



# AHUA ANNUAL GENERAL MEETING

Tuesday 15 April 2025, 12.00 – 12.50

[The Great Hall 049, Bay Campus, Swansea University, Swansea, SA1 8EP](#)

## AGENDA

*Starred items are for note only.*

### 1. Welcome and address from the Chair

### 2. Apologies for absence\*

Michaela Boryslawskyj (Honorary Treasurer)  
Jim McGeorge (Deputy Chair – Nations)  
Helen Galbraith (Honorary Treasurer)

### 3. Minutes

- 3.1 Confirmation of the minutes of the AHUA Business Session, 16 April 2024 (Pages 3-6).
- 3.2 Matters Arising.

### 4. AHUA Constitution, Membership Criteria

- 4.1 Proposed changes to AHUA Constitution to update membership criteria from the Chair and Executive Director.  
(Pages 7-9)
- 4.2 Vote to approve

### 5. Finance

- 5.1 To receive a statement from the Honorary Treasurer. Position at 31 July 2024 (end of Financial Year 2023/24)  
(Pages 10 - 17)
- 5.2 To receive a summary of the 2024/25 financial performance to date.

### 6. Affiliation fees

- 6.1 To receive a report from the Chair on the 2025/26 affiliation fees  
(Pages 18-19)

### 7. Update on AHUA's work in the sector

- 7.1 Membership development update
- 7.2 Membership advocacy update
- 7.3 Membership community building update
- 7.4 Association development work  
(Pages 20-22 )

### 8. EXECUTIVE CHANGES\*

- 8.1 Current Board membership and portfolios – 'Meet the Executive'  
(Pages 23 - 32)

### 9. To Note\*

9.1 To note the dates of future conferences:

The AHUA Autumn 2025 conference will take place on 12 September 2025 at the Open University (Host: Dave Hall).

The AHUA Spring 2026 conference will take place from 20 to 21 April 2026 at the University of Exeter (Host: Mike Shore-Nye).

9.2 To note that the below mentioned are all available in the Members' Area of the AHUA website [www.ahua.ac.uk](http://www.ahua.ac.uk)

- Reports from [Regional Groups](#) meetings and future meetings dates;
- Reports from [Liaison meetings](#) and future meetings dates;
- [Executive Committee](#) issues/changes reported to the Executive and future meetings dates;
- Membership issues/changes reported to the [Executive](#) (see past agendas) and recorded in monthly [AHUA Updates](#);

**10. Any Other Business**

**AHUA BUSINESS SESSION  
TUESDAY 16 APRIL 2024, 13.45 – 14.35  
Esther Simpson Building, University of Leeds**

**MINUTES**

At the start of the meeting, AHUA Chair, Nicola Owen, addressed members about recent and forthcoming initiatives to be undertaken by the Association.

The AHUA's priorities for the year were outlined in a short paper currently available on the website and referred to in the January 2024 issue of the AHUA's e-newsletter, Update.

In 2022 the Executive agreed three key themes for the Association for the next three years in order to focus efforts, time and resources. These themes were: Better Regulation and Bureaucracy; Student Life; and Future Planning.

In December 2023, the Executive Committee reviewed these priorities. In the paper issued in January 2024, progress against the priorities was documented and further information is contained in the Annual Infographic available in the conference app.

The Association has had significant impact in a number of areas, particularly around better regulation and bureaucracy, and good progress has been made under student life. Work around the theme of future planning will become more prominent this year as issues emerge around the financial sustainability of the sector.

Over the past few months, the AHUA has contributed to UUK's White Paper on the future of the sector and work around that still continues. Executive Officers have met regularly with the DfE and continue to engage with DfE officials on the financial impacts already being felt by institutions and potential responses to it. It would be extremely helpful if AHUA members were willing to share case studies, evidence and insight to help unpack what efficiencies can realistically be achieved and what the consequences might be.

The Association is increasingly receiving requests for input and advice from a range of other organisations. Whilst not lobbying per se, the Association is becoming more influential and providing context for future decision making.

Thanks were extended to Executive Officers, Executive members and Regional Convenors. It was noted that post Covid, some of the regional meetings had not been as well attended as previously. The Chair urged members to engage, to contribute ideas and to attend meetings.

The Chair also thanked the AHUA's coaches, Programme Directors and Development Consultant, Robin Henderson, and the AHUA office team for all their input and support.

The AHUA Executive Secretary, Catherine Webb, was thanked for her work over the past 18 years and congratulated on her imminent retirement.

The Chair also thanked the Association's national sponsors, Mills & Reeve, Burness Paull and Carson McDowell, whose sponsorship period will end on 30 April. They have

sponsored the AHUA for the maximum of two terms. Shakespeare Martineau will be the Association's national sponsors for the next three years, starting on 1 May.

The Chair thanked members for their continued support and hoped they had enjoyed the conference and time spent with their peers.

## **1. Welcome and introductions**

Members were welcomed to the meeting. The AHUA's Executive Officers introduced themselves.

## **2. Apologies for absence were received as follows:**

- Sophie Bowen, University of East London
- Bryn Morris, University of Essex

## **3. Minutes**

3.1 The minutes of the AHUA Business Session on 18 April 2023 were confirmed as an accurate record.

3.2 There were no matters arising.

## **4. Finance (Helen Galbraith)**

4.1 A statement of the Association's finances as at 31 July 2023 was received and noted.

4.2 The Association ended the year in a healthy financial position with reserves of just over £250,000.00. The budgeted annual income was approximately £413,000, generated from membership subscriptions, events, development programmes and sponsorship. The budgeted expenditure was £415,000 but was in fact well below that. The surplus allows the AHUA to explore areas for future investment and activity.

