



Annual Schedule of Business 2025–26

Outcome requested	Finance and Investment Committee is asked to approve the indicative Annual Schedule of Business for the academic year 2025–26.
Executive Summary	The Committee is asked to consider and approve the draft annual schedule of business for 2025–26.
QMUL Strategy:	The schedule of business relates to all aspects of the strategy.
Internal/External regulatory/statutory reference points:	OfS Terms and conditions of funding for higher education institutions. Finance and Investment Committee terms of reference
Strategic Risks:	N/A
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	For consideration by the Committee only.
Confidential paper under FOIA/DPA:	No.
Timing	Annual.
Author	Nadine Lewycky, Head of Secretariat
Date	13 June 2025
Senior Management/External Sponsor	Isabelle Jenkins, Chair of Finance and Investment Committee

Finance and Investment Committee Schedule of Business 2025–26

25 September 2025

Financial performance	Management accounts, including: <ul style="list-style-type: none"> • first draft outturn 2024–25; • bad debt write-offs; • financial performance of transnational education 2024–25.
	Student enrolments update
Other Matters for Report	Pension liabilities
Strategic investment	Infrastructure business cases (TBC)
	Partnership initiative in Indonesia (TBC)
Committee management and reporting	Review of terms of reference, membership and effectiveness

06 November 2025

Financial performance	Management accounts, including student enrolments update Final financial results 2024–25 including: <ul style="list-style-type: none"> • draft financial statements; • going concern assessment; • financial performance of subsidiaries; • comparison of the final outturn to the draft 2024–25 outturn.
Financial Policy and Strategy	Budget principles 2026–27 and approach to 2030–31 Investment Policy (TBC)
Strategic Investment	Infrastructure business cases (TBC)
	Estates strategy

10 March 2026

Financial performance	Management accounts Research grants and contracts annual report TRAC return results 2024–25 Financial statements benchmarking
Budget	2026–27 budget and five-year forecasts Updated infrastructure plan
Financial Policy and Strategy	Expenses Policy Treasury Management Policy
Strategic Investment	Infrastructure business cases (TBC)
Other Matters for Report	QMSU Financial Statements 2024–25 and mid-year accounts QMI annual report

16 June 2026

Financial performance	Management accounts, including treasury investment performance
Financial Policy and Strategy	Policies requiring review/approval (TBC) University fee regulations 2027–28 (TBC)
Strategic Investment	Infrastructure business cases (TBC)
Treasury Management and Investment	Update on investment endowment investments performance
Committee management and reporting	Annual schedule of business 2026–27