

**UNIVERSITY OF WARWICK  
COUNCIL**

**PUBLIC MINUTES OF THE MEETINGS HELD**

**13:45 TUESDAY 10 FEBRUARY 2026 IN SPACE 41, SCARMAN CONFERENCE CENTRE; AND  
09:00 WEDNESDAY 11 FEBRUARY 2026 IN THE COUNCIL CHAMBER, SENATE HOUSE**

<b>Present</b>	Neil Sachdev	Chair of Council (Chair)
	Yewande Akinola	Independent member (from item 084)
	Junaid Bajwa	Independent member (until item 076b)
	Stef Calcraft	Independent member
	Professor Stuart Croft	Vice-Chancellor
	James Furse	Independent member and Chair of the Remuneration Committee
	Alison Hatcher	Independent member (until item 090)
	Kate Holden	Independent member
	Richard Hyde	Independent member
	Bernadette Kelly	Independent member
	Professor Nina-Anne Lawrence	Academic member
	Professor Tim Lockley	Academic member
	Professor Caroline Meyer	Provost
	Professor Mark Newton	Academic member
	Maya Prabhu	Independent member (until item 076b)
	Dr Gavin Schwartz-Leeper	Academic member and Chair of the Academic Freedom Review Committee (AFRC)
	Wayne Snow	Treasurer and Chair of the Finance and General Purposes Committee (FGPC)
	Ananya Sreekumar	Students' Union Vice-President for Education
	Alijah Taha	President of the Students' Union
<b>Attending</b>	Dr Navdeep Bains	Director of Research and Impact Services (until item 076b)
	Sophie Black	Governance Manager (Assistant Secretary)
	Emma Cann	Head of Social Inclusion (for item 090)
	Adam Child	Academic Registrar (Director, Education Group) (until item 076a)
	Dan Derricott	Director of Education Policy and Quality (until item 076a)
	Professor Nigel Driffield	Deputy Pro-Vice Chancellor (Regional Engagement) (until item 076b)
	Rosie Drinkwater	Group Finance Director
	Professor Caroline Elliott	Academic Director, Social Sciences Connect Programme (for item 089)
	Liz Etches Jones	Associate Director of Rankings and Performance Insights/Analytics (for item 091)
	Professor Sir Anthony Finkelstein	President of City St George's University of London (for item 076b)
	Nia Fortune	Chief People Officer (from item 076a)
	Professor Beccy Freeman	Deputy Pro-Vice Chancellor (Education) (for item 090)
	Professor Lorenzo Frigerio	Pro-Vice-Chancellor (Education)
	Katharine Gray	Head of Governance
	Professor James Hayton	Vice-Provost and Chair of the Faculty of Social Sciences (for item 089)
	Professor David Leadley	Pro-Vice-Chancellor (Research)
	Professor Tom Montenegro-Johnson	Deputy Pro-Vice Chancellor (Research, STEM Impact, Knowledge Exchange and Partnerships) (until 076a)
	Nikki Muckle	Director of Strategic Initiatives (Social Sciences) (for item 091)
	David Plumb	Chief Innovation Officer (until item 076a)

	Satnam Rana-Grindley	Interim Lead Marketing, Communications & Insight (until item 076b)
	Sam Roseveare	Director of National and Regional Policy (until item 076b)
	Rachel Sandby-Thomas	Registrar
	Professor Michael Scott	Pro-Vice-Chancellor (International)
	Dr Chris Twine	University Secretary and Secretary to Council

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 10 February 2026 – Strategic Session

073	<b>Chair’s welcome and introduction</b>	The Chair welcomed members and attendees, extending a particular welcome to the Director of National and Regional Policy, leading the strategic discussion, and colleagues joining for Part A of the session to facilitate table discussions.
074	<b>Apologies for absence</b>	Apologies for the strategic session were received from Yewande Akinola, Jayne Nickalls and Sam Parr.
075	<b>Declarations of Interest</b>	No new declarations of interest were made.