4.3 A member questioned the amount of reserve funds, particularly given the current financial constraints on institutions. The Chair responded that Executive members are very mindful of this and members should feel they are getting value for money from their subscription. In addition, Executive members are very conscious about how those reserves are spent and are keen to ensure that the benefits they will bring to both members and the sector achieve the highest impact.

## **5. Update on AHUA Communications (Helen Watson)**

5.1 A written update on AHUA's communications activities was received and noted.

5.2 A series of Position Papers are currently being developed to reflect the views of members on key issues. These will be used in press engagements and interactions with partner organisations.

5.3 Members were encouraged to continue to contribute to the AHUA's blog series.

**6. Update from the AHUA Development Group (Robin Henderson)**

- 6.1 A written update on AHUA's development activities was received and noted.
- 6.2 The AHUA has initiated a series of 'AHUA Exchange' meetings, the first of which, on the Israel-Gaza situation, was well received. The meetings will run every fortnight and are satisfying a request from members to have shorter meetings on topical issues that can be discussed in a confidential space. Members were encouraged to engage in these.
- 6.3 The Association is continuing to run action learning sets and has been subsidising them at a higher rate for the past year. If members would like to join a set, they should contact the AHUA office. The next set is likely to start in the Autumn. If members are part of a learning set that has lost members and would like to reinvigorate that set, please contact Catherine Webb or Robin Henderson.
- 6.4 The Online Governance Programme, aimed at junior governance staff, will start in the Autumn. The Secretaries Programme will run again in November/December. This is aimed at Deputy University Secretaries who are looking to move into more strategic roles.
- 6.5 Recruitment will take place in December for another iteration for the Aspiring Registrar and COO Programme which will start in January 2025.
- 6.6 Feedback from the current Reciprocal Mentoring Programme has been very positive and the intention is to run another cohort depending on agreement from the AHUA Executive. Members should contact Catherine Webb or Robin Henderson if they are interested in being involved.
- 6.7 Members should let the AHUA office know of any topics or speakers that they would like to see at future conferences and/or ideas for future events.

**7. Update on AHUA research project into career barriers faced by Professional Service staff of colour (Robin Henderson / Andrew Young)**

- 7.1 There is very little research into the career experiences of professional services staff of colour in HE and what has enabled them to progress. AHUA will be commissioning research in this area shortly. A Reference Group has been established with representatives from various organisations including AdvanceHE and AHEP and chaired by Andrew Young. Members were asked to think about what outcomes from the research would be useful for them in order to inform the research proposal. Members were also requested to actively engage in the research by facilitating access for the researchers to people and documents that would be helpful.

**8. Update on HUMANE activities (Paul Greatrix)**

- 8.1 Paul Greatrix is President of HUMANE (Heads of University Management and Administration Network in Europe) which has 170 members across 26 countries including countries outside Europe. The organisation has a strong developmental focus both for Registrars and COOs and aspiring leaders. Its two flagship events are the Winter School, held in Barcelona, and the Summer School in Berlin. In a post Brexit world, HUMANE offers its members an easy

and direct way of joining an international network. Members were encouraged to consider membership.

**9. Update and discussion of current issues**

- 9.1 The Chair informed the meeting that an appointment has been made to the role of AHUA Executive Director and an announcement will be made towards the end of April.
- 9.2 UUK has requested information and specific case studies around issues to do with the Israel-Gaza situation to inform discussions with DfE. Members were asked to contact the AHUA office with examples to illustrate how seriously institutions are taking matters when issues arise on campus.
- 9.3 Jisc would appreciate the opportunity to engage more effectively with AHUA members to drive conversations on the future of data returns, regulatory burden and processes.

**10. AHUA Liaison meetings**

- 10.1 It was noted that regular meetings have been held with OfS, DfE, UUK and CUC and that notes of those meetings are available in the Members' Area of the AHUA's website.

**11. Future Conferences:**

- 11.1 The dates and venues of future conferences were received and noted.
- 11.2 Ideas for presenters or topics are always welcome.

**12. Regional Groups**

- 12.1 The dates and venues of future regional groups were received and noted.
- 12.2 The Chair thanked Regional Convenors for their work organising meetings.

**13. Executive Committee**

- 13.1 The AHUA Executive membership was noted.

**14. Membership**

- 14.1 AHUA membership issues were noted.

**15. Any Other Business**

- 15.1 There was no AOB.

#### 4. AHUA Constitution, Membership Criteria

The AHUA Executive and Board are proposing a change to the AHUA constitution to reflect a change to our membership criteria. The detailed background for the proposed evolution in membership criteria is covered in a membership blog [here](#).

The motion proposes a change to;

- Retain a maximum of 2 individual members per affiliated institution in UK and Ireland
- Retain existing requirements for 1 of those 2 individual members to be reporting to the VC or Chair of the Governing Body and working at the executive level in a role responsible for administration, operations, and governance (commonly a Registrar, Chief Operating Officer, University Secretary, or similar role). This member will be the '*primary member*'.
- Amend the rules for the second individual member so that it is no longer essential for them to report to the VC or the Chair of the Governing Body, creating an option for a slightly wider range of senior roles to become an AHUA member in agreement with the Primary Member. They will typically sit at an executive level or be in a deputising role for the Primary member (such as Deputy Registrar).

