

**MEETING OF BOARD OF TRUSTEES  
FRIDAY 21 NOVEMBER 2025**

**0900 – 1605**

**AGENDA**

<b>TITLE</b>	<b>PRESENTER</b>	<b>ACTION</b>	<b>TIMINGS &amp; PAPER REFERENCE</b>
<b>Preliminaries</b>			
1.	Welcomes, Apologies, Announcements	Chair	<b>0900</b>
2.	Declarations of Interest	Chair	
3.	Minutes of Previous Meeting: 3 October 2025	Chair	Approval <b>Enclosed</b>
4.	Actions & Matters Arising	Chair	Information <b>Enclosed</b>
5.	Chair's Report to include: Fitness to Study Panel	Chair	Information <b>0910</b> <i>10 mins</i> <b>BT/25-26/008</b> <i>Appendix 1 in Reading Pack</i>
<b>Strategic</b>			
6.	Executive Report	Vice-Chancellor	Discussion <b>0920</b> <i>80 mins</i> <b>BT/25-26/009</b>
7.	University Climate Action Plan	PVC Global Engagement and Chief Property Officer	Discussion <b>1040</b> <i>30 mins</i> <b>BT/25-26/010</b>
<b>BREAK @ 1110, 20 MINS</b>			
8.	Autumn 2025 Strategy Performance Report	Deputy Vice-Chancellor & Provost	Discussion <b>1130</b> <i>45 mins</i> <b>BT/25-26/011</b>
9.	Financial & Student Number Forecasts for Submission to the OfS including the Going Concern Statement	Chief Financial Officer	Discussion & Approval <b>1215</b> <i>25 mins</i> <b>BT/25-26/012</b> <i>Appendix 3 in Reading Pack</i>

	TITLE	PRESENTER	ACTION	TIMINGS & PAPER REFERENCE
	<b>LUNCH @ 1240, 45 MINS</b>			
10.	Finance Report	Chief Financial Officer	Discussion	<b>1325</b> <i>20 mins</i> <b>BT/25-26/013</b>
11.	Annual Report & Financial Statements 2024/25	Chief Financial Officer	Approval	<b>1345</b> <i>45 mins</i> <b>BT/25-26/014a</b>
	a. Financial Statements summary overview			<b>BT/25-26/014b</b>
	b. Audit Committee Annual Report			<b>BT/25-26/014c</b>
	c. Internal Auditor Annual Report			<b>BT/25-26/014d</b>
	d. External Auditor Annual Report and Letter of Representation			<b>BT/25-26/014e</b> <i>In Reading Pack</i>
	e. Audited Financial Statements			
	f. Annual Report of the Remuneration Committee**	Chair of RemCo	Approval	<b>BT/25-26/014f</b>
12.			Approval	<b>1430</b> <i>10 mins</i> <b>BT/25-26/015</b>

### Assurance

13.	Annual Report: Equality, Diversity and Inclusion (staff and students) 24/25	Vice-Chancellor	Approval	<b>1440</b> <i>15 mins</i> <b>BT/25-26/016</b> <i>Appendix 1 in Reading Pack</i>
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### BREAK @ 1455,15 MINS

14.	Revisions to Charter, Statutes and Ordinances 3 and 6	University Secretary	Approval	<b>1510</b> <i>10 mins</i> <b>BT/25-26/017</b>
15.	Report from Nominations Committee	Chair of NomCo	Approval	<b>1520</b> <i>5 mins</i> <b>BT/25-26/018</b>

	<b>TITLE</b>	<b>PRESENTER</b>	<b>ACTION</b>	<b>TIMINGS &amp; PAPER REFERENCE</b>
<b>16.</b>	Report from Finance & Investments Committee, including: <ul style="list-style-type: none"> <li>• Endowment Funds Annual Performance &amp; Unitisation Report</li> <li>• Endowment Investment Policy Update</li> </ul>	Chair of FIC	Approval	<b>1525</b> <i>15 mins</i> <b>BT/25-26/019</b>
<b>17.</b>	Report from Audit and Risk Committee	Chair of ARC	Information	<b>1540</b> <i>15 mins</i> <b>BT/25-26/020</b>
<b>18.</b>	Report from Infrastructure Planning Committee	Chair of IPC	Information	<b>1555</b> <i>10 mins</i> <b>BT/25-26/021</b>

**CONSENT ITEMS**  
**(questions to be submitted in advance)**

\*Consent items on the meeting agenda are pre-approved and marked with an asterisk. If trustees have any specific questions about these items, we kindly request that they submit them in advance to the Governance Team, who can advise the Chair. The Chair will then determine how to address these items within the meeting.

<b>19.</b>	University Secretary's Report to include: <ul style="list-style-type: none"> <li>a. Prevent Duty: monitoring report**</li> <li>b. Modern Slavery Statement **</li> </ul>	University Secretary	Approval	<b>1605</b> <i>0 mins</i> <b>BT/25-26/022a</b>  <b>BT/25-26/022b</b>
<b>20.</b>	Report from Honorary Degrees Committee**	Chair of Hon Deg	Information	<b>1605</b> <i>0 mins</i> <b>BT/25-26/023</b>

**Any Other Business**

<b>21.</b>	Any Other Business			<b>1605</b>
<b>22.</b>	Date of Next Meeting: 30 January 2026, <span style="background-color: black; color: black;">[REDACTED]</span>			

**MEETING CONCLUDES - 1605**