



### **Annual Schedule of Business 2026–27**

<b>Outcome requested</b>	Finance and Investment Committee is asked to <b>approve</b> the indicative Annual Schedule of Business for the academic year 2026–27.
<b>Executive Summary</b>	The Committee is asked to <b>approve</b> the annual schedule of business for 2026–27.
<b>QMUL Strategy:</b>	The schedule of business relates to all aspects of the strategy.
<b>Internal/External regulatory/statutory reference points:</b>	OfS Terms and conditions of funding for higher education institutions. Finance and Investment Committee terms of reference
<b>Strategic Risks:</b>	N/A
<b>Equality Impact Assessment:</b>	Not required
<b>Subject to prior and onward consideration by:</b>	For consideration by the Committee only.
<b>Confidential paper under FOIA/DPA:</b>	No.
<b>Timing</b>	Annual.
<b>Author</b>	Jonathan Morgan, Chief Governance Officer and University Secretary
<b>Date</b>	13 June 2025
<b>Senior Management/External Sponsor</b>	Rob Whiteman, Treasurer

## Finance and Investment Committee Schedule of Business 2026–27

### 21 September 2026

Financial performance	Management accounts, including: <ul style="list-style-type: none"> <li>• first draft outturn for 2025–26;</li> <li>• a summary of bad debt write-offs for 2025–26;</li> <li>• financial performance of transnational education 2025–26.</li> </ul>
	Student recruitment update
Other Matters for Report	Pension liabilities
Financial Policy and Strategy	Update on steps to reduce and recover operating costs
Committee management and reporting	Review of terms of reference, membership and outcomes of the annual effectiveness review

### 04 November 2026

Financial performance	Management accounts, including an update on student enrolments
	Financial results for 2025–26, including: <ul style="list-style-type: none"> <li>• draft financial statements;</li> <li>• going concern assessment;</li> <li>• financial performance of subsidiaries;</li> <li>• comparison of the final and draft outturn.</li> </ul>
Financial Policy and Strategy	Budget principles 2027–28 and approach to 2031–32 Update on steps to reduce and recover operating costs
Strategic Investment	Business case on a possible transnational educational opportunity in Thailand
	Infrastructure business cases (TBC)
	Estates strategy

### 01 March 2027

Financial performance	Management accounts
	Research grants and contracts annual report
	TRAC return results 2025–26
	Financial statements benchmarking
Budget	Update on steps to reduce and recover operating costs
	2027–28 budget and five-year forecasts
	Updated infrastructure plan
Financial Policy and Strategy	Policies requiring review/approval (TBC)
Strategic Investment	Infrastructure business cases (TBC)
Other Matters for Report	QMSU Financial Statements 2025–26 and mid-year accounts

	QMI annual report
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**21 June 2027**

Financial performance	Management accounts, including treasury investment performance
Financial Policy and Strategy	Policies requiring review/approval (TBC) Update on steps to reduce and recover operating costs
Strategic Investment	Infrastructure business cases (TBC)
Treasury Management and Investment	Update on endowment investments performance
Committee management and reporting	Annual schedule of business 2027–28