This proposed change has been selected following feedback from members before Christmas and an indicative preferential vote held at the start of 2025. 53 different institutions indicated a preference in the indicative preference poll with just under 50% indicating a preference for the way forward we are now putting to the AGM.

|   | 1            | 2            | 3            |
|---|--------------|--------------|--------------|
| Retain a maximum of 2 individual members per institution and keep the existing membership criteria.   | 26.42%<br>14 | 39.62%<br>21 | 33.96%<br>18 |
| Retain a maximum of 2 individual members including a 'primary member' (who must be a direct report to the VC or the Chair of the university board) with relaxed criteria for the second member.   | 49.06%<br>26 | 35.85%<br>19 | 15.09%<br>8  |
| Increase to a maximum of 3 individual members per institution including a 'primary member' (who must be a direct report to the VC or the Chair of the university board) with relaxed criteria for the other 2 members who are identified locally. | 24.53%<br>13 | 24.53%<br>13 | 50.94%<br>27 |

The specific proposed change to our constitution to allow for this development will be:

- To add the role of 'primary member' into rule 4.3.1
- To add a new rule 4.3.3 permitting the second member to include, where agreed by the primary member and the association, persons such as Deputy Registrar who maintain a relevant portfolio, operate a senior level but might not report into the VC and / or Chair.
- To revise other rule numbers as required.

The current and revised rule 4.3 from the constitution follow. Should a member wish to see the current full AHUA Constitution it is available [here](#).

**Existing Rule 4.3****4.3 Membership**

4.3.1 Each Institutional Member of the Association shall nominate a maximum of two individuals to represent it and participate in the work of the Association. At the discretion of the AHUA Chair, up to two individuals from a member institution may belong to AHUA where this best reflects the interests of the Association and responsibilities of the individuals concerned, broadly identified as:

4.3.1.1 responsibility for governance (as Secretary or Clerk to the governing body of the institution);

4.3.1.2 general responsibility for the administration and management functions of the institution (i.e. acting in a broad 'Director of Operations' role).

4.3.2 Representative Members of the Association should report directly or have a dotted line report to the Vice-Chancellor or equivalent or the Chair of Council or equivalent.

4.3.3 Representative Members of the Association shall be eligible, upon payment of the appropriate fees by their institution:

4.3.3.1 to attend the conferences and meetings arranged by the Association;

4.3.3.2 to stand for election to office (UK and Republic of Ireland members only);

4.3.3.3 to vote in elections (UK and Republic of Ireland members only);

4.3.3.4 to attend General Meetings of the Association and;

4.3.3.5 to receive such communications and other materials as shall be sent to all members.

**Proposed Revised Rule 4.3****4.3 Membership**

4.3.1 Each Institutional Member of the Association shall nominate, at the discretion of the Association, a maximum of two individuals to represent it and participate in the work of the Association, one of whom will be a primary member. The primary member shall normally hold:

4.3.1.1 responsibility for governance (as Secretary or Clerk to the governing body of the institution); And/ or

4.3.1.2 general responsibility for the administration and management functions of the institution (i.e. acting in a broad 'Director of Operations' role).

4.3.2 The primary member of the Association should report directly or have a dotted line report to the Vice-Chancellor or equivalent or the Chair of Council or equivalent.

4.3.3 The second member would be proposed by the primary member and would normally hold similar responsibilities and operate at an appropriately senior level within the organisation, but may have a different reporting line.

4.3.4 Representative Members of the Association shall be eligible, upon payment of the appropriate fees by their institution:



- 4.3.4.1 to attend the conferences and meetings arranged by the Association;
- 4.3.4.2 to stand for election to office (UK and Republic of Ireland members only);
- 4.3.4.3 to vote in elections (UK and Republic of Ireland members only);
- 4.3.4.4 to attend General Meetings of the Association and;
- 4.3.4.5 to receive such communications and other materials as shall be sent to all members.

**Nicola Owen- AHUA Chair**

**Michaela Boryslawskyj – AHUA Secretary**

**Ben Vulliamy – AHUA Executive Director**

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## 5. SUMMARY Financial Report 2023/24 full year accounts

- In the 2023/24 financial year, the Association saw a turnover of £408,820. This was a 1.9% decrease in turnover from £416,707 the previous year.
- The 2023/24 year delivered a budgeted deficit of –£25,033.
- The 2024/25 year ended with a healthy reserve of £230,386. This represents just over 56% of annual turnover without other assets held.
- 53% of all income came from institutions' affiliation fees. The remaining income was generated from participation fees (conference and development programs) and sponsorships.
- Accounts were prepared in accordance with Financial Reporting Standard 102 with the support of Bright Partnership LLP (Heywood Shepherd) and were approved by the AHUA Executive Committee and Board in December 2024.

The full accounts are available [here](#).

## SUMMARY Financial Performance 2024/25

- Plans for the 2025/26 saw a deficit budget with investment from reserve into leadership and staffing, inclusion and EDI initiatives (a second year of the reciprocal mentoring program, a diversity research commission and bursaries for people of colour wishing to participate in the 2025/26 aspiring registrars and COO's program), a further freeze on affiliation fees and subsidy of some key membership activity (coaching, action learning and some key workshops). The original budget forecasted a year-end deficit for 2025/26 of –£74,200.
- Performance in the first half of the current year saw a decline against budget in income with a drop in affiliation income as 6 members left the Association and income associated with participation in paid-for development opportunities declined.
- Costs for the year are seeing some overspend as operating costs are subjected to inflationary pressures while we have held affiliation fees and development participation costs. Subsidised coaching and action learning has been oversubscribed as a result of membership turnover.
- We anticipate the end-of-year deficit increasing beyond the budgeted amount and to an estimated –£104,116.

