally been drawn from disciplines with a higher proportion of ethical implications, a request to re-consider the discipline balance would be taken forward, as well as the potential for a member with a remit on academic freedom.</p> <p><b>DECISION:</b> The Council <b>approved</b> the University’s Code of Practice on Corporate Governance.</p> <p><b>ACTION:</b> Consider academic membership on Fundraising Ethics Committee (discipline balance and potential for remit on academic freedom).</p>
<b>Committee Reports I</b>	
015	<p><b>Report from Senate</b></p> <p>The Vice-Chancellor presented the report (015-C151025, Confidential) from the meeting on 24 September 2025.</p> <p>The Senate had discussed presentations from University Executive Board (UEB) members on priorities and risks for the year ahead, [Exempt information not included].</p> <p>Members noted ongoing work to manage and proactively offer/signpost student support provision to all students as needed, not only to those with declared support requirements. The outcomes and recommendations from the review of personal tutoring were due to be presented to Senate sub-committees imminently, with training for personal tutors a core element in ensuring an effective balance between academic and pastoral support for students.</p> <p><b>ACTION:</b> Provide an update to Council on student support provision in the context of increased student cohorts.</p> <p>[PTO]</p>

016	<p><b>Report from the Finance and General Purposes Committee (FGPC)</b></p> <p>The Treasurer and Chair of FGPC presented the report (016-C151025, Highly Confidential) from the meeting on 30 September 2025. Key points were:</p> <ul style="list-style-type: none"> <li>• [Exempt information not included]</li> <li>• [Exempt information not included]</li> <li>• An interim report on the Financial Plan had been presented, ahead of the full Financial Plan presentation to FGPC (and Council) in November, with a few areas requested to be explored in more detail at that point.</li> <li>• [Exempt information not included]</li> </ul>
017	<p><b>Report from the Audit and Risk Committee (A&amp;RC)</b></p> <p>The Chair of A&amp;RC presented the report (017-C151025, Confidential) from the meeting on 25 September 2025, and highlighted as follows:</p> <ul style="list-style-type: none"> <li>• Although risks around cybersecurity remained high, the projected impact and likelihood was slightly reducing due to the ongoing promotion of information security compliance, including around behaviour change.</li> <li>• [Exempt information not included]</li> <li>• An institutional risk register was being introduced, to bridge the gap between local department/ faculty risk registers and the strategic risk register (SRR).</li> </ul> <p>A comment on the inclusion of elements around academic freedom and institutional autonomy was noted in the context of the shift in threshold and focus of the SRR.</p>
018	<p><b>Report from the University Estate and Environment Committee (UEEC)</b></p> <p>The Chair of UEEC presented the report (018-C151025, Confidential) from the meeting on 30 September 2025. Key points were:</p> <ul style="list-style-type: none"> <li>• Additional University-allocated accommodation requirements for first year undergraduates had been managed, with support and reassurance provided to students (and their supporters) allocated at partner accommodation.</li> <li>• UEEC had discussed the Environmental Sustainability Strategy, the proposed vision for the University of Warwick Eco Park and recommendations on the strategic direction around Scope 1, 2 and 3 emissions.</li> <li>• Projects relating to essential maintenance/ Health &amp; Safety works in University House and the Faculty of Arts Building were being overseen and progressed by relevant teams and groups.</li> </ul> <p>Further work was being carried out following the UEEC meeting to ensure clear communication of the rationale around proposed changes to carbon emission reduction targets, and to further explore potential impacts on reputation and rankings. Members highlighted the importance of honest, transparent communications and of maintaining a focus on continued positive progress towards the University’s ambitious targets.</p> <p><b>ACTION:</b> Bring back proposals for University carbon target reduction, specifically wording relating to targets.</p>
019	<p><b>Report from the Council Subgroup on the Connect Programmes</b></p> <p>The Chair of the Council Connect Programmes Subgroup presented the report (019-C151025, Highly Confidential) from the extraordinary meeting on 4 September 2025. [Exempt information not included].</p> <p>Members welcomed the processes in place to monitor and track interdependencies with other capital projects.</p>