### Strategic Topics

076a	<b>Strategy Questions Part A</b>	<p>The Director of National and Regional Policy introduced the session, with a focus on questions around the University Strategy in the current sector climate.</p> <p>Members participated in table discussions about existing strategy and institutional approaches, facilitated by members of staff responsible for developing and delivering strategy, grouped under the following themes:</p> <ul style="list-style-type: none"> <li>• New models of higher education</li> <li>• Research strategy</li> <li>• Warwick’s contribution to the economy</li> <li>• Resources</li> <li>• Regulation</li> </ul> <p>A summary of key discussion themes would come back to Council as part of a future discussion, likely alongside the updated Strategic Key Performance Indicators (KPIs).</p>
076b	<b>Strategy Questions Part B</b>	The President of City St George’s University of London provided reflections and insights on the higher education policy landscape and university leadership, followed by discussion with Council members. It would be essential to maintain a sharp focus on institutional goals and proposition, emphasise and develop areas of strength, with distinctiveness to be achieved through careful prioritisation.

### Wednesday 11 February 2026 – Main Meeting

077	<b>Chair’s Welcome and Introduction</b>	The Chair welcomed members and attendees to the formal meeting of the Council.
078	<b>Apologies for Absence</b>	Apologies were received from Junaid Bajwa, Jayne Nickalls, Sam Parr and Maya Prabhu.
079	<b>Declarations of Interest</b>	No new declarations of interest were made.

080	<p><b>Minutes of the Council meetings held on 25 and 26 November 2025</b></p> <p>The minutes of the meetings held on 25 and 26 November 2025 (080- C110226, Confidential) were <b>approved</b>.</p>
081	<p><b>Matters arising from the Council meetings held on 25 and 26 November 2025</b></p> <p>There were no matters arising.</p>
082	<p><b>Chair’s business</b></p> <p><b>a) International Strategy KPI Achievements 2024-25</b> (082a-C110226, Confidential)</p> <p>The Pro-Vice-Chancellor (International) presented the high-level International Strategy goal KPI results, after the Strategy’s first full year of operation following Council endorsement. The KPIs were being incorporated into the Tier 1 and 2 University-level KPIs.</p> <p><b>a) 2026-27 Council meeting invites</b></p> <p>The University Secretary and Secretary to Council reported that the calendar invites for Council events in 2026-27 would be sent out shortly. The dates remained as shared in the July 2025 meeting pack (see item 147-C090725), with the May meeting having been updated to the end of April, as in the current year:</p> <p>13 &amp; 14 October 2026  24 &amp; 25 November 2026  9 &amp; 10 February 2027  27 &amp; 28 April 2027 (previously 25 &amp; 26 May 2027)  13 &amp; 14 July 2027</p>
083	<p><b>Vice-Chancellor’s business</b></p> <p>The Vice-Chancellor presented the report (083-C110226, Public), highlighting the following:</p> <ul style="list-style-type: none"> <li>• A successful Warwick alumni reunion had been held on 22 November 2025.</li> <li>• Over 50 events had been held across 16 countries in November 2025 as part of One World Warwick celebrations.</li> <li>• Collaborations and seed fund agreements had been announced between the University and Hong Kong Polytechnic University and, separately, Vrije Universiteit Brussel.</li> <li>• Warwick had risen five places to 17<sup>th</sup> in the latest QS World University Rankings: Europe 2026, and 34 places to joint 83<sup>rd</sup> (from 2,002 institutions) in the QS World University Rankings: Sustainability 2026.</li> </ul> <p>Members also noted the launch of a new University spin-out company, VerIQ Limited, as part of the wider programme of work round Innovation at Warwick. An update on Innovation would be brought to future Council meeting.</p>
<b>Committee Reports I</b>	
084	<p><b>Report from the Senate</b></p> <p>The Vice-Chancellor presented the report (084-C110226, Highly Confidential) from the meeting on 28 January 2026. Assurance was provided from Senate on sufficient progress being made towards the University’s strategic goals for the student experience. Senate had also approved the Annual Assurance Report and Degree Outcomes Statement for 2024-25, which would be presented to Council following consideration by Audit &amp; Risk Committee.</p>
085	<p><b>Report from the Finance and General Purposes Committee (FGPC)</b></p> <p>The Chair of FGPC and Treasurer presented the report (085-C110226, Highly Confidential) from the meeting on 27 January 2026. FGPC had discussed the Social Sciences Connect Programme Business case, as recommended to Council under item 089.</p> <p>Student members highlighted the current concerns around the student experience on the Westwood campus and the Pro-Vice-Chancellor (International), as Chair of the Westwood Maintenance and Capital</p>

