

UNIVERSITY OF WARWICK

COUNCIL

PUBLIC MINUTES OF THE MEETINGS HELD

**16:00 TUESDAY 25 NOVEMBER 2025 IN SPACE 43, SCARMAN CONFERENCE CENTRE; AND
09:00 WEDNESDAY 26 NOVEMBER 2025, IN SENATE HOUSE, COUNCIL CHAMBER**

Present	Neil Sachdev	Chair of Council (Chair)
	Stef Calcraft	Independent member (until item 041)
	Professor Stuart Croft	Vice-Chancellor (all items except 050a and b)
	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
	Bernadette Kelly	Independent member
	Professor Nina-Anne Lawrence	Academic member
	Professor Tim Lockley	Academic member
	Professor Caroline Meyer	Provost (all items except 050a and b)
	Professor Mark Newton	Academic member
	Sam Parr	Professional Services Member
	Maya Prabhu	Independent member (from item 042)
	Dr Gavin Schwartz-Leeper	Academic Member (Chair of Academic Freedom Review Committee)
	Wayne Snow	Treasurer and Chair of Finance and General Purposes Committee
	Ananya Sreekumar	Students' Union Vice-President for Education (from item 040)
Alijah Taha	President of the Students' Union	
Attending	Gillian Bagwell	Director of Internal Audit and Assurance (from item 042, except 050a and b) (observing)
	Sophie Black	Governance Manager (Assistant Secretary)
	Nikki Constant	Finance Director (for item 056)
	Rosie Drinkwater	Group Finance Director (all items except 050a and b)
	Nia Fortune	Chief People Officer (all items except 050a and b)
	Professor Lorenzo Frigerio	Pro-Vice-Chancellor (Education) (from item 041, except 050a and b)
	Katharine Gray	Head of Governance Services
	Sarah Gregory	Executive Officer (Registrar's Group) (for item 057)
	Mark Griffiths	Head of Reward (for item 050c)
	Raja Javaid	Chief Information and Transformation Officer (until item 041)
	Helen Knee	Director of Conduct and Resolution (for item 058)
	Professor David Leadley	Pro-Vice-Chancellor (Research) (from item 039, except 050a and b)
	Geraint Llewellyn	Infrastructure and Operations Director, Information and Digital Group (IDG) (for item 057)
	Professor Stephanie Panichelli-Batalla	Academic Director (Sustainability) (for item 055)
	Satnam Rana-Grindley	Interim Lead Marketing, Communications & Insight (until item 042)
	Sam Roseveare	Director of National and Regional Policy (until item 042)
	Rachel Sandby-Thomas	Registrar (from item 042, except 050a and b)
	George Saxon	Head of Transport Systems & Operations (from item 042, except 050a and b) (observing)
	Professor Michael Scott	Pro-Vice-Chancellor (International) (from item 042, except 050a and b)

	Dr Chris Twine	University Secretary (Secretary to Council) (all items except 050a and b)
	Professor Helen Wheatley	Academic Director, Warwick Institute of Engagement (for item 041)

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 25 November 2025 – Strategic Session

Ref	Item
037	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed Council members and attendees, extending a particular welcome to Stef Calcraft and Bernadette Kelly (new independent members) and to Satnam Rana-Grindley (Interim Lead, Marketing, Communications & Insight) who was attending the Tuesday session.</p> <p>The Chair thanked Raja Javaid for their contributions as Chief Information & Transformation Officer over the last three years, and specifically for leadership of the University’s digital transformation programme. Raja would leave Warwick at the end of December 2025.</p>
038	<p>Apologies for Absence</p> <p>Apologies for the strategic session were received from Yewande Akinola, Junaid Bajwa, Jayne Nickalls and Maya Prabhu.</p>
039	<p>Declarations of Interest</p> <p>Alison Hatcher declared a potential interest but remained present throughout the meeting as there were no conflicts.</p>

Strategic Topics

040	<p>Government post-16 Education & Skills White Paper</p> <p>The Director of National and Regional Policy presented on the post-16 Education & Skills White Paper, setting out the Government’s ambitions for higher education.</p> <p>The Council discussed the key announcements from the White Paper and implications for Warwick. It was noted that a further strategic session on this topic would be planned as part of the February 2026 Council events.</p>
041	<p>Warwick Institute of Engagement</p> <p>The Academic Director, Warwick Institute of Engagement (WIE) presented on the Institute’s key public engagement achievements and strategic direction.</p> <p>Council members welcomed the update and the impactful ongoing work. It would be essential to maximise visibility and to ensure synergy with the wider University Strategy, particularly Social Inclusion.</p>

