

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 4
NOVEMBER 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 C O'Connor K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	C Benyon (Minute 25.52) I Griffiths (Minute 25.51) J Lamarque (Secretary)	E Maddison (Minute 25.52) N Nelson (Minute 25.50) D Stubbs (Minutes 25.48 to 25.49 and 25.52)
APOLOGIES:	Professor A Linn	

25.46 ANNOUNCEMENTS

- 25.46.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, in particular Professor Catherine O'Connor - Deputy Vice-Chancellor for Education who had recently joined the University.
- 25.46.2 **Apologies:** Members noted apologies as recorded above.
- 25.46.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 25.46.4 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or items of business not on the agenda.
- 25.46.5 **Chair's business**
The Chair did not report any items of business.

25.47 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 25.47.1 Ian Wilmot - University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group reported on the recent Business Continuity workshop which included a lot of references to UEB's responsibilities in the event of an incident. Workshop participants considered that the steer on business continuity should come from UEB and noted that this will be taken forward in due course. Members heard that there will be a Cyber Security workshop in the future.

25.48 OFFICE FOR STUDENTS (OfS) FIVE-YEAR FORECAST FINANCIAL COMMENTARY AND RETURN AND FIVE-YEAR FORECAST

- 25.48.1 David Stubbs - Director of Finance and Commercial Services (Director of Finance) presented the OfS five-year forecast financial commentary and return (Document UEB 251104A) and the five-year forecast (Document UEB 251104B).
- 25.48.2 **[Redacted]**
- 25.48.3 **[Redacted]**
- 25.48.4 The Director of Finance reported the following key considerations:
- **[Redacted]**

- 25.48.5 The Director of Finance confirmed that all colleagues should be identifying savings such as reducing subscriptions and reviewing travel plans.
- 25.48.6 Members discussed colleague turnover and Part Time Visiting Lecturers.
- 25.48.7 **AGREED** Members recommend the five-year forecast 2025-26 to 2029-30 to Resources Committee.
- 25.48.8 The Director of Finance reported on the commentary to support the OfS annual financial return 2025 workbook. Members noted that the financial return will be submitted in December 2025 after consideration at Resources Committee and the Court of Governors.
- 25.48.9 **AGREED** Members recommend the OfS financial commentary and return to Resources Committee.
- 25.49 DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS TO 31 JULY 2025**
- 25.49.1 The Director of Finance presented the draft annual report and financial statements to 31 July 2025 (Document UEB 251104C).
- 25.49.2 Members heard that the external audit is nearing completion, and a report of any issues found will be circulated to members. Members noted that the Independent Auditors report to the Court of Governors is subject to change pending receipt of KPMG's audit report.
- 25.49.3 The Director of Finance highlighted key points from the financial statements:
- **[Redacted]**
- 25.49.4 Members heard that the letter of representation is not yet completed.
- 25.49.4.1 **ACTION UEB Secretary** to publish the letter and matrix to members by email on receipt.
- 25.49.5 Members discussed internal recruitment and maximising January student recruitment.
- 25.49.5.1 **ACTION UEB Secretary** to invite the Director of Global Recruitment, Admissions, Marketing and Communications to the next meeting to give an update on the January student intake.
- 25.49.6 **AGREED** Members recommend the draft annual report and financial statements to 31 July 2025 to Audit and Risk Committee and Resources Committee.
- 25.50 SAFETY, HEALTH AND WELLBEING ANNUAL REPORT 2024-25**
- 25.50.1 Niamh Nelson - Head of Safety, Health and Wellbeing (SHW) presented the SHW annual report 2024-25 (Document UEB 251104D).
- 25.50.2 The Head of SHW reported that sickness absence has increased slightly but is lower than the sector generally, including stress sickness absence.
- 25.50.3 Members noted that a summary of the full report will be prepared for Resources Committee.
- 25.50.4 Members heard that a recent audit by a SHW consultant on five Schools/Professional Services Directorates reported limited assurance and one recommendation was to improve clarity of responsibility. Members noted that the SHW team will develop further guidance for managers.
- 25.50.5 The Head of SHW reported on a legal briefing from Eversheds, the e-learning dashboard and the Mental Health Charter.
- 25.50.6 Members heard that accident and incident reporting has increased which is seen as positive due to colleagues being more proactive.