**Helen Galbraith AHUA Treasurer**  
**Ben Vulliamy AHUA Executive Director**

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# Association of Heads of University Administration

Unaudited Financial Statements

for the Year Ended 31 July 2024

# **Association of Heads of University Administration**

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## Association of Heads of University Administration

### Statement of Financial Activities for the Year Ended 31 July 2024

|                                    | Note | Unrestricted<br>funds<br>£ | Total<br>2024<br>£ |
|------------------------------------|------|----------------------------|--------------------|
| <b>Income and Endowments from:</b> |      |                            |                    |
| Association Income                 |      | 408,820                    | 408,820            |
| Investment income                  |      | 1,574                      | 1,574              |
| Total income                       |      | <u>410,394</u>             | <u>410,394</u>     |
| <b>Expenditure on:</b>             |      |                            |                    |
| Association Costs                  |      | <u>(435,427)</u>           | <u>(435,427)</u>   |
| Total expenditure                  |      | <u>(435,427)</u>           | <u>(435,427)</u>   |
| Net expenditure                    |      | <u>(25,033)</u>            | <u>(25,033)</u>    |
| Net movement in funds              |      | (25,033)                   | (25,033)           |
| <b>Reconciliation of funds</b>     |      |                            |                    |
| Total funds brought forward        |      | <u>255,419</u>             | <u>255,419</u>     |
| Total funds carried forward        |      | <u>230,386</u>             | <u>230,386</u>     |
|                                    | Note | Unrestricted<br>funds<br>£ | Total<br>2023<br>£ |
| <b>Income and Endowments from:</b> |      |                            |                    |
| Association Income                 |      | <u>416,707</u>             | <u>416,707</u>     |
| Total income                       |      | <u>416,707</u>             | <u>416,707</u>     |
| <b>Expenditure on:</b>             |      |                            |                    |
| Association Costs                  |      | <u>(382,650)</u>           | <u>(382,650)</u>   |
| Total expenditure                  |      | <u>(382,650)</u>           | <u>(382,650)</u>   |
| Net income                         |      | <u>34,057</u>              | <u>34,057</u>      |
| Net movement in funds              |      | 34,057                     | 34,057             |
| <b>Reconciliation of funds</b>     |      |                            |                    |
| Total funds brought forward        |      | <u>221,362</u>             | <u>221,362</u>     |
| Total funds carried forward        |      | <u>255,419</u>             | <u>255,419</u>     |

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note .

The notes on pages 3 to 4 form an integral part of these financial statements.

# Association of Heads of University Administration

## Balance Sheet as at 31 July 2024

|   | Note | 2024<br>£      | 2023<br>£      |
|---|------|----------------|----------------|
| <b>Fixed assets</b>                                   |      |                |                |
| Tangible assets                                       | 3    | 854            | -              |
| <b>Current assets</b>                                 |      |                |                |
| Debtors   | 4    | 35,282         | 17,531         |
| Cash at bank and in hand                              | 5    | 203,750        | 240,228        |
|   |      | <u>239,032</u> | <u>257,759</u> |
| <b>Creditors: Amounts falling due within one year</b> | 6    | <u>(9,500)</u> | <u>(2,340)</u> |
| <b>Net current assets</b>                             |      | <u>229,532</u> | <u>255,419</u> |
| <b>Net assets</b>                                     |      | <u>230,386</u> | <u>255,419</u> |
| <b>Funds of the charity:</b>                          |      |                |                |
| <b>Unrestricted income funds</b>                      |      |                |                |
| Unrestricted funds                                    |      | <u>230,386</u> | <u>255,419</u> |
| <b>Total funds</b>                                    |      | <u>230,386</u> | <u>255,419</u> |

The notes on pages 3 to 4 form an integral part of these financial statements.

# **Association of Heads of University Administration**

## **Notes to the Financial Statements for the Year Ended 31 July 2024**

### **1 Accounting policies**

#### **Basis of preparing the financial statements**

The financial statements of the organisation, which is a public benefit entity under FRS 102, have been prepared in accordance Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'

The financial statements have been prepared under the historical cost convention.

#### **Income**

All income is recognised in the Statement of Financial Activities once the association has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

#### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the organisation to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

#### **Fund accounting**

Unrestricted funds can be used at the discretion of the board..

Restricted funds can only be used for particular restricted purposes within the objects of the association. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### **2 Trustees remuneration and expenses**

There were no board member remuneration or other benefits for the year ended 31 July 2024.

## Association of Heads of University Administration

### Notes to the Financial Statements for the Year Ended 31 July 2024 (continued)

#### 3 Tangible fixed assets

|                       | Furniture and<br>equipment<br>£ | Total<br>£ |
|-----------------------|---------------------------------|------------|
| <b>Cost</b>           |                                 |            |
| Additions             | 887                             | 887        |
| At 31 July 2024       | 887                             | 887        |
| <b>Depreciation</b>   |                                 |            |
| Charge for the year   | 33                              | 33         |
| At 31 July 2024       | 33                              | 33         |
| <b>Net book value</b> |                                 |            |
| At 31 July 2024       | 854                             | 854        |

#### 4 Debtors

|               | 2024<br>£ | 2023<br>£ |
|---------------|-----------|-----------|
| Trade debtors | 19,560    | 3,760     |
| Prepayments   | 15,722    | 13,771    |
|               | 35,282    | 17,531    |

#### 5 Cash and cash equivalents

|              | 2024<br>£ | 2023<br>£ |
|--------------|-----------|-----------|
| Cash at bank | 203,750   | 240,228   |

#### 6 Creditors: amounts falling due within one year

|                 | 2024<br>£ | 2023<br>£ |
|-----------------|-----------|-----------|
| Trade creditors | -         | 390       |
| Accruals        | 9,500     | 1,950     |
|                 | 9,500     | 2,340     |

#### 7 Related party transactions

There were no related party transactions for the year ended 31 July 2024.