Wednesday 26 November 2025 – Main Meeting

042	<p>Chair’s Welcome and Introduction</p> <p>The Chair welcomed members and all attendees to the meeting.</p>
043	<p>Apologies for Absence</p> <p>Apologies for the Council meeting were received from Yewande Akinola, Junaid Bajwa, Stef Calcraft and Jayne Nickalls.</p>
044	<p>Declarations of Interest</p> <p>Alison Hatcher declared a potential interest but remained present throughout the meeting as there were no conflicts.</p>
045	<p>Minutes of the Council meetings held on 14 and 15 October 2025</p> <p>The minutes of the meetings held on 14 and 15 October 2025 (045-C261125, Confidential) were approved.</p>

046	<p>Matters arising from the Council meetings held on 14 & 15 October 2025</p> <p>a) Update on managing impacts of additional undergraduate numbers</p> <p>[Exempt information not included]</p>
047	<p>Chair’s business and action</p> <p>a) Winter Graduation Ceremonies</p> <p>The Chair encouraged all members, particularly independent members, to participate in the January 2026 graduation ceremonies where possible. Two ceremonies would be held each day from Monday 19 to Friday 23 January 2026 inclusive.</p> <p>b) February Council</p> <p>The Chair reported that Council events on Tuesday 10 February 2026 would commence at the earlier time of 10am with a joint meeting of Senate and Council, followed by lunch and Council strategic sessions in the afternoon.</p> <p>c) Register of Interests</p> <p>The Chair highlighted the report on Council Members’ Register of Interests (see item 063) and reminded members to inform the University Secretary of any in-year updates.</p> <p>d) Fire in campus residence block</p> <p>The Group Finance Director provided an update following the recent kitchen fire in a student flat in Arthur Vick residence, including the response during the incident, immediate and ongoing support provision for the affected students, plans for repair and reoccupation. A full incident report would be presented to the Audit & Risk Committee.</p> <p>The Council extended its thanks to all those involved for their work during and after the incident.</p>
048	<p>Vice-Chancellor’s business</p> <p>The Vice-Chancellor presented the report (048-C261125, Public), highlighting the following:</p> <ul style="list-style-type: none"> • Warwick had been named as Institution of the Year 2025 by the UK Council for International Student Affairs (UKCISA). • The University had won the Royal Academy of Engineering’s Bhattacharyya Award for Warwick Manufacturing Group’s (WMG) collaboration with the Tata Group. • UCU (University and College Union) and Unite were currently conducting national ballots for industrial action, which were due to close on 28 November 2025. • The Government White Paper on post-16 skills and education included the intention to change the Office for Students’ (OfS) regulatory powers, to allow the imposition of recruitment limits in cases of poor quality, linked to Teaching Excellence Framework (TEF) outcomes. There was also an expectation that the sector would continue to make progress on shared services and infrastructure.
Committee Reports I	
049	<p>a) Report from the Audit and Risk Committee</p> <p>The Council noted the report (049a-C261125, Confidential) from the meeting of the Audit & Risk Committee (A&RC) on 11 November 2025.</p> <p>b) Audit and Risk Committee Annual Report 2024-25</p> <p>The Council noted the A&RC Annual Report for 2024-25 (049b-C261125, Confidential).</p> <p>c) Internal Audit Annual Report 2024-25 (049c-C261125, Confidential)</p> <p>DECISION: The Council approved the Internal Auditor’s Annual Report 2024-25.</p>

