

The University of Manchester

BOARD OF GOVERNORS

Wednesday 20 November 2024

Present: Philippa Hird (Chair), President and Vice-Chancellor, Ann Barnes (Deputy Chair), Lexie Baynes, Kerris Bright, Anna Dawe, Deirdre Evans, Prof Danielle George, Dr Reinmar Hager, Nick Hillman, Katie Jackson, Tom Jirat, Prof Paul Mativenga, Jatin Patel, Robin Phillips, Dr Hema Radhakrishnan, Prof Fiona Smyth, and Natasha Traynor (Associate Member). (17 members)

Apologies: David Buckley, Guy Grainger, Tony Raven, Paul Thwaite, Prof Soumhya Venkatesan and Emma Wade-Smith

In attendance: Patrick Hackett, Registrar, Secretary and Chief Operating Officer (RSCOO), Prof Luke Georghiou, Deputy President and Deputy Vice-Chancellor, Carol Prokopyszyn, Chief Financial Officer, Matt Atkin, Executive Director of Planning (item 4), Prof Colette Fagan, Vice-President (Research) (items 7 and 12), Prof April McMahon, Vice-President (Teaching, Learning and Students) (item 12), Prof Bart van Ark, Managing Director, the Productivity Institute (item 7), Prof Philip McCann, Sir Terry Leahy Chair of Urban and Regional Economics (item 7) and Mark Rollinson, Deputy Secretary

(To ensure the requirement for a lay majority of members was fulfilled, the President and Vice-Chancellor and Prof Danielle George did not participate in decision making on items where Board approval was required.)

1. Declarations of Interest

Noted: there were no new declarations of interest.

2. Minutes

Agreed: the minutes of the meeting held on 10 October 2024.

3. Matters arising from the minutes

Received: an updated report on ongoing issues that had been raised at previous meetings.

4. Plenary discussion: reflection on Strategic Conversations: Exploring [Manchester 2035](#)

Reported:

(1) The meeting had been preceded by discussions between the Board and the Senior Leadership Team (SLT) on the development of the new University Strategy and the themes within it. A summary of this discussion (and the review of accountability which preceded it) are contained in a separate report.

(2) Members were reminded that the emerging strategy contained five themes to help frame discussion and arrive at the choices necessary to ensure that it has impact and meaning. Discussion had focused on Advancing Social Responsibility: Accelerating our Research Impact, Reimagining Student Experiences, Funding a World-Class University for the Future: Becoming One University: and, as a cross-cutting theme, Innovation.

(3) Strategy development was currently in the listening and discussing phase (October 2024-January 2025) with in-person and online workshops taking place and scheduled for staff, students and the wider community. This would be followed by a testing phase (February-May 2025) and finally approval and publication (June-October 2025), with regular engagement with the Board throughout the year.

(4) Members would be allocated (in pairs or groups) to specific themes based on their experience, knowledge and skills: the President and Vice-Chancellor and Chair would lead this allocation.

Action: Deputy Secretary

Noted:

(1) Members were invited to reflect further on the strategy conversation and the following matters were raised.

(2) It had been helpful to consider each of the themes in turn, as this had emphasised crossover and inter-connectedness: this was a potentially helpful template for further engagement with Senate.

(3) Given the inter-connectedness of themes, it would be important for Board pairs/groups to have an awareness of developments across the themes.

(3) The testing phase of strategy development would include evaluation of options and respective weighting of the various themes, to enable prioritisation of actions.

(4) The importance of remedial, foundational work where required to ensure the robustness of the new strategy.

(5) Thanks to the SLT and the Directorate of Planning for an engaging session on the emerging strategy.

5. President and Vice-Chancellor's report

Received: a report from the President and Vice-Chancellor. The report covered the following:

- The University Executive and a review of management committees.
- Budget: implications and reflections (including impact of the increase in National Insurance contributions and the increase in domestic tuition fees).
- Events and activities to encourage dialogue across difference.
- Strategy development as outlined above.
- Teaching sustainability
- Philanthropy and the first major fundraising campaign

Noted:

(1) The report sought approval for a change in Ordinance to enable the establishment of the University Executive (UE) team replacing Planning and Resources Committee (PRC) and several related sub-committees and the current informal and advisory SLT. This streamlining of management committees would enable more effective and transparent governance (with minutes available to the wider University community). There would be reflection on the optimal method of reporting from the new UE to the Board.