## Association of Heads of University Administration

### Detailed Statement of Financial Activities for the Year Ended 31 July 2024

|   | Total<br>2024<br>£ | Total<br>2023<br>£ |
|---|--------------------|--------------------|
| <b>Association Income</b>               |                    |                    |
| Conference income                       | 53,648             | 69,900             |
| Programme income                        | 131,824            | 114,510            |
| Subscriptions                           | 215,848            | 197,297            |
| Sponsorship                             | 7,500              | 35,000             |
|   | <u>408,820</u>     | <u>416,707</u>     |
| <b>Investment income</b>                |                    |                    |
| Interest on cash deposits               | 1,574              | -                  |
|   | <u>1,574</u>       | <u>-</u>           |
| <b>Association Costs</b>                |                    |                    |
| Wages and salaries                      | (159,723)          | (159,575)          |
| Staff training                          | (5,086)            | (6,060)            |
| Rent                                    | (12,300)           | (11,164)           |
| Insurance                               | (1,706)            | (86)               |
| Telephone                               | (60)               | (1,124)            |
| Committee expenses                      | (1,900)            | (4,028)            |
| Computer software and maintenance costs | (20,604)           | (11,088)           |
| Printing, postage and stationery        | (93)               | (40)               |
| Trade subscriptions                     | (3,343)            | (319)              |
| Sundry expenses                         | (65)               | (131)              |
| Conference expenses                     | (33,872)           | (47,446)           |
| Programme costs                         | (188,561)          | (127,534)          |
| Travel and subsistence                  | (4,641)            | (2,791)            |
| Essay Prize                             | -                  | (7,974)            |
| Depreciation of office equipment        | (33)               | -                  |
| Accountancy fees                        | (2,000)            | (1,950)            |
| Professional fees                       | (1,440)            | (1,340)            |
|   | <u>(435,427)</u>   | <u>(382,650)</u>   |

This page does not form part of the statutory financial statements.

## 6. Affiliation Fees 2025/26

### Background

Membership and affiliation fees, paid per institution and by the institution, have been maintained at £1,490 per institution per year for the past three years. Prior to that, it was held at £1,450.00 for three years. This fee level, and the single increase of £40 per institution per year in a 6-year period, benchmarks well with the significant majority of other professional associations in the sector.

The associations work to maintain the affiliation fee over a sustained period and have coincided with work to try to hold or even reduce the participation costs for conferences, development programs, and workshops and cover or subsidise participation costs for coaching and action learning. Inevitably, as operational costs increase and participation fees are subsidised or held and affiliation fees are capped, we start to see increasing pressure on reserves for the association. While utilising reserves in that way has been part of our financial strategy in recent years, it can't be a long-term strategy.

A small working group of the Executive Committee and board met to review the affiliation fee and consider the rationale for change and to conduct analysis on various fee levels. They proposed to the Executive Committee and Board an increase to affiliation fees comparable in percentage terms to the increase in tuition fees for 2025/26. This will increase each institution's fee by £45 to £1,535 and generate an additional £6,075 based on the current membership profile. The board agreed with the proposal and wishes to put it to the AGM along with a recommendation to provide for an extended payment period, allowing payment for the year in advance or in the year as suits each institution.

### Rationale for change

The proposed increase is to generate a modest amount towards the growing inflationary costs following a period of increasing dependency on free cash reserves. In generating an additional £6,075 income (if all members remained in affiliation for 2025/26 with a 3% fee increase applied) we would reduce some of the dependency on reserves for operating costs as have been the case in 2023/24 and 2024/25 which in the current year is anticipated to be in the region of £40,000 subsidy from reserve (not including 1 off investments from reserve).

In 2023/24 the year-end financial statements showed an operating deficit of -£25,033. At that stage we retained a reserve of £255,419. A further deficit of -£74,200 was budgeted for 2024/25 encompassing a mix of targeted one-off investment from reserves (£10,000 for the second year of the reciprocal mentoring project and £25,00 for the AHUA research project) and a deficit on operating expenditure (almost £40,000). If the 2024/25 financial year sees results as per the original budget, we will have seen a drop of 29% of our reserve year on year or 36% over a 2 year period. The budget currently shows overspend beyond the originally forecasted deficit.

With sector tuition fees increasing by inflation we have proposed a comparable percentage increase for 2025/26 on a per institution basis. In addition it is proposed that an extended invoice payment period expected to run from start June 2025 to end of September 2025 and allowing for payment in advance or in year will offer greater flexibility for institutions when planning and administering payment.

**Recommendation**

The AHUA Executive Committee and Board recommend to the AGM that the institutional affiliation be increased to £1,535 per year for 2025/26 to be invoiced by the start of June for payment within a 4 month period.

**Helen Galbraith AHUA Treasurer**  
**Ben Vulliamy AHUA Executive Director**

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## 7. Update on AHUA's work in the sector