020	<p><b>Report from the Nominations Committee</b></p> <p>The Chair presented the report (020-C151025, Confidential) from the meeting on 23 September 2025. Items considered by the Committee had included the annual review of all nominees considered for independent Council memberships, and a report on attendance of independent and external members at Council and Council sub-committee meetings.</p> <p>Recruitment to upcoming Council vacancies (including the Vice-Chair of Council and the professional services member) and external member vacancies on FGPC and UEEC would be discussed by the Committee during the year.</p> <p><b>DECISION:</b> The Council <b>approved</b> the membership of the following Council and Joint Senate and Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Remuneration, Nominations, University Estate and Environment, Fundraising Ethics, Honorary Degrees, Research Governance and Ethics (see also item 028).</p>
021	<p><i>The Vice-Chancellor and other UEB members present (i.e. Provost, Registrar, Pro-Vice-Chancellors, Group Finance Director, University Secretary and Chief People Officer) were not in attendance for this item.</i></p> <p><b>Report from the Remuneration Committee (RemCo)</b></p> <p>The Chair of RemCo presented the report (021-C151025, Highly Confidential) from the meeting on 23 September 2025. RemCo had discussed and received assurance relating to executive performance and pay; [Exempt information not included]; the Vice-Chancellor’s performance in 2024-25, priorities for 2025-26, remuneration and related benchmarking.</p> <p>The importance of succession planning was highlighted, particularly for senior University staff members.</p>
<b>Strategic Items</b>	
022	<p><b>Student Admission: Outcomes for 2025 Entry</b></p> <p>The Director of Admissions presented the report (022-C151025, Confidential), with key points as follows:</p> <ul style="list-style-type: none"> <li>• Over the summer, colleagues in Admissions and academic departments had continued to work closely to ensure an appropriate University response to the challenging sector backdrop, [Exempt information not included].</li> <li>• [Exempt information not included]</li> <li>• [Exempt information not included]</li> <li>• While Warwick remained in a strong position, with an excellent reputation and educational offer, there was no room for complacency in an increasingly competitive recruitment landscape.</li> <li>• The Student Recruitment Recovery plan was well under way. Both Recruitment and Admissions would continue to work together with the educational leadership team and academic departments to maintain a strong position.</li> <li>• [Exempt information not included]</li> </ul> <p>Members discussed the admissions update and insights at length, noting also elements of the Student Recruitment Recovery plan already in progress, to mitigate against the highly competitive sector international market.</p> <p>The Council thanked the teams across the University for their hard work in achieving a positive student intake outcome.</p>
023	<p><b>Financial Plan Update</b></p> <p>The Group Finance Director and Finance Director presented the report (023-C151025, Confidential). Key points were:</p> <ul style="list-style-type: none"> <li>• Since the last update to Council, the draft Plan had been updated with the [Exempt information not included] 2024-25 outturn [Exempt information not included].</li> </ul>

	<ul style="list-style-type: none"> <li>Revised budgetary envelopes had been set for each area, also reflecting the current student recruitment position.</li> <li>[Exempt information not included]</li> <li>[Exempt information not included]</li> <li>Other adjustments were being made, including around capital plan projections, depreciation, cash and interest. [Exempt information not included].</li> </ul> <p>Members noted the interim update report and that the final Plan would be presented to Council in November for approval.</p> <p>The Council congratulated staff for their efforts and contributions towards the positive 2024-25 financial outturn.</p>
<b>Substantive Items</b>	
024	<p><b>National Student Survey (NSS) 2025 Results</b></p> <p>The Pro-Vice-Chancellor (Education) and Director of Education Policy &amp; Quality presented the report (024-C151025, Confidential). Key points were as follows:</p> <ul style="list-style-type: none"> <li>[Exempt information not included]</li> <li>Students' positivity had risen gradually across most survey areas, particularly Teaching and Academic Support, reflecting the high quality of educators at Warwick.</li> <li>[Exempt information not included]</li> <li>Ongoing continuous improvement and targeted development would continue to build and sustain an excellent student learning experience, which would be important in the run up to the next Teaching Excellence Framework (TEF) assessment.</li> </ul> <p>The Council welcomed the NSS 2025 outcomes. Members noted and discussed the various actions and initiatives under way to ensure Warwick continued to offer a high-quality education and student experience.</p>
025	<p><b>Students' Union Priorities for 2025-26</b></p> <p>The SU President and team of full-time Student Officers presented their collective priorities for 2025-26, set out under the following themes:</p> <ul style="list-style-type: none"> <li>Improving Accessibility and Visibility of Opportunities</li> <li>Expanding Support Beyond SUHQ</li> <li>Campaigning and Communication</li> <li>Enabling, Equipping and Empowering Students</li> <li>Investing in Partnerships</li> </ul> <p>The Council welcomed the update, particularly opportunities to further increase engagement between the SU and the University, with the common aim of ensuring students feel supported to achieve their best while at Warwick.</p>
<b>Items below this line were for receipt and/or approval, without discussion</b>	
<b>Governance II</b>	
026	<p><b>Chair's Action Report</b></p> <p>The Council noted the report (026-C15102025, Confidential) without discussion.</p>
027	<p><b>Standing Orders of the Council</b></p> <p>The Council received the report (027-C151025, Public) without discussion.</p> <p><b>DECISION:</b> The Council <b>approved</b> the Standing Orders of the Council.</p>

