

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 9
SEPTEMBER 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor Professor C Kalantaridis	Professor A Linn K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	O Adetona (Minute 25.3) K Brown (Minutes 25.3 and 25.4) N Gururani (Observer to Minute 25.4)	K Kinsella (Minute 25.5) E McMillan (Minute Taker)
APOLOGIES:	J Lamarque (Secretary)	

25.1 ANNOUNCEMENTS

- 25.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting and introduced Naleena Gururani, independent governor who observed the meeting as part of her induction to the Court of Governors.
- 25.1.2 **Apologies:** Members noted apologies as recorded above.
- 25.1.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.

Requests to discuss starred items and business not on the agenda

- 25.1.4 The Chair agreed to discuss one item of additional business at the start of the meeting. The Head of the College of Design, Creative and Digital Industries informed members of the recent death of a member of the Technicians team at Harrow and informed members that the College is working through protocols to support colleagues and students. Members offered their condolences and noted the profound impact the loss will have on the Technicians teams and colleagues and students at Harrow.
- 25.1.5 The Chair confirmed there were no requests to discuss starred items and invited members to send any comments on the draft annual report narrative (Document UEB 250909H) to the Clerk to the Court of Governors after the meeting.
- 25.1.6 The University Secretary and Chief Operating Officer thanked the Governance team for their work on producing the documents included in the meeting pack.
- 25.1.7 The Chair confirmed that he would draw on the feedback from the effectiveness review and that members will agree a set of communications points from the meeting.

CHAIR'S BUSINESS

- 25.1.8 The Chair welcomed the start of the new semester noting that members start the year knowing where to focus on to enhance practices and highlighting his recent blog for colleagues that also highlighted role of Dragon's Active (UWSU's programme of social sport and activity).
- 25.1.9 The Chair informed members that the Times Higher Education Awards shortlisted the University for their Student Experience award and the Head of Marketing, Brand and Campaigns is working on other potential awards.

- 25.1.10 The Chair updated members on the recent Universities UK conference, commenting on the competitive recruitment market and how the University is responding and noting that many institutions in the sector are experiencing financial challenges.
- 25.1.11 The Chair updated members on real-time student recruitment numbers and commended the Marketing and Student Recruitment teams, all UEB members and colleagues across the University for their ongoing work in this area.
- 25.1.12 A member echoed the Chair's comments on ensuring the University is known for its strengths, applying for awards where appropriate and emphasised the importance of connecting with organisations and businesses and maintaining a strong reputation for providing support and belonging for the students that visit us from overseas.
- 25.2 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE**
- 25.2.1 The University Secretary and Chief Operating Officer/Co-Chair, Staying Safe: Business Continuity Group informed members that at their recent meeting the Group discussed workshops scheduled for later in the autumn on business continuity and cyber security, Martyn's Law planning and preparations for the new academic year.
- 25.3 MANAGEMENT ACCOUNTS JULY 2025**
- 25.3.1 Oyin Adetona, Deputy Director of Finance presented the July 2025 management accounts report (Document UEB 250909A), which included the initial outturn for the financial year ending 31 July 2025.
- 25.3.2 Members noted that the figures are draft and subject to external audit and that the Finance team are awaiting the second report from actuaries with the Local Government Pension Scheme (LGPS) valuation to July 2025.
- 25.3.3 Members heard that the University achieved a net surplus of £6.2m before other gains and losses, £0.6m after recognising the £5.6m loss in value of the investment property, 120 NCS
- 25.3.4 The Deputy Director reported that the accounts show £50.3m of capital expenditure against a budget of £60m, funded from reserves and in-year cash generation, with some expenditure moved into the 2025-26 capital budget due to delays.
- 25.3.5 Members noted a reduction in net assets on the balance sheet of £19.5m from July 2024, mainly due to an assets ceiling introduced for the LGPS, and that the University remains covenant compliant.
- 25.3.6 The Deputy Director informed members that the University is below target for tuition fees for 2025-26 after applying the contingency in the budget and assuming recruitment for January 2026 is on budget.
- 25.3.7 The Chair commended the Finance team for their careful and ethical management of finances.
- 25.4 STUDENT NUMBER PLANNING OUTTURN (Confidential)**
- 25.4.1 Kitty Brown, Director of Strategy, Planning and Performance (SPP) presented an update report on forecast student numbers against planning targets (Document UEB 250909N).
- 25.4.2 **[Redacted]:**
- **[Redacted].**
- 25.4.3 On longer-term recruitment, the Director of SPP reported:
- **[Redacted]**
- 25.4.3.1 **[Redacted]**

25.4.4 [Redacted]:

- [Redacted]

25.4.5 [Redacted]

25.4.6 [Redacted]

25.4.7 [Redacted]

25.4.8 [Redacted]

25.4.9 [Redacted]

25.4.9.1 [Redacted]

25.4.10 [Redacted]

25.4.11 [Redacted]

25.5 INTERNATIONAL HOUSE (Confidential)

25.5.1 [Redacted]

25.5.2 [Redacted]

25.5.3 [Redacted]

25.5.3.1 [Redacted]

25.5.4 [Redacted].