### 7.1 Membership development update

- The Professional Services Development Program (PSDP) ran throughout 2024 and the cohort of 16 completed in Feb 2025. This program is designed to support newly appointed (1-3 years) Directors develop a more cross directorate and organisational strategic mindset. Certificates were issued to all delegates at completion, and some follow-up work to support alumni to further connect with our members and their agendas has started. While these are not at this stage entering AHUA's membership, we believe the course alumni should be a pool of friends of AHUA and possible future members that we should look to continue to support in some way which complements and does not detract from our core membership work.
- The 2025 Aspiring Registrars and COO's Program launched in January 2025. 16 participants including our first 2 participants to receive a bursary for aspiring registrars and COO's who are from ethnically minoritised and global majority backgrounds. As part of the programme all delegates will be invited to attend the Autumn AHUA conference giving a chance to further build their networks with our members and understanding of their agendas.
- 2024/25 saw a December Secretaries Programme with 10 delegates providing 80% positive feedback (and 20% neutral). This programme saw a drop in delegates and operated under capacity. The Online Governance Programme saw 11 delegates attend a series of monthly online workshops. That programme ended at the end of March, and post-event evaluation is underway.
- An AHUA Associate-led development review is under way to consider our future development offer against the needs of the sector, the changing skill set for current and future members, the need to offer competitive pricing balanced against consistently high standards. The review includes mapping for professional services across sector bodies, engagement with members, and consideration of underserved groups of membership. Key outcomes should include recommendations for opportunities that offer best value for money to member organisations and meet a market need. While we anticipate some review outcomes will allow implementation in 2025/26, others are likely to require consideration for longer-term implementation.
- A range of 1-off workshops in 2024/25 have included sessions with Lime Culture on gender-based violence and sexual harassment, Moorhouse on building a culture of and mindset for efficiency and with associates on managing free speech in institutions.
- The Reciprocal Mentoring Programme (pilot) cohort 2 started in January 2025 and will run till the end of the calendar year. 22 participants applied this year with launch sessions in January, a mid-year review scheduled for June, and an end-of-program evaluation due early 2026. The end of pilot evaluation will also reflect on the outcomes and recommendations of the AHUA-commissioned research project on diversifying the most senior roles responsible for university governance and administration.

### 7.2 Membership advocacy update

- Support to the UUK task force on efficiency and transformation has rightly dominated a significant amount of our influencing time and work. This has included contributing to the 3 streams of their agenda and developing our own AHUA led and convened work that complements the task force agenda but is produced and led from within the Association. In particular this includes securing partners to develop an organisational efficiency maturity assessment model that can be open source and applied within

institutions to identify key opportunities to grow the organisations efficient practice, process and people. We have organised regular updates from UUK on the task force to AHUA regional meetings.

- We have support the OIA on a number of initiatives including research into the implications of CMA on complaints case work and engagement with and around changing OIA governance.
- We have done work with Jisc (and colleagues at HESPA) on HESA data trying to help completion 2024 returns and prepare for the smoothest possible transition to in year data in future.
- We have continued to engage with OfS with a focus on regulatory breadth and burden. This included a coordinated AHUA membership submission to the OfS strategy consultation.
- 19 blogs were published in first 6 months of 2025/26 (Vs 4 blogs in the comparable period 2024/25). Key blog topics this year include analysis of the HE funding pressure, articles on the implications of the free speech bill, opportunities for enhancing sector governance, OfS regulation on harassment and sexual misconduct, an analysis of how the sector responds to the EHRC on the Abrahart case and a range of other topics that help influence within and beyond our membership.
- Publications and references to AHUA have been featured in Times Higher Education and Wonkhe (in print and podcasts). We are continuing to explore ways of cultivating a suitable, positive, and influential media presence.
- We supported the launch of The Yad fellowship at a residential in Windsors Cumberland Lodge. The Yad Fellowship is a program designed to enable balanced free speech debate across 'the middle ground', particularly on issues of conflict in the Middle East. Sponsored by Lord Mann (the government independent adviser of Antisemitism) and a number of Islamic and Jewish charities, the group has been exploring ways of enabling respectful free speech on highly emotive and sensitive topics. 'Yad' is the word for hand in Arabic and Hebrew.

### 7.3 Membership community building update

- Across all our conferences, events, development, and regional networks, 128 of our 135 member institutions have engaged in at least 1 event in the first 6 months of the 2024/25 year.
- 160 registrations were made across the 3 regional meetings in each of our 4 AHUA regions in the first 6 months of the year. Regions are one of most significant points of community engagement and community building work. At the Spring 2025 meeting alone, 51 different institutions sent 1 or more delegates to a regional meeting (with separate and additional arrangements in place with Universities Scotland in Scotland).
- The Executive Committee and Board resolved to move away from subsidised coaching for some qualifying members across 2024/25 and move towards a more inclusive subsidy of action learning sets with additional community building benefits. This transition is underway and we are currently offering subsidised online or in person action learning opportunities as we phase out the coaching offer.
- We are increasing collaborations across sector associations. The Big Conversation sees us work with Advance HE, Guild HE, CUC and IHE on a series of events regarding sector governance that will feed into a governance review group CUC are coordinating. An event led by AUDE, sees us collaborate with AUDEA, BUFDG, UHR, and UCISA to understand what how the Estates Management Report data might influence key strategic decisions on efficiency for boards and executives.
- We hosted a stage at Wonkhe festival of HE on governance, bringing together AHUA governance associates with representatives from OfS and Advance He to explore the evolution of and key priorities for, sector governance.

- We are working with The Venn: University Leaders Forum to bring some profile for AHUA in debates about the future of the sector. We have secured discounts for AHUA members as part of a partnership deal with the organisers.
- We are supporting HUMANE on the next registrars survey; “Different contexts, same challenges in European Higher Education: The role of the Head of Administration”.
- We have organised and run 5 membership Online Exchange events in 2024/25, bringing together members for confidential online discussions on pertinent association issues such as governance reviews, reform in professional services, internal audit and effective sector collaboration.

#### 7.4 Association development work

- Key AHUA organisational development work in 2024/25 has included work to build some form of consensus around the potential for the evolution of our membership criteria to best support the sector and the membership including the evolution of roles and structures that directly lead on governance and administration.
- Stemming from constitutional changes to accommodate any membership criteria developments we have been scoping a wider constitutional review to ensure the constitution reflects best practice, is consistent in how it's understood and applied, is suitably accessible and enables agile and effective governance and leadership. The constitutional review will report to Spring Conference 2026
- We have been updating some of our banking systems and put in place an agreement with specialist accountants to support our timely and effective production of accounts and suitable banking practices. This resulted in the production of accounts for board and membership significantly earlier than in previous years and helps support work on developing financial strategy and reserves policy and ensuring best value for money for members.
- We continue to look at our board's evolution co-opting new trustees who support us with key skills and experience, looking at succession planning for elected members and developing our board practice to reflect suitable governance.

