

APPROVED

MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON TUESDAY 10 FEBRUARY 2026 IN ROOM WSG.20 WELLS STREET AND VIA MICROSOFT TEAMS

PRESENT:	T James (Chair) J Ball ¹	Professor P Bonfield
IN ATTENDANCE:	M Chan (Secretary) K Fitzpatrick K Kinsella E McMillan (Clerk to the Court)	C Molloy ¹ C Peterson (Minutes 25.28.1-25.28.2) D Stubbs I Wilmot
APOLOGIES:	A Bertone N Gururani	T Toumazis

25.26 ANNOUNCEMENTS

25.26.1 Members noted the apologies recorded above.

25.26.2 The Chair acknowledged that the meeting did not reach the required quorum. The Chair, in agreement with the members present, opted to proceed with discussions noting that for each decision for consideration at this meeting, the Secretary would gather the views from the absent members by correspondence after the meeting, before confirming the decision.

25.26.2.1 ACTION Committee Secretary to contact absent members to request their confirmation on each decision presented to this meeting of the Committee.

25.26.3 Members did not declare any conflicts of interest for the business on the agenda.

25.26.4 The Chair agreed to one request to discuss starred item 15 on Student Accommodation Fees 2026-27 (Minute 25.38).

25.27 SAFETY, HEALTH AND WELLBEING (SHW) UPDATE

25.27.1 Ian Wilmot – University Secretary and Chief Operating Officer (USCOO)/Chair of the Staying Safe: Business Continuity Group – reported that the Group’s recent focus remains on business continuity, with forthcoming discussions on IT resilience and a cybersecurity desktop exercise for the University Executive Board (UEB).

25.27.2 The Committee noted that a University business continuity plan is in development, with oversight by UEB and regular updates on impact of the plan on strategic resourcing matters to the Resources Committee.

25.27.3 The Vice-Chancellor reported that an incident occurred on campus recently with no injury, which colleagues logged through the health and safety incident reporting procedure.

25.28 STRATEGIC UPDATE - PEOPLE

Equality, Diversity and Inclusion (EDI) annual report 2024-25

25.28.1 Clare Peterson – EDI Manager – presented the proposed EDI annual report 2024-25 (Document RES 260210Ai), noting that the Committee’s focus is the colleague EDI monitoring data and the planned actions to address the findings.

¹ Attended via Teams.

- 25.28.2 Members noted the University's positive progress in enhancing workforce diversity, supported by a robust monitoring framework, and confirmed that the University had not identified any immediate major risks.
- 25.28.3 Members further noted that the forthcoming launch of a new onboarding platform in March 2026 will further enhance data collection and enable more targeted EDI interventions.

People Strategy update

- 25.28.4 Caragh Molloy – Director of People, Culture and Wellbeing (PCW) – presented an update on progress in delivering the People Strategy (Document RES 260210Aii), highlighting the significantly improved completion rates for the Performance Development Review (PDR) across academic and professional colleagues, supported by targeted interventions.
- 25.28.5 In response to a query on impact measurement, the Director (PCW) advised that a pulse survey is underway to gather colleagues' feedback on their PDR experience and to identify training and development needs, with impact assessment forming the next phase of the PDR work.
- 25.28.6 Members noted the substantial progress of the People Strategy compared to previous years, reflecting sustained management focus and improved consistency, and emphasised the need to evaluate whether current initiatives are delivering improved performance, retention and other positive outcomes.
- 25.28.7 Members also observed that there may be some minor unevenness in the embedding of feedback, which colleagues should review and clarify.

People Strategy priorities

- 25.28.8 The Director (PCW) presented the key priorities for the first phase of the People Strategy ahead of the mid-term review scheduled for this academic year (Document RES 260210Aiii), noting that the PDR, inclusion and the Professional Development Academy are the main areas of focus.
- 25.28.9 Members welcomed the paper and noted that no immediate risks were identified.

25.29 STRATEGIC UPDATE – PHYSICAL ENVIRONMENT

Estates Strategy update

- 25.29.1 Ken Kinsella – Director of Estates Planning and Services (EPS) – presented an update on the progress in delivering the Estates Strategy and major capital projects (Document RES 260210Bi).
- 25.29.2 In response to a query on the progress against the Estates Strategy, the Director (EPS) confirmed that all agreed projects for the current financial year were on target and delivered, with a mid-term review of the Strategy underway. The USCOO noted that the dashboard in the Appendix provides the status of all planned capital projects.
- 25.29.3 The Vice-Chancellor highlighted the challenges of the Regent Street project, commended the Estates team's work and invited members to attend the opening session.
- 25.29.4 Members welcomed the update and acknowledged the assurance on the progress against the Estates Strategy.

Capital contingency overview and strategy

- 25.29.5 The Director (EPS) presented a summary of the capital contingency overview and strategy (Document RES 260210Bii), following a discussion with the Committee Chair and the USCOO.
- 25.29.6 Members welcomed the use of optimum bias methodology, noting it provides realistic risk assessment, delivers psychological benefits by reduced repeated contingency requests, and presents a timely opportunity to incorporate this approach into the Estates Strategy mid-term review.
- 25.29.7 **PROVISIONALLY AGREED** The members present supported the UEB's decision in adopting the optimum bias methodology for future capital projects.

[**Post-meeting note:** The three absent members confirmed their support for all the decisions made at the meeting by correspondence after the meeting. The agreement to support UEB's decision in adopting the optimum bias methodology for future capital projects is confirmed.]

25.29.8 The Vice-Chancellor encouraged members to share their experience on optimum bias at Court of Governors meetings to improve understanding, address past challenges and support informed decision-making.

