

**UNIVERSITY OF WARWICK
COUNCIL**

PUBLIC MINUTES OF THE MEETINGS HELD

**16:30 TUESDAY 14 JULY 2026 IN FACULTY OF ARTS BUILDING, 5.01/02/03; AND
09:00 WEDNESDAY 15 JULY 2026 IN THE COUNCIL CHAMBER, SENATE HOUSE**

Present	Neil Sachdev	Chair of Council (Chair)
	Yewande Akinola	Independent member (apart from items 131-135)
	Junaid Bajwa	Independent Member (from item 131)
	Professor Stuart Croft	Vice-Chancellor
	James Furse	Independent member, Chair of the Remuneration Committee
	Alison Hatcher	Independent member (apart from a portion of item 130)
	Kate Holden	Independent member
	Richard Hyde	Independent member (from item 131)
	Bernadette Kelly	Independent member (until item 130)
	Professor Nina-Anne Lawrence	Academic member
	Professor Tim Lockley	Academic member (until item 147)
	Professor Caroline Meyer	Provost (from item 131)
	Professor Mark Newton	Academic Member
	Sam Parr	Professional Services Member (from item 131)
	Maya Prabhu	Independent member (for items 131 to 147)
	Dr Gavin Schwartz-Leeper	Academic member and Chair of the Academic Freedom Review Committee (AFRC) (apart from items 131-136)
	Wayne Snow	Treasurer and Chair of the Finance and General Purposes Committee (FGPC)
	Ananya Sreekumar	Students' Union Vice-President for Education (apart from items 131-136)
	Alijah Taha	President of the Students' Union (SU)
Attending	Sophie Black	Governance Manager (Assistant Secretary)
	Ollie Chapman	SU President Elect (observing) (from item 131)
	Nikki Constant	Finance Director (for item 146)
	Andrea Crowley	Deputy Director of Development, Alumni and Supporter Engagement (for item 147)
	Rosie Drinkwater	Group Finance Director
	Nia Fortune	Chief People Officer
	Professor Lorenzo Frigerio	Pro-Vice-Chancellor (Education) (from item 131)
	Katharine Gray	Head of Governance
	Jenny Greenway	Director, Corporate Finance (observing) (until item 130)
	Tani Ilemobola	Undergraduate Student, School of Law (until item 130)
	Emma Jeavons	Governance Manager (observing)
	Professor Kerry Kirwan	Dean of Warwick Manufacturing Group (until item 130)
	Professor David Leadley	Pro-Vice-Chancellor (Research)
	David Plumb	Chief Innovation Officer (until item 130)
	Satnam Rana-Grindley	Interim Lead Marketing, Communications & Insight (observing)
	Rachel Sandby-Thomas	Registrar
	Duke Saputra	Undergraduate Student, Warwick Business School (until item 130)
	Professor Michael Scott	Pro-Vice-Chancellor (International) (from item 131)
	Mark Tock	Chief Operations Officer, University of Warwick Science Park & University of Warwick Innovation Campus (until item 130)
	Dr Chris Twine	Chief Operating Officer and University Secretary (Secretary to Council)
	Sarah Wall	Head of Events and Strategic Projects (for item 147)

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 July 2026 – Strategic Session

127	Chair's welcome and introduction The Chair welcomed members and attendees, extending a particular welcome to the Director of Corporate Finance and the Governance Manager who were observing the meeting.
128	Apologies for absence Apologies for the strategic session were received from Junaid Bajwa, Stef Calcraft, Ollie Chapman, Richard Hyde, Professor Caroline Meyer, Jayne Nickalls, Sam Parr and Maya Prabhu. The Chair noted the number of apologies for the session, highlighting the importance of member engagement with the Tuesday strategic session as part of Council meeting events.
129	Declarations of Interest No new declarations of interest were made.

Strategic Topics

130	Warwick Innovation District The Council received presentations on the theme of innovation at Warwick and the role and recent successes of the University of Warwick Science Park, Warwick Manufacturing Group and the Warwick Innovation District. Discussion centred on future growth opportunities, strengthening partnerships with industry and regional stakeholders, enhancing support for students and researchers and their engagement with innovation activity, and the University's contribution to national and regional innovation priorities. Members also discussed how Warwick's excellent innovation activities could be better communicated and measured, including through more widely shared impact reporting and the potential further development of innovation spaces and investment support mechanisms.
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Wednesday 15 July 2026 – Main Meeting