	Projects Board, confirmed that investment was being made to improve the quality of teaching buildings and grounds maintenance, as well as efforts to diversify the food provision.
086	<p><b>Report from the University Estate and Environment Committee (UEEC)</b></p> <p>The Chair of UEEC presented the report (086-C110226, Confidential) from the meeting on 27 January 2026. In addition to regular items, UEEC had received updates on work following the student flat kitchen fire in Arthur Vick residence and on the Social Science Connect Programme.</p> <p>UEEC had discussed the Journey to Net Zero, noting the complexity of the challenge and the need for strategic flexibility. The proposed approach to target setting had been revisited taking into consideration impact on rankings and reputation, with a recommendation made to Council.</p> <p><b>DECISION:</b> The Council <b>approved:</b></p> <ol style="list-style-type: none"> <li>1) The addition of new wording below in relation to the University’s existing Net Zero targets around offsetting: <p><i>“We will continue to review carbon offsetting options through our Sustainability Governance process to identify an offsetting mechanism that is aligned to organisational values and activities as well as providing additionality, permanence and verifiability. If these key criteria cannot be met in the defined target years, we would not use offsetting to claim Net Zero for Scopes 1 and 2 but continue to pursue absolute carbon reductions within our control.”</i></p> </li> <li>2) The focus on absolute carbon reductions in line with an updated target of reducing Scope 1 carbon emissions by 60% by 2030 and 80% by 2035 against 2018-2019 baseline levels.</li> <li>3) The strategic principle of reducing indirect (scope 3) emissions in absolute terms in line with SBTi targets, whilst remaining committed to the existing 2050 Net Zero target, only using carbon offsetting where appropriate to address unavoidable emissions, such as justified business travel by working with our supply chain.</li> </ol>
087	<p><b>Report from the Council Sub-Group on the Connect Programmes</b></p> <p>The Chair of the Council Sub-Group on the Connect Programmes (CPs) presented the report (087-C110226, Highly Confidential) from the meeting on 3 December 2025 at which the Group had received and discussed updates on both the STEM and Social Sciences CPs.</p> <p>[Exempt information not included]. Council was assured that the phasing of the project provided important in-built check and decision points at each phase.</p> <p>Risk registers for both projects would be presented to the Sub-Group and Audit &amp; Risk Committee, for onward assurance up to Council.</p>
088	<p><b>Report from the Nominations Committee</b></p> <p>The Chair presented the report (088-C110226, Confidential) from the meeting on 29 January 2026. The Nominations Committee had discussed:</p> <ul style="list-style-type: none"> <li>• Recruitment to two independent members vacancies on Council, as the terms of office of Jayne Nickalls and Yewande Akinola were due to end on 31 July 2026.</li> <li>• The process for appointment of the next Vice-Chair of Council, to follow Jayne Nickalls’ end of term of office in July 2026. A call for expressions of interest would be sent out following the Council meeting.</li> <li>• A proposal to undertake the Professional Services staff member on Council election using a single transferable vote system.</li> <li>• Vacancies on other Council Sub-Committees.</li> </ul> <p><b>DECISION:</b> The Council <b>approved</b> the use of the single transferable voting system for the election of the Professional Services staff member of Council.</p>