Action: Deputy Secretary

(2) Relevant colleagues (academic and Professional Services) would continue to be invited for relevant UE items of business, and the Senate and student members of PRC would be invited to quarterly, strategic meetings of UE.

(3) The comment that there was potential for the streamlining of committees at university level to be mirrored at a more local level.

(4) Overall, the budget settlement in relation to research and development was seen as broadly positive, and it was clear that the Treasury had a positive view of the role of universities in supporting the research and development agenda.

(5) The theft of the busts of Chaim Weizmann (former University academic and first President of Israel) from the Chemistry Building was being treated as a hate crime by the Greater Manchester Police (GMP) and an arrest had been made.

(6) In response to a question, students were actively involved in the ongoing work reviewing teaching sustainability.

(7) The importance of finding opportunities for members of our community to have regular, open, and robust discussions on difficult issues, where diverse views can be expressed in a respectful and thoughtful manner. These principles had informed the [recent debate](#) organised at the Whitworth Hall, as well as future planned community events and the President and Vice-Chancellor's town halls with colleagues and open meetings with students.

(8) The commitment to open discourse was even more essential in a world where polarising geopolitical events were increasing tensions across the communities served by the University. A further (by invitation) event was planned on 28 November, analysing the causes of the civil unrest over the summer, involving relevant university academics, local politicians and local community leaders. The University's approach would evolve in the light of experience and the President and Vice-Chancellor had asked for feedback from the university community.

(9) The "Top 200" Group had begun to meet as a leadership community (for example in the past few days reflecting on ways to optimise the alignment of budget and strategy). The operation of the Group would develop with experience and the importance of ensuring appropriate levels of diversity was recognised.

(10) The Board would be kept apprised of the launch date for the Campaign, noting the need to ensure that a number of key developments were in alignment (i.e. announcement of a transformational gift, optimal team operation and readiness of the wider university community).

(11) Whilst the importance of sector wide bodies such as UUK and the Russell Group was acknowledged, the importance of developing a distinctive Manchester policy and government relations presence was also recognised and relevant colleagues were being engaged.

Agreed: to approve the change to Ordinance VIII, 1d), replacing Planning and Resources Committee with University Executive (revised wording below):

" 1. The Board shall appoint and constitute, ...

d) a University Executive, chaired by the President and Vice-Chancellor. The Committee is the primary executive source of advice to the Board and the President and Vice-Chancellor on matters relating to the development and allocation of the resources of the University."

Action: Deputy Secretary

6. Student context- Key issues for the student experience

Received: the latest student context report from the two student Board members.

Reported:

(1) The Students' Union welcomed the University's recent announcement of £2.5 million investment to increase bursary thresholds and amounts

(2) A [Student Voice Strategy](#) had now been co-signed by the University and the Union. This emphasised the pivotal role of student representatives, and the report noted increased student presence on Programme and School Boards.

(3) The report attempted a definition of “Manchesterness”, noting that it was a fluid and flexible concept (and was likely to be markedly different for students in 2035, compared to students of today).

(4) The importance of learner analytics in enhancing the learner experience and strengthening academic communities.

(5) Continued efforts to improve the academic advisor structure and operation, including engagement with peer institutions to learn from their experience.

(6) Reiteration of the very effective partnership between the University and the Students’ Union, noting that the relationship with the SLT was one of the strongest in the sector.

Noted:

(1) The Students’ Union was supportive of local measures and initiatives to retain young people in Greater Manchester after graduation.

(2) The report noted that in 2023-24 the Union engaged over 30,000 students in its activities. There was recognition that some groups were harder to reach (eg commuter students and students on placement) and the Union was able to lay on bespoke sessions for cohorts in those circumstances. In this context, there would be merit in revisiting the methods of engagement during the pandemic, to assess lessons learned and potential current applicability.

(3) The Board welcomed the attempt to define “Manchesterness” which was helpful and constructive (noting that it might be possible to find an alternative phrase for “honorary Mancunian”).

(4) The contribution that personalised learning made to generating a sense of belonging. As noted in the report from the President and Vice-Chancellor, the University continued to assess the sustainability of aspects of its teaching offer in light of enrolment trends and student choice: there were some students following unique degree pathways, which was a potential barrier to a sense of belonging.

7. Research Presentation

Received: a presentation from Prof Bart van Ark, Managing Director, the Productivity Institute and Prof Philip McCann, Sir Terry Leahy Chair of Urban and Regional Economics.