131	Chair's welcome and introduction The Chair welcomed members, attendees and observers to the formal meeting of the Council, including the SU President Elect before they joined Council in the next academic year. Sincere thanks were extended to the following members for their contributions and engagement, at the end of their terms of office or as they were stepping down from Council: • Jayne Nickalls and Maya Prabhu (independent members) • Professors Nina-Anne Lawrence, Tim Lockley and Mark Newton (academic members) • Sam Parr (Professional Services Staff member) • Alijah Taha (SU President) and Ananya Sreekumar (SU Vice-President for Education).
132	Apologies for absence Apologies were received from Stef Calcraft, Bernadette Kelly and Jayne Nickalls.
133	Declarations of Interest Alison Hatcher would share an in-year update to their Register of Interests, noting this did not relate to any items on the current meeting agenda.
134	Minutes of the Council meetings held on 28 and 29 April 2026 The minutes of the meetings held on 28 and 29 April 2026 (134-C150726, Confidential) were approved.
135	Matters arising from the Council meetings held on 28 and 29 April 2026 a) Technology governance The Secretary reported that, following discussion at the last meeting, the need for a technology sub-committee had been considered. As the remit of Finance and General Purposes Committee included oversight of digital matters and Audit and Risk Committee maintained oversight of information security and

	cyber risks, it was felt that an additional sub-committee was not currently required. This would be kept under review to ensure Council continued to receive adequate strategic assurance relating to technology and digital matters.
136	Chair's business a) Chair's Action: Lambert Fellowship The Chair reported that Senate and Council Chair's Action had been taken on 13 July 2026 to approve the award of the Lambert Fellowship to Jayne Nickalls. The Lambert Fellowship was presented to individuals, independent to the University, in recognition of their significant and regular contributions to the activities of the University over a sustained period. b) Committee of University Chairs (CUC) Code Publication The Chair reported that the new CUC Code of Higher Education (HE) Governance 2026 had been launched on 17 June 2026 and circulated to Council members for reference shortly after. The University's response to the new Code would be brought to Council in October 2026.
137	Vice-Chancellor's business The Vice-Chancellor presented their report (137-C150726, Public), highlighting the following: • The increasingly demanding HE sector regulatory environment, including the Office for Students' regulatory approach and the new CUC Code of HE governance. • Sector-wide financial pressures, with many universities forecast to be in deficit, an increasing trend around institutional collaborations/mergers, and the preliminary stages of introduction of the international student levy. • There had been positive progress with the University's national and international rankings, specifically in the QS 2027 world rankings, with Warwick having moved from 74th to equal 68th position. The Pro-Vice-Chancellor (Education) presented the highlights of the National Student Survey (NSS) 2026 results, following their release on 8 July: • The University's results had improved across all question areas, with Warwick ranked 4th in the Russell Group. Thanks were extended to staff and the SU, for their ongoing efforts which had contributed to the positive results. • Assessment and feedback remained an area of focus for continued improvement. Council discussed the reported items, including: • [Exempt information not included] • Potential opportunities from Government policy on R&D, devolution, regional growth and innovation funding. Warwick's strengths in industry engagement and Midlands-based collaboration were highlighted as areas of competitive advantage. • Strategic international partnerships, [Exempt information not included], and the University's involvement in national initiatives, including the Defence Universities Alliance.
Committee Reports I	
138	Report from the Senate The Vice-Chancellor presented the report (138-C150726, Confidential) from the meeting on 24 June 2026, with the following key points highlighted: • The Postgraduate Research Strategy had been approved. • Senate had recommended to Council the establishment of the Warwick Education Academy, bringing together the Academic Development Centre, Institute for Advanced Teaching and Learning, and Warwick International Higher Education Academy.