## Strategic Items

089	<p><b>Social Sciences Connect Programme Business Case</b></p> <p>The Academic Director, Social Sciences Connect Programme and the Vice-Provost and Chair of the Faculty of Social Sciences presented the report (089-C110226, Highly Confidential) setting out the revised Business Case for the Social Sciences Connect Programme (SSCP). Key points were:</p> <ul style="list-style-type: none"> <li>• The SSCP was a multi-year transformational change programme that sought to support the further enhancement of Warwick’s strong global ranking for Social Sciences (QS ranking 42nd in World, 2025) and financial position.</li> <li>• Physically bringing all the schools and departments in the Faculty of Social Sciences closer together would improve student experience, promote greater interdisciplinarity, create new avenues for research and education, and build a common culture for excellence across the Faculty. Improved faculty-wide communication and engagement was already underway as part of the wider transformation programme.</li> <li>• The revised Business Case provided updates on the capital project, overview of sensitivities within the calculations, major project risks and mitigations. The new building design, as of January 2026, achieved the aims of the SSCP and formed part of the wider vision of a Social Sciences Quarter.</li> <li>• [Exempt information not included]</li> <li>• [Exempt information not included]</li> </ul> <p>Council discussed the report and presentation. The ambition, overall direction and analytical business case were commended. Key themes of discussion were as follows:</p> <ul style="list-style-type: none"> <li>• Members welcomed the emphasis on cross-faculty integration, facilitating joined-up programme development, opportunities for interdisciplinary collaboration and commercial partnerships.</li> <li>• While progress was broadly on track for the new programmes and the capital project, pauses and reframing of earlier proposals relating to Social Sciences had increased the urgency overall.</li> <li>• It would be important to convert growth into a sustainable margin, [Exempt information not included].</li> <li>• The SSCP team were encouraged to refine risk articulation and continue to identify lessons learned from other similar capital projects.</li> <li>• Academic members highlighted concerns around the proportion of teaching space in the new building in the context of space pressures on campus, requesting additional clarity on space to be released.</li> </ul> <p><b>DECISIONS:</b> The Council:</p> <ol style="list-style-type: none"> <li>1) <b>Approved</b> the revised Social Sciences Connect Programme Business Case.</li> <li>2) <b>Approved</b> the continuation of the project.</li> </ol> <p><b>ACTION:</b> Share data on teaching space meterage increase/ release following SS Connect capital build.</p>
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## Substantive Items

090	<p><b>Advancing Social Inclusion</b></p> <p>The Head of Social Inclusion and the Deputy Pro-Vice-Chancellor (Education) presented the report (090-C110226, Confidential) updating on progress against the Social Inclusion Strategy. Key points of the report and presentation were:</p> <ul style="list-style-type: none"> <li>• While staff diversity was improving, additional focus on diverse representation at senior levels was required.</li> <li>• To continue to address this, an inclusive staff culture was being further embedded through, among other elements: training, positive action programmes, improved access to data for departments to encourage ownership, and implementation of a new engagement framework</li> </ul>
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	<p>following the review of social inclusion governance.</p> <ul style="list-style-type: none"> <li>For students, inclusion was integrated as a core pillar of the Education and Student Experience Strategy, in the context of a global international campus, including provision of data to departments, training, clear and accessible policies.</li> </ul> <p>Members discussed the report and presentation. Key points were:</p> <ul style="list-style-type: none"> <li>The importance of equalising career opportunities, ensuring visibility and signalling, particularly among senior groups.</li> <li>The role of data dashboards in facilitating a deeper understanding of representation, supported by ongoing process and policy, for example around recruitment and promotion. Effective connections between departments, the People and Social Inclusion Teams were key in ensuring progress and preventing duplication.</li> <li>Links to other strategic areas such as widening access and recruitment work, opportunities in fundraising, student support and wellbeing.</li> </ul> <p>The Council welcomed the update, noting an item on Student Wellbeing was due to be presented at an upcoming meeting.</p>
091	<p><b>Update on International Rankings</b></p> <p>The Pro-Vice Chancellor (International), Director of Strategic Initiatives (Social Sciences) and Associate Director of Rankings &amp; Performance Insights/Analytics presented the report (091-C110226, Confidential). Key points were:</p> <ul style="list-style-type: none"> <li>[Exempt information not included]</li> <li>[Exempt information not included]</li> <li>[Exempt information not included]</li> <li>[Exempt information not included]</li> </ul> <p>The Council welcomed the update, progress to date and positive engagement from departments. [Exempt information not included]</p> <p><b>ACTION:</b> Share “Rankings and Reputation” and “Excellence at Warwick” web pages with Council members.</p>
<b>Items below this line are for receipt and/or approval, without discussion</b>	
<b>Governance</b>	
092	<p><b>Chair’s Action Report</b></p> <p>The Council noted the report (092-C110226, Confidential).</p>
093	<p><b>Council Committee Membership and Terms of Reference Updates</b></p> <p>The Council noted the report (093-C110226, Public).</p> <p><b>DECISION:</b> The Council <b>approved</b> the updates to the membership and Terms of Reference of the Fundraising Ethics Committee.</p>
094	<p><b>Warwick Arts Centre Annual Report and Accounts 2024-25</b></p> <p>The Council noted the report (094-C110226, Public).</p> <p><b>DECISION:</b> The Council <b>approved</b> the Warwick Arts Centre Annual Report and Accounts 2024-25.</p>
095	<p><b>Pay Gap Report</b></p> <p>The Council noted the report (095-C110226, General).</p>
096	<p><b>University of Warwick (Branch Office Singapore) Financial Statements 2024-25</b></p> <p>The Council noted the report (096-C110226, Highly Confidential).</p>