25.6 STUDENT CONTINUATION UPDATE

25.6.1 The Chair withdrew this item from the agenda, noting that the Director of SPP will report on continuation until the new Deputy Vice-Chancellor (Education) joins the University.

25.7 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.7.1 **APPROVED** Members confirmed the minutes of the meeting held on 5 August 2025 (Document UEB 250909C) as an accurate record of the meeting.

25.7.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 250909D).

25.8 ANY OTHER BUSINESS

25.8.1 The Chair summarised the following communication points from the meeting:

- UEB reviewed the 2024-25 budget, recognise it has been produced responsibly, ethically and prudently and are pleased with the outcome.
- UEB recognise that the context the University is operating within is challenging but are finding a way through.
- Planning for future UEB continue to be prudent whilst taking actions that will make things better, such as considering contextual offers and improving outreach.

25.8.2 The University Planning Committee is an effective forum to decide on recruitment and take early decisions that assist with managing the future.

25.9 TERMS OF REFERENCE AND SCHEDULE OF BUSINESS

- 25.9.1 **APPROVED** Updated terms of reference 2025-26 (Document UEB 250909E) to be implemented with immediate effect.
- 25.9.2 **AGREED** Members confirmed that the schedule of business 2025-26 (Document UEB 250909E) delivers the responsibilities in the terms of reference, noting that it is a living document and items may be added or removed as necessary.
- 25.10 UEB ANNUAL EFFECTIVENESS REVIEW**
- 25.10.1 Members noted the UEB annual effectiveness review outcomes report (Document UEB 250909F).
- 25.10.2 **AGREED** Actions identified in the report to be implemented with immediate effect.
- 25.11 SCHEDULE OF DELEGATION – ANNUAL REVIEW OUTCOMES**
- 25.11.1 **AGREED** Members recommend the updated schedule of delegation and annexes (Document UEB 250909G) to the Governance and Nominations Committee.
- 25.12 DRAFT ANNUAL REPORT NARRATIVE FY2025**
- 25.12.1 Members received the draft annual report narrative for the financial year ending 31 July 2025 (Document UEB 250909H) for comment.
- 25.13 FRAUD RISK ASSESSMENT**
- 25.13.1 **AGREED** Members recommend the fraud risk assessment (Document UEB 250909I) to the Audit and Risk Committee.
- 25.14 INFORMATION GOVERNANCE ADVISORY GROUP REVISED TERMS OF REFERENCE AND MEMBERSHIP**
- 25.14.1 Members noted the updated IGAG terms of reference and membership (Document UEB 250909J).
- 25.15 QHT FUNDED PROJECTS 2024-25 YEAR END UPDATE**
- 25.15.1 Members noted the development year-end review of Quintin Hogg Trust funded live projects (Document UEB 250909K).
- 25.16 DORMANT DONOR FUND DISBURSEMENT YEAR-END UPDATE**
- 25.16.1 Members noted the dormant donor fund disbursement year-end update report (Document UEB 250909L).
- 25.17 INTERNAL AUDIT REPORT**
- 25.17.1 Members noted the internal audit review report on research governance (Document UEB 250909M).
- 25.18 DATES OF FUTURE MEETINGS**
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| 23 September 2025 – UEB dinner | 3 March 2026 – UEB away day |
| 24 September 2025 – UEB away day | 17 March 2026 |
| 7 October 2025 | 31 March 2026 |
| 21 October 2025 | 21 April 2026 |
| 4 November 2025 | 12 May 2026 |
| 25 November 2025 | 26 May 2026 |
| 16 December 2025 | 9 June 2026 |
| 6 January 2026 | 23 June 2026 |

20 January 2026	6 July 2026 – UEB dinner
3 February 2026	7 July 2026 UEB away day
17 February 2026	28 July 2026
2 March 2026 – UEB dinner	11 August 2026

Regular meetings are 10.30am to 12.30pm (unless alternative time stated below) in Room RS109, Regent Street and via Microsoft Teams.