

FINANCE AND INFRASTRUCTURE COMMITTEE

TIME /DATE / VENUE	1030, Tuesday 30 September 2025, SAC 4.18
PRESENT	David Madoc-Jones (Chair) Justin Fanstone Professor Graham Galbraith (from minute 16 onwards) Stacey Parrinder-Johnson (online) Professor Sandy Pepper (online) Mark Readman Sukkanya Siva
IN ATTENDANCE	Tahir Ahmed, Director of Estates and Campus Services (Min 18) Phil Horton, Sustainability and Utilities Manager (Min 16) Verity Knight, UPSU Elected Officer Mary White, Chief Financial Officer
SECRETARIAT	Paul Mould Executive Director of Corporate Governance Helen Malbon, Senior Governance Officer
	To facilitate thorough discussion some items were taken out of the published agenda order.

10 Welcome, apologies, and declarations of interest

- i. The Chair welcomed those in the room and online.
- ii. The Academic Council Nominated Staff Governor post was currently vacant.
- iii. There were no new standing declarations of interest to declare. Under the investment strategy item, it was noted that the Chair had recommended the external consultants supporting the development of the Investment Strategy.
- iv. The Clerk confirmed that the meeting was quorate and could proceed to business.

11 Unanimous Consent agenda

- i. Due to the tight turn around between the two September Committee meetings, the minutes of the meeting held on 17 September 2025 were not yet available and so were removed from this agenda to be considered in November 2025. The October Board meeting would receive a full report on the key items discussed.

- ii. Financial Memorandum of Understanding between UOP and UPSU was approved subject to the correction of some typos notified to the corporate governance, team.

Action: Senior Governance officer

12 Action log

Key points noted were:

There were ten items on the action log:

- i. three items would go to the October Board.
- ii. three would come to a future meeting. Committee was informed that the process to elect a Deputy Chair of the Committee would commence in the autumn.
- iii. four will be discussed on the agenda. It was noted on this occasion, significant strategic projects (those that were key to the furtherance of the University's strategic aims and/or which requires a financial commitment from the University of more than £5m) were reported under the Estate report and IS report agenda items.
- iv. Committee should note the report.
- v. There were no other matters arising.

13 Updated budget 2025/2026 – confidential

14 Annual Investment report and Investment Strategy update – confidential

15 Draft Provisional Financial Statements 2024/2025– confidential

16 Environmental Sustainability Policy Statement

Phil Horton, Sustainability and Utilities Manager, presented the paper. Key points noted were:

- i. In 2023 the University published its Climate Positive Sustainability Policy, with a target to be carbon positive by 2030. It had become apparent that this was not achievable, due to a range of internal and external factors allied with improved understanding of climate science and ecology.
- ii. A new approach was required and is reflected in the new Environmental Policy Statement. This high-level statement of intent, alongside a refined delivery plan which was under development, replaced the previous Climate Positive Sustainability Policy.

- iii. The Environmental Policy Statement has been re-written to ensure it was challenging but realistic. The document included clear carbon targets, and statements of intent around other environmental concerns.
 - iv. The approach taken was to consider environmental matters that the University can Control, Manage and Influence. This approach recognises that our greatest positive impact comes from influencing others through our students, our research and our civic activities. The Policy is a clear statement of intent for the University to deliver on its sustainability goal.
 - v. Implementing actions to deliver against the Policy Statement will have financial implications that will be presented as a series of business cases.
 - vi. In response to a question, it was stated that the team were working with the Library and Information Service to understand how to balance the environmental impact of AI against the benefits that it could bring. Students would need to be taught responsible use for the world of work whilst understanding the environmental impact of unnecessary use.
 - vii. Committee welcomed the in-house catering team's use of locally sourced food.
 - viii. An annual report against the targets set both in this policy, and in the forthcoming detailed implementation plan, would be produced. The Policy would be reviewed annually, in line with the commitment under ISO14001.
 - ix. Committee asked for an update on the development of the Environmental Plan in spring 2026.
- Action: Sustainability and Utilities Manager**
- x. Committee welcomed the statement's support of the University's core values and agreed to recommend approval of the Statement to the Board of Governors.

Action: Chair of Committee

17 Post implementation review Ravelin Sports Centre– confidential

18 Estates Masterplan projects update

19 Committee self-assessment outcome

Paul Mould presented the paper. Key points noted were:

- i. Committee had agreed in June 2025 that a self-assessment exercise would be conducted over the summer and had approved the questionnaire to be used.
- ii. Of the 11 people invited to take part, only five had chosen to do so.

- iii. Of the 12 questions which invited participants to rate the extent to which they agreed with the statements, the majority view was positive (Very satisfied/Satisfied), with just one partial rating for Q5 and Q8.
- iv. It was noted that Nominations Committee had discussed the self-assessment they had conducted and had received a similarly unrepresentative response.
- v. In discussion it was suggested that a shorter more instantaneous method of feedback, such as a pulse survey at the end of each meeting, might be more appropriate.
- vi. It was agreed that the Executive Director would liaise with the Board Chair, gather informal feedback from Committee Chairs and then present a proposal to Nominations Committee for adoption across all Committees.

Action: Executive Director of Corporate Governance

20 Unanimous consent agenda

- i. Digital Plan and project update was noted
- ii. Year-end Management accounts 2024/2025 were noted.

21 Date of next meeting

The next meeting would be at 1030 on 6 November 2025.