	<b>DECISION:</b> The Council <b>approved</b> the University of Warwick (Branch Office Singapore) accounts and management representation letter for 2024/25.
<b>Committee Reports II</b>	
097	<b>Annual Report from the Art Collection Committee 2024-25</b> The Council noted the report (097-C110226, Public).
098	<b>Report from the University Executive Board</b> The Council noted the report (098-C110226, Confidential).
<b>Other</b>	
099	<b>Any other business</b> There was no other business.
<b>Next meeting: Strategic Session - Tuesday 28 April 2026 at 16:30 in venue TBC</b> <b>Formal meeting - Wednesday 29 April 2026 at 09:00 in the Council Chamber, Senate House</b>	

<b>DECISIONS AND ACTIONS</b>			
<b>ITEM</b>	<b>DECISION/ACTION</b>	<b>LEAD AND DUE DATE</b>	<b>STATUS</b>
<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>2025-26</b>			
<b>26 November 2025</b>			
<b>050c – Pay Gap Figures</b>	<b>ACTION:</b> Review Pay Gap ambition/ target in line with progress against the action plan.	Nia Fortune, next update	
<b>057 - Strategic Key Performance Indicators</b>	<b>ACTION:</b> 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	Complete, on the agenda for April 2026 Council
<b>11 February 2026</b>			
<b>086 - Report from the University Estate and Environment Committee</b>	<b>DECISION:</b> The Council <b>approved:</b> <ol style="list-style-type: none"> <li>1) The addition of new wording below in relation to the University’s existing Net Zero targets around offsetting: <i>“We will continue to review carbon offsetting options through our Sustainability Governance process to identify an offsetting mechanism that is aligned to organisational values and activities as well as providing additionality, permanence and verifiability. If these key criteria cannot be met in the defined target years, we would not use offsetting to claim Net Zero for Scopes 1 and 2 but continue to pursue absolute carbon reductions within our control.”</i></li> <li>2) The focus on absolute carbon reductions in line with an updated target of reducing Scope 1 carbon emissions by 60% by 2030 and 80% by 2035 against 2018-2019 baseline levels.</li> <li>3) The strategic principle of reducing indirect (scope 3) emissions in absolute terms in line with SBTi targets, whilst remaining committed to the existing 2050 Net Zero target, only using carbon offsetting where appropriate to address unavoidable emissions, such as justified business travel by working with our supply chain.</li> </ol>		
<b>088 - Report from the Nominations Committee</b>	<b>DECISION:</b> The Council <b>approved</b> the use of the single transferable voting system for the election of the Professional Services staff member of Council.		

<b>089 - Social Sciences Connect Programme Business Case</b>	<b>DECISIONS:</b> The Council: 1) <b>Approved</b> the revised Social Sciences Connect Programme Business Case. 2) <b>Approved</b> the continuation of the project.		
	<b>ACTION:</b> Share data on teaching space meterage increase/ release following SS Connect capital build.	Group Finance Director/ SS Connect Team/ Space Management Team	Complete
<b>091 - Update on International Rankings</b>	<b>ACTION:</b> Share “Rankings and Reputation” and “Excellence at Warwick” web pages with Council members.	Council Secretariat	Complete
<b>093 - Council Committee Membership and Terms of Reference Updates</b>	<b>DECISION:</b> The Council <b>approved</b> the updates to the membership and Terms of Reference of the Fundraising Ethics Committee.		
<b>094 - Warwick Arts Centre Annual Report and Accounts 2024-25</b>	<b>DECISION:</b> The Council <b>approved</b> the Warwick Arts Centre Annual Report and Accounts 2024-25.		
<b>096 - University of Warwick (Branch Office Singapore) Financial Statements 2024-25</b>	<b>DECISION:</b> The Council <b>approved</b> the University of Warwick (Branch Office Singapore) accounts and management representation letter for 2024/25.		