	- There had been a robust discussion on Social Inclusion, with further assurance having been requested by Senate with regards to the operational detail of the SI Strategy and related reporting. As the new SI consultation and governance structures reporting into UEB were now operational, the disestablishment of the Social Inclusion Committee was recommended for approval (as a joint Senate and Council Committee). - The Chair of Academic Freedom Review Committee (AFRC) had presented their annual report, which was appended to the report to Council. The Council noted the report. With regards to the new SI governance structures, it was requested that consideration be given to publishing the Social Inclusion Strategy Committee minutes. DECISIONS: - The Council approved the establishment of the Warwick Education Academy. - The Council approved the disestablishment of Social Inclusion Committee. - The Council approved minor amendments to Ordinances 3 and 5 following the retirement of Regulation 2 with effect from 1 August 2026. ACTION: Consider the publication of Social Inclusion Strategy Committee minutes or report to UEB.
139	Report from the Finance and General Purposes Committee (FGPC) The Treasurer and Chair of FGPC presented the report (139-C150726, Highly Confidential) from the meeting on 23 June 2026, with the following key points highlighted: - FGPC had received assurance on progress with the STEM Connect Programme (CP), [Exempt information not included]. The release of previously approved funding and delegated authority arrangements was recommended to Council. The Chair of the Council Sub-Group on the CPs emphasised the importance of maintaining close oversight [Exempt information not included], programme timetable and implementation [Exempt information not included]. An additional meeting with the STEM CP Team and the Chairs of Council, the Council Sub-Group on the CPs, FGPC and University Estate and Environment Committee was scheduled later the same day. Council noted the update, agreeing that it would be essential to maintain delivery momentum while ensuring the project remained within budget and timetable. The Programme's transformational benefits for teaching and research were acknowledged, as was the need for continued investment across the existing STEM estate. - The latest draft of the 2026 Financial Plan and Quarter 3 2025-26 financial performance had been reviewed, [Exempt information not included] (see Council item 146). - The SU had presented on their core funding model. [Exempt information not included]. DECISIONS: - The Council approved the release of the balance of funding for the STEM Connect Programme Phase 1 main works [Exempt information not included]. - The Council approved that delegated authority be provided to the STEM Connect Project Progressing Group (PPG) for operational management of Phase 1 funding to ensure business case delivery and value for money within the approved budget allocation.
140	Report from the Audit and Risk Committee (A&RC) The Chair of A&RC presented the report (140-C150726, Confidential) from the meeting on 30 June 2026, with key items of discussion at the meeting highlighted as follows: A deep dive on risks relating to the STEM Connect Programme [Exempt information not included]. Council was assured that plans were in place to strengthen capacity within the STEM CP resourcing model and to support effective collaboration across delivery teams.

	• The Strategic Risk Register had been updated, [Exempt information not included]. • Information security and cyber resilience remained a common thread in A&RC discussion, in light of the evolving external threat landscape and regulatory developments. • The closure report on actions arising from the 2020 ICO audit had been received. • A&RC was assured that Health and Safety management arrangements remained effective and appropriately resourced, with no significant concerns reported (see also Council item 150). • Trends in complaints had been noted. • The Annual Report on Whistleblowing 2025-26 had been considered, [Exempt information not included]. The Chair thanked James Furse for effectively chairing A&RC over the past year. Alison Hatcher, as incoming Council Vice-Chair would be taking on the role of A&RC Chair from the autumn 2026 meeting. James would remain a member of A&RC and would also take on the role of Chair of Fundraising Ethics Committee.
141	Report from the Nominations Committee The Chair of Council and Nominations Committee presented the report (141-C150726, Confidential) from the meetings on 28 April and 16 June 2026. Discussions were ongoing regarding the four independent member vacancies which would arise on Council in 2027, as part of a rolling programme of recruitment of potentially suitable candidates. It was noted that following a Senate election, Professors Jonathan Hickman-Heron, Andrew Lockett and Rachel Moseley would join Council from 1 August 2026 as academic members of Senate on Council for a period of up to three years, depending on the length of their terms on Senate. DECISIONS: The Council approved the following appointments: 1) Stephen Powis as an independent member of Council from 1 August 2026 to 31 July 2029. 2) Yewande Akinola to an additional term of office as an independent member of Council and Chair of the University Estate and Environment Committee for one year from 1 August 2026 to 31 July 2027. 3) Junaid Bajwa to an additional term of office for one year as an independent member of Council from 1 August 2026 to 31 July 2027. 4) Alison Hatcher as Chair of the Audit and Risk Committee for the term of their appointment as Vice-Chair of Council from 1 August 2026 to 31 July 2029. 5) James Furse as Chair of Fundraising Ethics Committee from 1 August 2026 to 31 July 2027. 6) Adele Browne as the Professional Services member of Council from 1 August 2026 to 31 July 2029.
142	a) Report from the Remuneration Committee (RemCo) The Chair of RemCo presented the report (142a-C150726, Confidential) from the meeting on 16 June 2026 with the following key points highlighted: • RemCo received an update on the interim review of the Vice-Chancellor's performance against objectives, with the formal end of year review to be presented to a future meeting. • Progress updates were presented on pay-related matters, including ongoing work to address Real Living Wage issues, pay scale compression, sector industrial relations and the University's gender and ethnicity pay gaps. • [Exempt information not included] Council noted the update. Members discussed talent development, reward and performance management, highlighting the importance of supporting high performance while maintaining a fair and proportionate approach.