	<p>d) External Audit Management Letter 2024-25</p> <p>The Council noted the External Auditor’s Management Letter 2024-25 (049d-C261125, Confidential).</p>
050	<p><i>The Vice-Chancellor, other UEB members present (i.e. Provost, Registrar, Pro-Vice-Chancellors, Group Finance Director, University Secretary and Chief People Officer) and the meeting observers were not in attendance for items 50a and b.</i></p> <p>a) Report from the Remuneration Committee (RemCo)</p> <p>The Chair of RemCo reported that the meeting on 4 November 2025 had been cancelled and was due to be rescheduled. The proposed amendments to the RemCo terms of reference had been reviewed by correspondence and were recommended to Council under item 065.</p> <p>b) Remuneration Committee Annual Report 2024-25</p> <p>The Chair of RemCo presented the report (050b-C261125, Highly Confidential to Members) which included, among other, an update on remuneration of the Vice-Chancellor.</p> <p>The Council noted the report. Work on talent management including senior management succession and pipeline was being led by the Chief People Officer, with a further update due to be discussed by RemCo at its June 2026 meeting. The importance of appropriate prioritisation within internal communications of senior staff change updates was highlighted.</p> <p>c) Pay Gap Figures</p> <p>The Chief People Officer presented the report (050c-C261125, Confidential) setting out the University’s gender, ethnicity, disability and LGBTQIA+ pay gaps as at 31 March 2025. Key points were:</p> <ul style="list-style-type: none"> • [Exempt information not included] • [Exempt information not included] • Actions were focused on further improving representation, which would help drive a positive change in the University’s demographic profile and subsequently the pay gaps. • The People Data Dashboard had been rolled out to all departments, providing greater visibility of demographic and pay gap insights. <p>Council welcomed the update, [Exempt information not included]. Further development of the data dashboard, to provide more granular analysis, as well as line manager accountability would be important in continuing to drive positive change.</p> <p>Members noted that alongside the ongoing pay gap actions, the Chief People Officer had been asked to review current processes with a view to re-articulating targets and aspirations.</p> <p>ACTION: Review Pay Gap ambition/ target in line with progress against the action plan.</p>
051	<p>Report from the Finance and General Purposes Committee</p> <p>The Treasurer and Chair of FGPC presented the report (051-C261125, Highly Confidential) from the meeting on 12 November 2025. Discussion at the meeting had focussed on the Financial Statements 2024-25 and the Financial Plan 2025 (see item 056).</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved that the on-campus data centre be included in the Capital Plan [Exempt information not included]. 2) Approved the release of funds for the University House Major Maintenance works [Exempt information not included]; and entering into contract with [Exempt information not included] the main contractor, subject to final pricing being within budget. <p>[PTO]</p>

052	<p>Report from the Council Subgroup on the Connect Programmes</p> <p>The Chair of the Council Connect Programmes Subgroup presented the report (052-C261125, Highly Confidential) from the extraordinary meeting on 13 November 2025.</p> <p>The Subgroup had discussed a STEM Connect Programme (CP) update on project cost, quality, timings, and [Exempt information not included]. Adhering to the agreed overall budget [Exempt information not included] and ensuring value for money for the University were key priorities. The Subgroup was assured that the agreed budget continued to be realistic for the University’s requirements. Risk reporting would be formalised through Audit & Risk Committee.</p> <p>Both the STEM and Social Sciences CP business cases were due to be presented to the February 2026 meeting of Council.</p> <p>DECISION: The Council approved the constitution and membership of the Council Subgroup on the Connect Programmes for 2025-26.</p>
053	<p>Report from the Senate</p> <p>The Vice-Chancellor presented the report (053-C261125, Highly Confidential) from the meeting on 5 November 2025.</p> <p>As well as items in common with the Council agenda, Senate had also discussed an initial set of proposals regarding academic freedom at Warwick from the Chair of the Academic Freedom Review Committee, including a recommendation to convene a time-limited Joint Senate-Council Working Group on Academic Freedom.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved the establishment of a time-limited Joint Senate-Council Working Group to review and strengthen academic freedom at Warwick. 2) Approved the addition of “academic freedom” to institutional risk registers. <p><i>Note: After the meeting, Council members interested in joining the working group were invited to contact the Council team.</i></p>
054	<p>Report from the Research Governance and Ethics Committee</p> <p>The Pro-Vice-Chancellor (Research) presented the report (054-C261125, Confidential) from the meeting on 21 October 2025.</p> <p>DECISION: The Council approved the University’s Trusted Research Action Plan for 2025-26.</p>
Strategic Items	
055	<p><i>This item was taken after item 048</i></p> <p>Environmental Sustainability Strategy</p> <p>The Academic Director (Sustainability) presented the report (055-C261125, Confidential), providing an overview of the refreshed Environmental Sustainability Strategy. Key points were:</p> <ul style="list-style-type: none"> • Significant work and developments had followed the launch, in 2022, of the first University-wide sustainability strategy, “Way to Sustainable”, including the addition of Environmental Sustainability as the fifth pillar of the University Strategy in 2024. • The impact of the University’s sustainability rankings on wider University international rankings was noted, with an update on ongoing rankings work due to be presented at the February 2026 meeting of Council. • Following comprehensive consultation, the refreshed strategy focussed on environmental sustainability while recognising its interconnection with the broader UN Sustainable Development Goals.