25.30 STRATEGIC UPDATE – DIGITAL ENVIRONMENT

25.30.1 Kim Fitzpatrick – Director of Information Systems and Support (ISS) – presented an update on the progress in delivering the Digital Strategy (Document RES 260210C).

25.30.2 In response to a query, the Director (ISS) confirmed that ISS actively engages students in its work, providing valuable experience and potential future employment opportunities.

25.30.3 The Chair highlighted the need for clearer ownership, coordination and strategic reporting of ISS capital projects, information technology, cyber security, ISS staffing and income-related issues to manage risks and ensure transparency in resource allocation to address capacity and cost pressures to provide assurance on Digital Strategy progress.

25.30.4 Members noted that ISS will change its name to Digital and Technology Services (DTS).

25.30.5 The Vice-Chancellor commended the Director (ISS)'s leadership and strong team connection in delivering proactive functions effectively.

25.31 MANAGEMENT ACCOUNTS REPORT – DECEMBER 2025

25.31.1 David Stubbs - Director of Finance and Commercial Services ('Director of Finance') - presented the management accounts report for December 2025 (Document RES 260210D).

25.31.2 The Director of Finance and the Vice-Chancellor outlined the provisional year-end forecast assessment based on January enrolment, noting market competitiveness, the University's financial resilience and the strategy in place to address financial challenges.

25.31.3 Members commented that the financial management information is helpful, the streamlined report is an improvement, the accompanying commentary is valuable, and the key ratios will become increasingly useful over time.

25.31.4 A member further commented that the long-term strategy to address financial challenges is coherent and strategically focused, with concern arising only if there are early signs of deviation.

25.31.5 Based on the quality of the financial management information and the long-term mitigation plan explained by University management at the meeting, members confirmed they were satisfied that the University will continue with robust financial monitoring.

25.32 RESEARCHER DEVELOPMENT CONCORDAT

25.32.1 The Chair presented a summary of his meeting with the Associate Head of College (Creative Arts and Technology) for Research and Knowledge Exchange (RKE), who oversees researcher development across the University, outlining discussion of the Researcher Development Concordat and the Resources Committee's position and recommendation (Document RES 260210E).

25.32.2 Members noted that oversight of the Researcher Development Concordat is the responsibility of the Deputy Vice-Chancellor (RKE) and the RKE Steering Committee, and that the matter was presented to the Resources Committee given its relevance to people development within the People Strategy.

25.33 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

25.33.1 **PROVISIONALLY AGREED** The members present confirmed the minutes of the meeting held on 17 November 2025 (Document RES 260210F) as an accurate record of the meeting.

[**Post-meeting note:** The three absent members confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The minutes are confirmed as an accurate record of the meeting held on 27 November 2025.]

25.33.2 Members noted the summary of progress against actions and matters arising from previous meetings (Document RES 260210G).

25.34 ANY OTHER BUSINESS

25.34.1 Members did not raise any other items of business.

25.35 MEETING EVALUATION

25.35.1 Members and attendees reflected positively on the meeting and welcomed the opportunity for a broader, informal discussion.

25.36 UNDERGRADUATE, POSTGRADUATE (INCLUDING PG MODULE FEES) AND OTHER FEE PROPOSALS

25.36.1 **PROVISIONALLY APPROVED** The members present supported implementation of the proposed undergraduate, postgraduate (PG) - including PG module fees - and other fee proposals for academic year 2027-28 (Document RES 260210H) as presented.

[**Post-meeting note:** The three absent members confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The undergraduate, postgraduate (including PG module fees) and other fee proposals for academic year 2027-28 are confirmed for implementation as presented.]

25.37 TREASURY MANAGEMENT – REPORT, STRATEGY AND POLICY (INCL INVESTMENT MANAGEMENT POLICY)

25.37.1 **PROVISIONALLY AGREED** The members present recommend the Treasury Management Plan and Strategy, the Treasury Management Policy, and the Investment Management Policy (Document RES 260210I) to the Court for approval.

[**Post-meeting note:** The three absent members confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The decision to recommend the Treasury Management Plan and Strategy, the Treasury Management Policy, and the Investment Management Policy to the Court for approval is confirmed.]

25.38 STUDENT ACCOMODATION FEES 2026-27

25.38.1 Members discussed the assumptions underpinning the approved student accommodation fees for 2026-27 (Document RES 260210J), including the use of inflation indices and market benchmarking.

25.38.2 In response to a member's query, the USCOO assured members that the approved fee increase should not create financial hardship for students.

25.38.3 Members noted that the approved fee increase exceeds the uplift to the Student Finance England maintenance loan and therefore poses reputational risk, and that failure to meet accommodation targets could also create income-sensitivity. Nonetheless, members considered that it is a manageable and proportionate increase, subject to careful communication, close monitoring and continued oversight.

25.39 POST-OCCUPANCY EVALUATIONS

25.39.1 Members received the post-occupancy evaluations for the Game Hub and Emerging Media Space project, Copland Level 5 computing laboratories and collaborative student spaces project, New Cavendish Street Level 3 Life Science laboratory project, Copland Level 3 Life Sciences offices project and the Little Titchfield Street basement refurbishment project (Document RES 260210K).

25.40 EXTRACT FROM AUDIT AND RISK COMMITTEE MINUTES

25.40.1 Members noted the record of discussion of the annual report and financial statements for the year ending 31 July 2025 at the Audit and Risk Committee meeting held on 17 November 2025 (Document RES 260210L).

25.41 DATES OF FUTURE MEETINGS

Thursday 23 April 2026 at 4:00pm
Thursday 18 June 2026 at 4:00pm

Members may participate in meetings via Microsoft Teams or onsite.