	b) Remuneration Policy Framework 2026-27 The Chair of RemCo presented the Remuneration Policy Framework for 2026-27 (142b-C150726, Confidential), with minor updates to remove references to roles no longer reporting into the Vice-Chancellor. DECISION: The Council approved the Remuneration Policy Framework 2026-27.
143	Report from the Research Governance and Ethics Committee (RGAEC) The Pro-Vice-Chancellor, Research, presented the report (143-C150726, Confidential) from the meeting on 12 May 2026. Research systems continued to be updated, including the implementation of the Worktribe Ethics module.
144	Report from the University Estate and Environment Committee (UEEC) The Chair of UEEC reported that the UEEC meeting on 23 June 2026 had been held by correspondence due to limited business.
145	Report from the Council Sub-Group on the Connect Programmes The Chair of the Council Sub-Group on the Connect Programmes (CPs) presented the report (145-C150726, Highly Confidential) from the meeting on 4 June 2026 as part of the FGPC report discussion (see item 139).
Strategic Items	
146	University Draft Financial Plan 2026 The Vice-Chancellor introduced the item: • The draft Financial Plan had been developed against a backdrop of continuing sector-wide challenges, including increased competition, falling overseas postgraduate demand and ongoing cost pressures. • Warwick remained comparatively well-positioned due to its reputation, quality, research strength, industry partnerships, alumni network and campus offer, with a continued focus on delivering excellence and strengthening global reputation and rankings. • Key strategic enabling programmes were highlighted, within newly outlined areas of focus: [Exempt information not included]. The Group Finance Director and Finance Director presented the draft Financial Plan 2026 (146, C150726, Confidential) and provided a presentation, highlighting the following: • The draft Plan reflected the University's ambition to remain financially resilient while maintaining investment in strategic priorities, including the capital programme and campus infrastructure. • The draft Plan remained compliant with the approved financial strategy targets, including the surplus target, covenant requirements, borrowing arrangements and liquidity thresholds. • [Exempt information not included] • [Exempt information not included] with a revised plan to be considered in the autumn alongside updated student recruitment data. Council discussed the report and presentation. Key themes of the discussion were as follows: • [Exempt information not included] • The outlook for research income was considered, noting opportunities arising from Government priorities in areas such as defence, innovation and European funding, whilst recognising the need to remain agile in response to an evolving funding landscape. • The importance of continuing to invest in and promote Warwick's distinctive strengths was emphasised, including its academic excellence, reputation, industry partnerships, creative and cultural activities, and student experience.

	- The need for a clear evidence base to inform investment decisions was highlighted, ensuring that recruitment, marketing and partnership activity delivered value for money. [Exempt information not included] - Effective change management, simplicity in organisational processes and continued support for departments in delivering the objectives of the Financial Plan would also be essential. - The importance of productivity, workload management and organisational agility was emphasised, with members noting the need to identify efficiencies and redirect resources towards strategic priorities while maintaining academic quality and the student experience. The Council was assured that the University remained in a robust financial position and that necessary improvements to individual plans were being addressed during the Summer to meet the top down assumptions. The direction of travel of the draft Financial Plan 2026 was endorsed. DECISION: The Council approved the budgetary envelopes for 2026-27 budget.
Substantive Items	
147	University 60th Anniversary Programme Evaluation Report The Head of Events and Strategic Projects and the Deputy Director of Development, Alumni and Supporter Engagement presented the report (147-C150726, Confidential). Key points were: - Over 70 events throughout the anniversary year had attracted more than 22,000 attendees to campus, successfully fostering a strong sense of pride, community and institutional belonging. Celebrations would continue, with 60th anniversaries for Warwick Business School and Warwick in Venice in 2027. - The Programme had been delivered successfully within a reduced budget and had generated significant engagement from students, staff, alumni and external audiences. - The launch of the University's philanthropic campaign as part of the Programme had increased alumni engagement and strengthened Warwick's profile in key recruitment and international regions. - Wider alumni relations activity included international engagement events, growth in digital communications and plans to sustain momentum through ongoing alumni network development. Council noted the update and commended the programme's impact, global reach and positive contribution to enhancing the University's reputation and brand. Congratulations were extended to the Anniversary Programme team for their work.
Items below this line are for receipt and/or approval, without discussion	
Governance II	
148	Warwick Students' Union (WSU) Annual Statement of Compliance with the Education Act (1994) 2025-26 The Council noted the WSU Annual Statement of Compliance (148-C150726, Confidential).
149	Council Meeting Dates to 2029-30 The Council noted the report (149-C150726, Public).
150	Health and Safety Annual Report 2025 The Council noted the report (150-C150726, Confidential).
151	Amendments to Ordinance 10: Students' Union The Council noted the report (151-C150726, Public). DECISION: The Council approved the minor amendments to Ordinance 10 with immediate effect.
Committee Reports II	