	<ul style="list-style-type: none"> • Key commitments were outlined across five priority areas (Research, Education and Student Experience, Community and Engagement, Oversight and Decision Making, and Campus Operations), each with defined objectives and robust monitoring processes to ensure transparency and progress. • The strategy was designed to be resource-conscious, leveraging existing capabilities and aligned to the University’s longer-term commitment to expand capacity for renewable energy generation on campus. • Next steps would include development of an implementation plan and measures of success for each of the five areas. <p>Council discussed the report and presentation, with key themes as follows:</p> <ul style="list-style-type: none"> • The broader, holistic approach was welcomed. Measuring progress across the pillars would be important; KPIs could usefully be presented in due course. • Alongside currently established avenues for academic integration and engagement, case studies and guidance would further support departments to continue embedding sustainability. • Although demand for sustainability courses varied, sustainability was now expected across all programmes, not just specialist courses. • While the global context and financial constraints made implementation challenging, progress to date reflected the commitment to sustainability from Warwick students and staff. • Embedding sustainability into governance frameworks and Council reporting could usefully be explored. <p>DECISION: The Council approved the Environmental Sustainability Strategy.</p>
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Substantive Items	
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056	<p>a) (i) University Financial Statements 2024-25, Letter of Representation and Annual Financial Return to OfS</p> <p>The Finance Director presented the Financial Statements 2024-25 (056a(i)-C261125, Highly Confidential). Key points of the presentation were as follows:</p> <ul style="list-style-type: none"> • [Exempt information not included] • [Exempt information not included] • [Exempt information not included] • [Exempt information not included] • [Exempt information not included] • Bank covenants and USS monitoring metrics had all been met. • The Financial Statements and Annual Financial Return (AFR) to the OfS remained subject to final review. <p>The Council thanked all the teams involved for their contributions towards the high-quality Financial Statements.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved the 2024/25 University Financial Statements, subject to final review, and the Letter of Representation. 2) Approved the draft Office for Students (OfS) Annual Financial Return (AFR), subject to final updates.
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3) **Approved** the delegated authority via Chair’s Action to the Chair of Council and Vice-Chancellor to approve, where required, the final versions of the Financial Statements and the AFR once confirmed.

a) **(ii) 2025 Plan Sensitivities and 2024/25 Financial Statements: Going Concern Review** (056a(ii)-C261125, Highly Confidential)

DECISION: The Council **noted** the assessment of sensitivities to the 2025 Financial Plan and **approved** the Going Concern basis of preparation of the 2024/25 Financial Statements.

b) Financial Plan 2025

The Group Finance Director presented the Financial Plan 2025 (056b-C261125, Highly Confidential). Key points were:

- Updates to the Plan since the Council meeting in July 2025 included the integration of further savings; final student numbers; Capital Plan update; revised business plans for the Connect Programmes; interest calculations based on the final cash position; and the announcement on home undergraduate student fee inflation from 2026-27.
- [Exempt information not included]
- [Exempt information not included]
- [Exempt information not included]
- The 10-year Capital Plan had been updated to reflect the latest forecast phasing of expenditure. [Exempt information not included].
- Overall, the University’s forecast balance sheet was sufficiently robust, with acceptable levels of cash and manageable borrowing levels. Bank covenant ratios and USS metrics were all met, with cash in excess of the 50-liquidity day threshold.
- There were a number of risks to the Plan, [Exempt information not included].
- The University’s ambition had not diminished, and the need remained to exercise robust budgetary discipline to ensure that cash generation for the Capital Plan was not compromised.

The Council discussed the Financial Plan 2025. Key discussion themes were:

- [Exempt information not included]
- Work to mitigate risks around student numbers was already in progress [Exempt information not included].
- [Exempt information not included]
- It would be essential to continue to drive productivity, use capabilities and realise efficiencies. Ongoing review would be important, with an emphasis on using data and evidence to guide decisions and maintain strategic discipline.

The Council acknowledged the challenges in constructing the 2025 Plan and thanked all the teams involved for their ongoing contributions towards a positive outcome.

