

FINANCE AND INVESTMENT COMMITTEE

Meeting to be held at **1530 hours** on **Wednesday 11 November 2026**
in Room 3.05, Department W.

DRAFT AGENDA

		Paper	Led by
1. 15:30	Welcome, apologies and declaration of interests	N/A	R Whiteman
2. 15:30	Financial performance (90 mins)		
	a) TO CONSIDER the management accounts, including an update on student enrolments (15 mins)	FIC26/10	T Skeen
	b) TO RECOMMEND TO COUNCIL the Financial Statements for 2025–26 and Going Concern; and TO CONSIDER the financial performance of subsidiaries and comparison of the final draft outturn. (45 mins)	FIC26/11	K Kröger / T Skeen
	c) TO APPROVE the budget principles for 2027–28 and the approach to 2031–32 (15 mins)	FIC26/12	K Kröger
	d) TO CONSIDER an update on the steps to reduce and recover operating costs (15 mins)	FIC26/13	K Kröger
3. 17:00	Strategic Investment (80 mins)		
	a) TO CONSIDER a business case on a possible transnational educational opportunity in Thailand (50 mins)	FIC26/14	C Bailey
	b) TO CONSIDER infrastructure business cases (10 mins)	FIC26/15	S Ellis
	c) TO CONSIDER the estates strategy (20 mins)	FIC26/16	S Ellis
4. 18:20	Committee management and reporting (5 mins)		
	a) TO CONFIRM the minutes of the meeting on 21 September 2026 (2 mins)	FIC26/17	R Whiteman
	b) TO CONSIDER matters arising from previous meetings (2 mins)	FIC26/18	R Whiteman
	c) TO NOTE the draft agenda for the next meeting (1 mins)	FIC26/19	R Whiteman