152	Report from the University Executive Board The Council noted the report (152-C150726, Confidential).
Other	
153	Any other business The Chair thanked the Governance team and the Secretary for their hard work throughout the year in supporting the Council. a) University Partnerships <i>(This item was taken after item 146)</i> Dr Gavin Schwartz-Leeper and Sam Parr shared concerns on behalf of certain staff members regarding the University's participation in the Defence Universities Alliance. A response to the concerns raised would be provided following the meeting.
Next meeting: Strategic Session - Tuesday 13 October 2026 at 16:30 in venue TBC Formal meeting - Wednesday 14 October 2026 at 09:00 in the Council Chamber, Senate House	

COUNCIL 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
2025-26			
26 November 2025			
050c – Pay Gap Figures	ACTION: Review Pay Gap ambition/ target in line with progress against the action plan.	Nia Fortune, next update	
29 April 2026			
110 - Vice-Chancellor's Business	ACTION 1: Bring update to Council on changes to research funding landscape and implications for Warwick.	Pro-Vice-Chancellor (Research), Council Secretariat	To be scheduled
111 - Report from the Senate	ACTION: Bring update to Council on REF2029 and changes to research funding landscape and implications for Warwick.	Pro-Vice-Chancellor (Research), Council Secretariat	To be scheduled
112 - Report from the Finance and General Purposes Committee	ACTION 1: Following circulation of Russell Group financial performance benchmarking, bring update to Council on plans to maintain and improve Warwick's position, including for research income.	Group Finance Director, Pro-Vice-Chancellor (Research), Council Secretariat	To be scheduled
	ACTION 2: Bring update on digital strategy, including cyber risks and artificial intelligence, to a future Council meeting. <i>(See also item 121)</i>	COO & University Secretary, Council Secretariat	To be scheduled
120 - Institutional Key Performance Indicators Framework	ACTION 1: Bring update on Tier 2 KPIs to Council.	Infrastructure & Operations Director, IDG,	To be scheduled

		Executive Officer, Council Secretariat	
	ACTION 2: Consider Wellbeing-related Tier 2 KPIs.	Infrastructure & Operations Director, IDG, Executive Officer	
121a/b - University Strategic Register and Risk Appetite Statement	ACTION: Bring update on cyber risk to Council. (See also item 112)	COO & University Secretary, Council Secretariat	To be scheduled
122 - Warwick Students' Union Quinquennial Review Report	ACTION: Bring update on progress with SU QQR action plan to Council, via Audit and Risk Committee.	Chief Executive Officer, Students' Union, Council Secretariat (by October 2026)	To be scheduled
15 July 2026			
138 - Report from the Senate	DECISION 1: The Council approved the establishment of the Warwick Education Academy.		
	DECISION 2: The Council approved the disestablishment of Social Inclusion Committee.		
	DECISION 3: The Council approved minor amendments to Ordinances 3 and 5 following the retirement of Regulation 2 with effect from 1 August 2026.		
	ACTION: Consider the publication of Social Inclusion Strategy Committee minutes or report to UEB.	Registrar, SISC Secretariat, asap	
139 - Report from the Finance and General Purposes Committee	DECISION 1: The Council approved the release of the balance of funding for the STEM Connect Programme Phase 1 main works [Exempt information not included].		
	DECISION 2: The Council approved that delegated authority be provided to the STEM Connect Project Progressing Group (PPG) for operational management of Phase 1 funding to ensure business case delivery and value for money within the approved budget allocation.		
141 - Report from the Nominations Committee	DECISION: The Council approved the following appointments: 1) Stephen Powis as an independent member of Council from 1 August 2026 to 31 July 2029. 2) Yewande Akinola to an additional term of office as an independent member of Council and Chair of the University Estate and Environment Committee for one year from 1 August 2026 to 31 July 2027. 3) Junaid Bajwa to an additional term of office for one year as an independent member of Council from 1 August 2026 to 31 July 2027. 4) Alison Hatcher as Chair of the Audit and Risk Committee for the term of their appointment as Vice-Chair of Council from 1 August 2026 to 31 July 2029. 5) James Furse as Chair of Fundraising Ethics Committee from 1 August 2026 to 31 July 2027. 6) Adele Browne as the Professional Services member of Council from 1 August 2026 to 31 July 2029.		
142b - Remuneration Policy Framework 2026-27	DECISION: The Council approved the Remuneration Policy Framework 2026-27.		
146 - University Draft Financial Plan 2026	DECISION: The Council approved the budgetary envelopes for 2026-27 budget.		
151 - Amendments to Ordinance 10: Students' Union	DECISION: The Council approved the minor amendments to Ordinance 10 with immediate effect.		