**Nicola Owen AHUA Chair**  
**Ben Vulliamy AHUA Executive Director**

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**EXECUTIVE CHANGES SINCE APRIL 2024**

- Niamh Lamond joined the Executive Committee in April 2024 as the Spring 2025 conference host.
- Rachel Brealey joined the Executive Committee in September 2024 for a three year term as a Nationally Elected Member.
- Rachel Sandby-Thomas stood down from the Executive Committee in August 2024 after serving two three year terms.
- Helen Galbraith agreed to continue in the post of Honorary Treasurer for a second three year term until 31 August 2027.
- Stephen Dudderidge agreed to continue a second two-year term on the Executive Committee as Communications Group Chair until 30 September 2026.
- Paul Greatrix left the Executive in December 2024 which included two 3 year terms as Midland's Group Convenor, and a term in the role of Honorary Secretary.
- Michaela Boryslawskyj agreed to a 3 year term as Honorary Secretary which started in January 2025.
- Amanda Wilcox agreed to an interim term as North Group Convenor whilst Linda Brady stepped into the Vice-Chancellor role at Edge Hill University in February 2025.
- Alistair Jarvis joined the Executive Committee as a co opted member in February 2025.
- John Rushforth left the Executive (CUC representative) in March 2025.

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# AHUA Board

The Association of Heads of University Administration has a board, primarily composed of AHUA members, who serve as custodians and trustees of the organisation. This board includes elected members, Regional Convenors, and Co-opted Members drawn from all parts of the HE sector.

Within the Board is the Executive Team, formed from five board members. The Chair, Deputy Chairs, Honorary Secretary, and Honorary Treasurer, supported by the Executive Director.

The Executive Team is responsible for specific portfolios that focus on ensuring the Association's daily operations are sustainable and effective, while also aligning the development, support, and advocacy agenda with the needs of the broader membership.





## Chair - Nicola Owen

**Deputy Chief Executive (Operations), Lancaster University**

Nicola is Deputy Chief Executive (Operations) at Lancaster University, where she has been since 2013 and leads the Professional Services across the University, covering corporate, governance and academic service.

Previously, Nicola was at the University of Warwick as Deputy Registrar and, before that started her university administrative career at the University of East Anglia.

As the Chair, Nicola leads the Board and the Association work including, but not limited to, leading on engagement with a wide range of sector bodies and as a lead spokesperson for AHUA public affairs. Nicola also leads our work with HUMANE and with the Jisc audit committee.

## Deputy Chair - Mike Shore-Nye

**Senior Vice President, Registrar & Secretary, University of Exeter**

Mike joined the University of Exeter in 2016 and is the Senior Vice-President and Registrar and Secretary responsible for the institution's Professional Services team of 2,600 colleagues and for the effective and efficient operations and governance of the University.

Prior to this, Mike worked at a number of universities and served as COO at Queen Mary University of London.

As the Deputy Chair, Mike supports the Chair in their leadership of the Associations work and leads on the Associations work with and representation to the Home Office, USS, UUK Employers Pension Forum and GW4.





## Deputy Chair (Devolved Nations) - Jim McGeorge

**University Secretary & Chief Operating Officer, University of Dundee**

Since 2009, Jim has been responsible for the strategic development and efficient and effective management of the University. As well as ensuring the University meets its statutory and regulatory responsibilities.

Jim began his career in 1996 and has since held a succession of posts including Academic Secretary & Registrar at Abertay University and Deputy University Secretary at the University of Stirling.

As the Deputy Chair of Devolved Regions, Jim supports the Chair and the Association's work to reflect the devolved nations, ensuring that it respects and intersects with devolved government and decision-making in all of the nations. Jim represents AHUAs members with the UCEA Scotfing Committee, UCAS audit committee, the Scottish Information Commissioner, the Advance HE senior staff remuneration code review group and is chair of the UPUC Boards.

## Honorary Secretary - Michaela Boryslawskyj

**Registrar and Secretary, Leeds Beckett University**

At Leeds Beckett University, Michaela is responsible for securing effective and efficient governance of the University, alongside legislative and regulatory compliance; together with the provision of a modern, customer focussed student administration service.

Originally working as a Corporate/Commercial solicitor in private practice, Michaela commenced her university career with the University of Huddersfield in 2009 and was appointed as University Secretary in 2014; she then spent 4 years at Sheffield Hallam University, again in the University Secretary post, before moving to Leeds Beckett University in 2024.

As the Honorary Secretary, Michaela leads the Association's constitutional oversight, elections and membership arrangements.





# Honorary Treasurer - Helen Galbraith

**Senior Pro Vice-Chancellor and Chief Operating Officer, University of Chester**

Helen has been at the University of Chester since 2021. As Senior Pro Vice-Chancellor, her role encompasses leadership of professional services alongside strategic oversight of the student experience.

Previously, Helen was the Academic Registrar and Secretary at Keele University and held a range of professional roles at the University of Bristol, including Director of Strategic Planning and Projects.

As the Honorary Treasurer, Helen works with the Executive Director and the wider Board to provide stewardship and oversight for the Association's finances, including financial strategy and accounts. Helen also represents the Association and our members to the HESA Data Futures Contract Group, HESPA and at the UUK Drugs Taskforce.

