

**Key Messages from the Meeting of Council
on 7 July 2025**

Strategic Items

Strategic Vision and Transformation Programme	Council received a presentation on work that the University had been doing since the joint Council/EB away day in March 2025 to refine the strategic vision, and agree a framework for aligning institutional strengths with opportunities and partnerships, and establishing the scope and focus for the Transformation Programme. Council approved the revised strategic vision and objectives.
Strategy Performance	Council received the biannual report providing a summary of the progress being made by the University against the Vision and Strategy referenced against high-level key performance indicators. Council also received an update on a review of the institutional-level KPIs, which is aiming to propose a revised set of institutional KPIs early in the 2025/26 academic year.

Approvals

Endowment Investments Policy	Council approved a revised version of the Policy.
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Reports

Vice-Chancellor's Business	<p>Council received updates on:</p> <ul style="list-style-type: none"> ▪ King's Birthday Honours ▪ Industrial Action ▪ Transnational Education ▪ Coimbra Group ▪ Government Spending Review ▪ Industrial Strategy ▪ QS World Rankings ▪ OfS Strategic Priorities Grant ▪ Freedom of Speech ▪ Student Experience Rankings ▪ Turing Scheme ▪ Cybersecurity
Risk Management	Council confirmed it had received sufficient assurance that risks relating to strategic objectives and enablers were being managed appropriately.
Additional reports considered by Council	<ul style="list-style-type: none"> ▪ Health and Safety ▪ Finance Committee ▪ Summary of the meeting of Senate, 25 June 2025 ▪ Annual Report from University Research Ethics Committee ▪ Reported Business

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11 July 2025