DECISION: The Council **approved** the Financial Plan 2025 for submission to the Office for Students (OfS).

057 **Institutional Key Performance Indicators (KPIs)**

The Infrastructure and Operations Director (IDG) and Executive Officer (Registrar’s Group) presented the report (057-C261125, Confidential) providing an overview of progress towards delivery of a new set of Institutional KPIs. The proposed three-tier model and approach had been developed with extensive engagement from the Executive Team and in alignment with the refreshed University Strategy.

The Council welcomed the report, with key discussion points as follows:

	<ul style="list-style-type: none"> • As part of the tiered approach, Council and Senate would receive higher level updates. Their sub-committees would regularly review more granular KPIs relevant to their remits. • [Exempt information not included] • [Exempt information not included] • [Exempt information not included] • [Exempt information not included] <p>Wider consultation of a further draft of proposals would follow Council discussion. An update would then be brought to Council in February 2026.</p> <p>ACTION: UEB to revise the proposed KPIs reflecting Council feedback and bring back to the February 2026 Council meeting.</p>
058	<p>Report and Support - Annual Report 2024-25</p> <p>The Director of Conduct and Resolution presented the report (058-C261125, Confidential) setting out disclosure figures, staff and student reporter demographics and disciplinary outcomes from 2024-25, as well as an overview of the preventative education and interventions that would form the basis of the 2025-26 action plan.</p> <p>The Council welcomed the update and commended the progress over the years in this sensitive area of work. The importance of trust in the services was highlighted.</p> <p>A University-wide oversight approach was being taken with regards to emerging issues affecting this area, such as Artificial intelligence, transition for new students, and Freedom of Speech.</p> <p>Members noted continued strengths in Warwick’s mediation and early resolution approach, including national recognition, as well as emerging opportunity to commercialise best practice.</p> <p>DECISION: The Council approved the publication of the Report and Support Annual Report 2024-25.</p>
059	<p>a) Strategic Risk Register (059a-C261125, Confidential)</p> <p>b) Risk Appetite Statement (059b-C261125, Confidential)</p> <p>The Council received the reports without discussion.</p> <p>DECISION: The Council approved the proposed updates to the Strategic Risk Register and Risk Appetite Statements.</p>
<i>Items below this line were for receipt and/or approval, without discussion</i>	
Governance II	
060	<p>Chair’s Action Report</p> <p>The Council noted the report (060-C261125, Confidential) without discussion.</p>
061	<p>Scheme of Delegation: Annual Review and Updates</p> <p>The Council received the report (062-C261125, Confidential) without discussion.</p> <p>DECISION: The Council approved the updated Scheme of Delegation.</p>
062	<p>Modern Slavery Act Annual Statement 2024-25</p> <p>The Council received the report (062-C261125, Confidential) without discussion.</p> <p>DECISIONS: The Council:</p> <ol style="list-style-type: none"> 1) Approved the draft Annual Statement on Modern Slavery for 2024-25 and that it be made available for public access, as required by the Modern Slavery Act. 2) Approved the minor updates to job titles in the Modern Slavery Policy.

063	Register of Members' Interests The Council noted the report (063-C261125, Confidential) without discussion.
064	Students' Union Quinquennial Review Terms of Reference The Council noted the report (064-C261125, General) without discussion.
065	Remuneration Committee Terms of Reference The Council received the report (065-C261125, Confidential) without discussion. DECISION: The Council approved the revised Terms of Reference of the Remuneration Committee.
Committee Reports II	
066	Honorary Degrees Committee Annual Report 2024-25 The Council noted the report (066-C261125, Highly Confidential) without discussion.
Other	
067	Any other business There was no other business.
Joint Senate/Council Session: 10:00, Tuesday 10 February 2026, in the Chancellor's Suite, Rootes Building Council members only session: 14:00, Tuesday 10 February 2026, in Scarman Space 41 Next meeting: 09:00, Wednesday 11 February 2026 in Senate House Council Chamber	