- 25.50.7 The Chair requested a follow-up meeting with the Head of SHW, the USCOO and Heads of Colleges to discuss the corrective actions to address the challenges raised in the consultant's audit report. The Head of SHW agreed to set up a meeting.
- 25.50.8 In response to a member's query on school-by-school audits, which resulted in Harrow being audited twice, the Head of SHW confirmed that the process had been adjusted.
- 25.50.9 A member commented on inductions or handbooks for new Heads of Schools/Colleges. The Head of SHW confirmed that the organisational arrangements have been updated, and generic responsibilities are now clear, and specific guidance will be produced.
- 25.50.10 **AGREED** Members recommend the Safety, Health and Wellbeing annual report 2024-25 to Resources Committee.
- 25.51 STRATEGIC RISK REGISTER PERIODIC REVIEW 1 (INCL. OPERATIONAL RISK REGISTERS REVIEW OUTCOMES)**
- 25.51.1 Ian Griffiths - Risk and Resilience (R&R) Manager presented the Strategic Risk Register periodic review 1 (Document UEB 251104E), which includes Operational Risk Register review outcomes.
- 25.51.2 **AGREED** Members confirmed that the level of risk is acceptable and appropriate controls and mitigations either in place or being developed for the six operational risks newly outside of risk appetite.
- 25.51.3 Members noted the closure of one strategic risk and the increased residual risk score for three risks; there were no material changes to other strategic risks resulting from the latest review.
- 25.51.4 **AGREED** Members recommend the Strategic Risk Register periodic review 1 to Audit and Risk Committee.
- 25.51.5 Members thanked the Risk and Resilience Manager for his work on the Business Continuity workshops.
- 25.52 INTERNATIONAL STUDENT RECRUITMENT STRATEGY BRIEFING PAPER (Confidential)**
- 25.52.1 Dibyesh Anand – Deputy Vice-Chancellor (DVC) for Global Engagement and Employability, Caroline Benyon - Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC) and Emilie Maddison - Head of International Recruitment (IR) presented the International Student Recruitment Strategy briefing paper (Document UEB 251125F).
- 25.52.2 The Director of GRAMC informed members that the strategy considers the external market impact and how the position has changed and includes recommendations on investments to consider.
- 25.52.3 The Head of IR briefed members on the complexities of the current competitive market.
- 25.52.4 In a response to a member's query, the Head of IR confirmed that projections for January 2026 recruitment are realistic.
- 25.52.5 The Head of IR reported on how the existing resource is being deployed including:
- **[Redacted]**
- 25.52.6 Members noted that the priority areas for discussion include:
- **[Redacted]**
- 25.52.7 Members comments and questions included:
- **[Redacted]**

25.52.8 The DVC (Global Engagement and Employability) confirmed that feedback on the key points of the discussion would be incorporated into the next version of the paper, which will be submitted to UEB in two months' time.

25.52.9 [\[Redacted\]](#)

25.53 BRIEFING SESSION ON PREPARING OUR STUDENTS FOR AN AI-TRANSFORMED ECONOMY

25.53.1 Members welcomed Gary Guadagnolo from strategic partner EAB who delivered a session on preparing students for an AI-transformed economy.

25.54 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.54.1 **APPROVED** Members confirmed the minutes of the meeting held on 7 October 2025 (Document UEB 251104G) and 21 October 2025 (Document UEB 251104H) as accurate records of the meetings.

25.54.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 251104I).

25.55 MEETING EVALUATION

25.55.1 The DVC (Education) commented favourably on the guest presenters, coverage of major topics, and inclusive discussions.

25.56 ANY OTHER BUSINESS

25.56.1 Members did not raise any additional items of business.

25.57 HUMAN TRAFFICKING AND MODERN SLAVERY STATEMENT TO 31 JULY 2025

25.57.1 The statement (Document UEB 251104J) was not ready in time for the meeting and will be considered after the meeting.

25.58 ACCOUNTING POLICIES JUDGEMENT AND ESTIMATES

25.58.1 **AGREED** Members recommend the accounting policies judgement and estimates report (Document UEB 251104K) to Audit and Risk Committee.

25.59 ASSUMPTIONS UNDERPINNING THE UNIVERSITY'S GOING CONCERN STATUS AND THE ASSOCIATED RISK

25.59.1 **AGREED** Members recommend the assumptions underpinning the University's going concern status and the associated risk report (Document UEB 251104L) to Audit and Risk Committee.

25.60 OFFICE FOR STUDENTS PREVENT DUTY ANNUAL MONITORING RETURN

25.60.1 **AGREED** Members recommend the OfS Prevent Duty annual monitoring return (Document UEB 251104M) to the Court of Governors.

25.61 RESEARCHER DEVELOPMENT CONCORDAT

25.61.1 Members received the Researcher Development Concordat annual report (Document UEB 251104N).

25.62 AI POLICY UPDATE

25.62.1 **AGREED** Members supported a proposed change to reporting and the approving body for the policy (Document UEB 251104O).

25.63 DEVELOPMENT MID-YEAR REVIEW OF QHT FUNDED LIVE PROJECTS

25.63.1 Members received the Development mid-year review of Quintin Hogg Trust funded live projects August 2025 to October 2025 (Document UEB 251104P).

25.64 SAFETY, HEALTH AND WELLBEING TERMS OF REFERENCE AND MEMBERSHIP 2025-26

APPROVED SHW terms of reference and membership 2025-26 (Document UEB 251104Q) to be adopted with immediate effect.

25.65

DATES OF FUTURE MEETINGS

25 November 2025	21 April 2026
16 December 2025	12 May 2026
6 January 2026	26 May 2026
20 January 2026	9 June 2026
3 February 2026	23 June 2026
17 February 2026	6 July 2026 – UEB dinner
2 March 2026 – UEB dinner	7 July 2026 UEB away day
3 March 2026 – UEB away day	28 July 2026
17 March 2026	11 August 2026
31 March 2026	

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