028	<b>Membership of Council and joint Senate and Council Committees 2025-26</b> The Council received the report (028-C151025, Public) without discussion. See item 020: Report from the Nominations Committee for decision.
029	<b>Warwick Students' Union Annual Elections Report 2024-25</b> The Council noted the report (029-C151025, Public). It was reported that, while the independent Returning Officer (NUS) had overseen the elections process for major Office Holders and declared that the elections were held in a free and fair manner, a number of recommendations had been made. These were being progressed as part of SU democratic processes. The upcoming quinquennial review of the SU was noted, with independent member James Furse having agreed to chair the review group.
030	<b>Warwick Students' Union Strategy 2025-30</b> The Council noted the report (030-C151025) without discussion.
031	<b>Annual Report from the University's Multi-Faith Chaplaincy 2024-25</b> The Council noted the report (031-C151025, Public) without discussion.
032	<b>Council Schedule of Business and Council Committees' Reporting Schedule 2025-26</b> The Council noted the report (032-C151025, Public) without discussion.
033	<b>Graduation Dates 2026</b> The Council noted the report (033-C151025, Public). The Chair encouraged members, particularly independent members, to participate in the graduation ceremonies where possible.
034	<b>Deeds Register Annual Report 2025</b> The Council noted the report (034-C151025, Confidential) without discussion.
<b>Committee Reports II</b>	
035	<b>Report from the University Executive Board</b> The Council noted the summary report (035-C151025, Confidential) without discussion.
<b>Other</b>	
036	<b>Any other business</b> There was no other business.
<b>Next meeting: Wednesday, 26 November 2025 at 09:00 in the Council Chamber, Senate House</b>	

## COUNCIL DECISIONS AND ACTIONS – 15 OCTOBER 2025

### DECISIONS AND ACTIONS

ITEM	DECISION/ACTION	LEAD AND DUE DATE	STATUS
<b>2023-24</b>			
<b>6/7 February 2024</b>			
<b>082 - Academic Freedom and Freedom of Speech</b>	<b>ACTION 1:</b> 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
<b>21/22 May 2024</b>			

<b>115 - Strategic Key Performance Indicators</b>	<b>ACTION 1:</b> Consider how the presentation of the KPIs could be improved from an accessibility perspective.	Simon Stearn, SPA team, November 2024	In progress
	<b>ACTION 2:</b> 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
<b>2024-25</b>			
<b>20 November 2024</b>			
<b>046 - 60<sup>th</sup> Anniversary Philanthropic Campaign</b>	<b>ACTION:</b> Share philanthropic campaign schedule of action with Council members.	Director of Development, Council secretariat, asap	
<b>9 July 2025</b>			
<b>134 - Ethical Assurance Report</b>	<b>ACTION 1:</b> Add reference to the Ethical Assurance Framework to the Scheme of Delegation.	Chris Twine, Governance Team, by autumn 2025	In progress, Scheme due to November 2025 Council
	<b>ACTION 2:</b> Consider extending Fundraising Ethics Committee membership (to include potentially another Student's Union representative and additional academic representation).	For consideration by Nominations Committee, by autumn 2025	See also 014 below.
<b>2025-26</b>			
<b>15 October 2025</b>			
<b>012a - Membership and Terms of Reference of the Council 2025-26</b>	<b>DECISION:</b> The Council <b>approved</b> the membership and updated terms of reference of the Council, as set out in Ordinance 4.4, subject to the amendment to term 8 as discussed.		
<b>012b - Statement of Primary Responsibilities of the Council</b>	<b>DECISION:</b> The Council <b>approved</b> and adopted the Statement of Primary Responsibilities of the Council.		
<b>014 - Code of Practice on Corporate Governance</b>	<b>DECISION:</b> The Council <b>approved</b> the University's Code of Practice on Corporate Governance.		
	<b>ACTION:</b> Consider academic membership on Fundraising Ethics Committee (discipline balance and potential for remit on academic freedom).	Chris Twine (Secretary to Council), Jayne Nickalls (Chair of FEC), asap	
<b>015 - Report from the Senate</b>	<b>ACTION:</b> Provide an update to Council on student support provision in the context of increased student cohorts.	Lorenzo Frigerio (PVC, Education), Chris Twine (Secretary to Council), tbc	
<b>018 - Report from UEEC</b>	<b>ACTION:</b> Bring back proposals for University carbon target reduction, specifically terminology relating to targets.	Yewande Akinola (Chair of UEEC)/ Parvez Islam (Director of Environmental Sustainability), asap	

<b>020 - Report from the Nominations Committee</b>	<b>DECISION:</b> The Council <b>approved</b> the membership of the following Council and Joint Senate and Council Committees: Art Collection, Audit and Risk, Finance and General Purposes, Remuneration, Nominations, University Estate and Environment, Fundraising Ethics, Honorary Degrees, Research Governance and Ethics (see also item 028).
<b>027 - Standing Orders of the Council</b>	<b>DECISION:</b> The Council <b>approved</b> the Standing Orders of the Council.