Reported:

(1) [The Productivity Institute](#) had been established in September 2020, following a £32 million investment (five-year grant of £26 million from the Economic and Social Research Council (ESRC) and an additional £6 million from partners). Based on the premise that the long-term underperformance of productivity in the United Kingdom threatens a future of global excellence in economic performance and shared prosperity across the nation, The Productivity Institute’s mission is to lay the foundations for an era of sustained and inclusive productivity growth. Its broad-based interdisciplinary research programme focuses on identifying the causes of the stagnation in UK productivity and making proposals for solutions and with strong regional engagement with stakeholders across the whole country

(2) The presentation outlined five themes for increased business productivity: innovation and digital: access to finance: worker skills and well-being: marketing and communication: and leadership and management.

(3) The presentation also highlighted the marked interregional productivity imbalances in the UK, amongst the highest in any OECD country, noting that these were caused by core vs periphery regional issues rather than a city-town or urban-regional divide. This imbalance was reflected in relatively high cost of capital outside London and the South-East, with Quantitative Easing having minimal impact on the rest of the UK.

(4) The eight Regional Productivity Forums (five in England and one each in Scotland, Wales and Northern Ireland) sat at the heart of The Productivity Institute's practitioner engagement strategy. The forums were involved in the implementation of research insights, the design of practical business and policy interventions, and in providing input to the development of the Institute's future research agenda. Members included stakeholders from policy, and community and business leaders from local, national and multinational enterprises. Each Productivity Forum is chaired by a regional business leader and supported by a Forum Lead from each of the partner universities.

(5) There were other strong partnerships at local level, and the Institute worked closely with small and medium sized enterprises (SMEs) and Policy@Manchester assisted in promulgating awareness of the Institute's research and insights.

Noted:

(1) In response to a question, more broadly based and longer-term investment, diffusion of knowledge across the economy and increasing the leverage of local government (in comparison to central government) would all help to reduce the current regional imbalance in productivity.

(2) Whilst the Institute had not this far focused on the University's own productivity challenges, there was potential to do so.

(3) The Institute attracted funding from a variety of external sources because of its scale, academic credibility and breadth of partnership, which made it an attractive option in comparison to other consultancy options: there were also indications that a second tranche of ESRC was likely to be forthcoming.

(4) The Board thanked Professors van Ark and McCann for their time and fascinating work noting its importance and the valuable role of philanthropy in support.

8. Finance matters: report from Finance Committee (6 November 2024)

Received: a report on matters considered and recommendations and decisions made by Finance Committee at its 6 November 2024 meeting.

Reported:

(1) The Committee had approved the following: Financial Regulations and Procedures: Policy on Sale of Shares in Spin-outs: and Proposal for embedding social value in high value contracts

(2) Other matters considered by the Committee included an update on the Residences Programme and a Capital Programme report.

(3) The Financial Statements and Office for Students Annual Return were dealt with under item 9 below.

Noted:

(1) The Revolving Credit Facility (RCF) agreement was presented for approval. [REDACTED]

[REDACTED]

Redacted – restricted information

Agreed:

(1) The Revolving Credit Facility as presented and subject to the addition of the clause outlined above.

(2) The request to grant Power of Attorney in relation to Portuguese payroll.

(3) The request to Grant Power of Attorney in relation to Indian Corporate Tax and Goods and Services Tax forms

Action: Chief Financial Officer

9. Financial Statements and return to the Office for Students 2023-24

Received: the following documents:

(1) The report to the Audit and Risk Committee from the external auditors, PKF Littlejohn (the letter of representation in relation to the audit was included as an appendix).

(2) Summary of key points from the Financial Statements

(3) Going Concern report

(4) The Financial Statements for the year ending 31 July 2024.

(5) The OfS Annual Financial Return for 2023-24

Reported:

(1) The Financial Statements and accompanying external audit report and the Going Concern report had been scrutinised in a joint session of Audit and Risk and Finance Committees and the Chairs of both committees confirmed satisfaction with the documents presented to the Board. PKF Littlejohn had provided a clean audit opinion, with no significant deficiencies.

(2) As the University has bonds admitted to the Official List of the UK Financial Conduct Authority and traded on the Regulated Market of the London Stock Exchange, it was required to comply with various rules, regulations and standards. This imposed specific responsibilities upon the University and its employees, particularly regarding the handling of information, which could potentially affect the trading price of the bond. This information must be kept confidential and not disclosed to anyone without the prior authorisation of the Chief Financial Officer.