DECISIONS AND ACTIONS			
ITEM	DECISION/ACTION	LEAD AND DUE DATE	STATUS
2023-24			
6/7 February 2024			
082 - Academic Freedom and Freedom of Speech	ACTION 1: Regular updates to be provided to Council to review how the Policy and Regulation are working in practice (in initial stages of implementation).	Rachel Gower, Rachel ST, timing and frequency tbc	To be scheduled
21/22 May 2024			
115 - Strategic Key Performance Indicators	ACTION 1: Consider how the presentation of the KPIs could be improved from an accessibility perspective.	Simon Stearn, SPA team, November 2024	Closed – next phase of KPI work underway
	ACTION 2: Explore the potential drivers and underlying good practice that has resulted in the increased research applications success rate.	Caroline Meyer, R&IS, tbc	Closed
2024-25			
20 November 2024			
046 - 60th Anniversary Philanthropic Campaign	ACTION: Share philanthropic campaign schedule of action with Council members.	Director of Development, Council secretariat, asap	Superseded/ Closed - events planned but no schedule as such
9 July 2025			
134 - Ethical Assurance Report	ACTION 2: 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	Closed – majority view reached by relevant committees, but to be revisited in considering

			memberships for 2026/27
2025-26			
15 October 2025			
014 - Code of Practice on Corporate Governance	ACTION: 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	Closed – majority view reached by relevant committees, but to be revisited in considering memberships for 2026/27
018 - Report from UEEC	ACTION: 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	Scheduled Feb 2026 - Closed
26 November 2025			
049c - Internal Audit Annual Report 2024-25	DECISION: The Council approved the Internal Auditor’s Annual Report 2024-25.		
050c – Pay Gap Figures	ACTION: Review Pay Gap ambition/ target in line with progress against the action plan.	Nia Fortune, next update	
051 - Report from the Finance and General Purposes Committee	DECISIONS: The Council: 1) Approved that the on-campus data centre be included in the Capital Plan [Exempt information not included]. 2) Approved the release of funds for the University House Major Maintenance works [Exempt information not included]; and entering into contract with [Exempt information not included] the main contractor, subject to final pricing being within budget. budget.		
052 - Report from the Council Subgroup on the Connect Programmes	DECISION: The Council approved the constitution and membership of the Council Subgroup on the Connect Programmes for 2025-26.		
053 - Report from the Senate	DECISIONS: The Council: 1) Approved the establishment of a time-limited Joint Senate-Council Working Group to review and strengthen academic freedom at Warwick. 2) Approved the addition of “academic freedom” to institutional risk registers.		
054 - Report from the Research Governance and Ethics Committee	DECISION: The Council approved the University’s Trusted Research Action Plan for 2025-26.		
055 - Environmental Sustainability Strategy	DECISION: The Council approved the Environmental Sustainability Strategy.		
056a(i) University Financial Statements 2024-25, Letter of Representation and Annual	DECISIONS: The Council: 1) Approved the 2024/25 University Financial Statements, subject to final review, and the Letter of Representation. 2) Approved the draft Office for Students (OfS) Annual Financial Return (AFR), subject to final updates.		

Financial Return to OfS	3) Approved the delegated authority via Chair's Action to the Chair of Council and Vice-Chancellor to approve, where required, the final versions of the Financial Statements and the AFR once confirmed.		
056a(ii) - 2025 Plan Sensitivities and 2024/25 Financial Statements: Going Concern Review	DECISION: The Council noted the assessment of sensitivities to the 2025 Financial Plan and approved the Going Concern basis of preparation of the 2024/25 Financial Statements.		
056b - Financial Plan 2025	DECISION: The Council approved the Financial Plan 2025 for submission to the Office for Students (OfS).		
057 - Strategic Key Performance Indicators	ACTION: UEB to revise the proposed KPIs reflecting Council feedback and bring back to the February 2026 Council meeting.	UEB, Geraint Llewellyn, Sarah Gregory, Feb 2026	Ongoing, scheduled for April 2026 Council
058 - Report and Support - Annual Report 2024-25	DECISION: The Council approved the publication of the Report and Support Annual Report 2024-25.		
059a and b - Strategic Risk Register and Risk Appetite Statement	DECISION: The Council approved the proposed updates to the Strategic Risk Register and Risk Appetite Statements.		
061 - Scheme of Delegation: Annual Review and Updates	DECISION: The Council approved the updated Scheme of Delegation.		
062 - Modern Slavery Act Annual Statement 2024-25	DECISIONS: The Council: 1) Approved the draft Annual Statement on Modern Slavery for 2024-25 and that it be made available for public access, as required by the Modern Slavery Act. 2) Approved the minor updates to job titles in the Modern Slavery Policy.		
065 - Remuneration Committee Terms of Reference	DECISION: The Council approved the revised Terms of Reference of the Remuneration Committee.		