# Executive Director - Ben Vulliamy

**Executive Director, AHUA**

Appointed in Summer 2024, Ben works with the Executive Committee on developing the work of the Association. He previously held the role of Chief Executive at the University of York Students' Union and has held a number of education policy and student services leadership roles at a number of institutions.

Ben manages the Associations day to day work, reporting to The Chair and supporting the Board on their wider leadership and governance. He manages a small office team and a range of specialist Associates to deliver the AHUA development programmes, membership networks and a range of AHUA advocacy work and projects.







**Matthew Andrews**  
**Chief Operating Officer and Pro Vice Chancellor Student Experience, University of Gloucestershire**  
**Regional Convenor for AHUA South**

Prior to joining the University of Gloucestershire, Matthew previously held a range of senior leadership roles with Oxford Brookes University and Durham University.

As Regional Convener for AHUA South, Matthew brings together a peer group of members across the southern region as well as sitting on the Board. Matthew also sits on the Jisc Audit and Risk Committee.



**Richard Taylor**  
**Chief Operating Officer, Loughborough University**  
**Regional Convenor for AHUA Midlands**

Richard is responsible for the Strategic Leadership of the University's non-academic operation and support services as well as all the Professional Services teams including Finance, HR, Estates, and IT Services.

As Regional Convener for AHUA Midlands, Richard brings together a peer group of members across the Midlands region as well as sitting on the Board.



**Amanda Wilcox**  
**University Secretary, Durham University**  
**Elected Member and Acting Regional Convenor for AHUA North**

Amanda joined Durham University in 2022 and has successfully led professional service operations and change programmes, both at an institutional and service level

Amanda is the acting Regional Convenor for AHUA North for a short period during 2025. Amanda also represents AHUA members at the UUK Standing Committee on Quality Assessment.



**Louise Nadal**  
**School Secretary at the London School of Economics and Political Science**  
**Regional Convenor for AHUA London**

Louise joined LSE in 2017 and manages all legal compliance and governance activities on behalf of the School and acts as Secretary to the Council and clerk of the Court of Governors.

As Regional Convenor for AHUA London, Louise brings together a group of members from across London and sits on the Board. Louise also sits on the OIA Good Practice Framework Steering Group.



**Eileen Schofield**  
**Chief Operating Officer & University Secretary, University of Stirling**  
**Regional Convenor for Scottish Secretaries' Group**

Since 2014, Eileen has had overall responsibility for the University's Professional Services and works closely with the other senior members of staff to achieve the effective management of the institution.

Eileen works with AHUA members and the Universities Scotland Secretaries Group, leads on reviewing and developing the AHUA development program offers and represents Scottish members with HUMANE.



**Rachel Brealey**  
**Chief Operating Office, University of Leeds**  
**Elected Member**

Rachel contributes significantly to the implementation of the University of Leeds strategy, manages and leads strategic change, and ensures the efficient use of resources and the quality of service provision.

Rachel was elected to the Board by the Association's membership.



**Andrew Young**  
**Head of Administration & Chief Operating Office, London School of Economics and Political Science**  
**Elected Member**

Andrew manages the majority of central professional services, including: Estates, HR, IMT, Communications, Risk & Compliance, EDI, ARD, Residences & Catering and has oversight of the administration of the School.

As an elected member, Andrew has led on a range of Association initiatives focused on membership diversity including being the lead for the commission of a major research



**Helen Watson**  
**Chief Operating Officer, City St George's, University of London**  
**Elected Member**

Prior to taking on the role of COO at City University in 2022 (City St George's from August 2024), Helen was the COO at Goldsmiths, University of London. She previously held senior leadership roles at the University of Oxford.

Helen operates as the Associations Blog Editor-in-Chief, and supports the AHUA Communications Strategy Group.



**Lynda Brady**  
**Pro Vice-Chancellor (Student Experience) & University Secretary, Edge Hill University**  
**Regional Convenor for AHUA North - Currently being overseen by Amanda Wilcox**

Lynda joined Edge Hill University in 2014 and has responsibility for Academic Registry, the Academic Quality Development Unit, the Centre for Learning & Teaching, Directorate Office and Student Services.

As the Regional Convenor for AHUA North, Lynda coordinates members across the Northern region and sits on our Board. Lynda's role is currently being overseen by Amanda Wilcox on an interim basis.



**Stephen Dudderidge**  
**Chief Operating Officer, University of Derby**  
**Co-optee**

As Chief Operating Officer, Stephen has responsibility for a range of key corporate services and strategy. Prior to joining the University of Derby, Stephen was Registrar & Secretary at the University of Brighton and also held a number of senior leadership roles at the University of Nottingham.

As a co-opted member, Stephen leads on the Association's communications strategy.



**Alistair Jarvis**  
**Pro Vice-Chancellor Partnerships & Governance, University of London**  
**Co-optee**

Alistair is responsible for departments including legal, fundraising, regulatory compliance, marketing, communications, governance, partnerships, alumni relations, equality & diversity and quality assurance. He was previously the CEO at Universities UK and was a Director at University of Birmingham.

Alistair joined the AHUA Board to support our international relations and advocacy work.



**Niamh Lamond**  
**Registrar & Chief Operating Officer at Swansea University**  
**Host of the AHUA Spring Conference 2025**

Niamh leads many of the professional services in the university including human resources, estates and campus services, marketing recruitment and international digital services

Niamh is co-opted to the Board as the host for our 2025 Conference. She ensures the conference agenda and plans complement the wider AHUA agendas and programs.



Amanda Oliver  
**Interim Executive Director, Committee of University Chairs  
Representative**

Amanda is the principal author of the CUC Higher Education Code of Governance, providing advice on regulation, governance, and policy across the HE education sector.

As a CUC representative, Amanda supports governance initiatives at AHUA and ensures our work complements that of CUC.