(3) The University had achieved a good financial performance in the twelve months to 31 July 2024, delivering an adjusted operating surplus of £41.6 million. This was down £65.2 million from last year, excluding the changes to the USS deficit recovery plan.

Noted: the need for wider communications about the University's financial position to be carefully crafted, noting ongoing financial challenges in the sector. The University had planned carefully and remained in a stable position. However, it was evident that an increased surplus was required to allow for sustained progress in critical investments.

Agreed:

(1) That it was appropriate for the Financial Statements to be prepared on a going concern basis and following a meeting of Audit and Risk Committee (in joint session with Finance Committee) and on the recommendation of Audit and Risk Committee to approve the Financial Statements for the year ending 31 July 2024, for submission to the OfS, the London Stock Exchange and publication.

(2) To note the status of the OfS Annual Financial Return workbook 2024 and to approve the process for verification of the Return.

(3) To delegate authority to the Accountable Officer (the President and Vice-Chancellor) to finalise submission of the Annual Financial Return Workbook to the OfS before the 20 January 2025 deadline, with any significant amendments to be noted at Finance Committee in February 2025.

Action: Chief Financial Officer

10. Prevent Annual Report

Received: the Prevent Annual Report, which described the University's approach to fulfilling the Prevent Duty, for the period 1 August 2023 to 31 July 2024.

Reported: the Chair was asked to sign the document on behalf of the Board in the form of a Declaration (for the purpose of the Office for Students (OfS) submission), included as an appendix to the report. The purpose of the main body of this report was to provide the assurance and evidence for the Chair to be able to sign the Declaration on behalf of the Board.

Noted:

(1) As reported in previous years, all external speaker events had been approved with a very small minority approved subject to conditions: this involved liaison with event organisers and agreeing conditions that mitigated any potential risk (e.g in relation to venue, ticketing etc). There had been two refusals by the Students' Union on procedural grounds (e.g. failure to adhere to required notification for events stipulated in the Code of Practice on Freedom of Speech).

(2) The report referenced two formal external Prevent related referrals.

Agreed: that the report be noted and the Chair sign the declaration for return to OfS.

Action: Director of Compliance and Risk

11. Health, Safety and Wellbeing Committee Annual Report

Received: the annual report from the Health, Safety and Wellbeing Committee, recommended for approval by Audit and Risk Committee.

Reported:

(1) The annual report set out current levels of assurance, including significant adverse events, relevant external inspections and audits, key performance indicators and metrics (including key trends) and progress against strategic priorities and core objectives. Relevant forthcoming regulatory changes and developments affecting the University's risk

profile for 2024-25 were included. The report detailed both established health and safety controls and measures and performance.

(2) In relation to safety, the report noted the high-risk findings from the relevant Uniac review regarding clarity of roles and responsibilities for health and safety management and recording and monitoring of mandatory health and safety training (noting that the devolved structure for health and safety management meant that there was a high degree of variation across faculties and departments.)

Noted:

(1) Management actions to address the safety related findings from the Uniac report were in train, including mandating and recording of required training.

(2) Recent local management action to strengthen “near-miss” reporting.

Agreed: to approve the annual report from the Health, Safety and Wellbeing Committee.

12. Academic Governance Annual Assurance Reports

Received: the annual Academic Governance Assurance Reviews (AAR) for Teaching, Learning and Students (TLS) and Research.

Reported:

(1) In response to the recommendations of the 2021 Governance Effectiveness Review an Academic Governance Protocol was agreed by the Board of Governors and Senate which detailed the way the Board receives assurance on academic governance. The Protocol enables the Board to test, with Senate, that academic governance is robust, adequate, and effective, as required by the sector regulator, the OfS.

(2) At its meeting on 30 October 2024, Senate noting the endorsement of the Academic Quality and Standards Committees (AQSCs) for TLS and Research, recommended approval of the reports to the Board of Governors (three members had asked that their opposition to approving the TLS report be noted). Audit and Risk Committee endorsed Senate’s recommendation for approval at its meeting of 6 November 2024 (details of consideration of the reports by Senate and Audit and Risk Committee were contained in the respective reports from those bodies).

(3) A small number of members had raised issues in discussion of the TLS review at Senate and three members asked that their opposition to approving the Review be noted, expressing concern that (notwithstanding earlier review by the AQSC) there had been insufficient time for Senate to consider the volume of supporting material. There was also concern that the role of the AQSC diminished the role of Senate. A small number of other members of Senate, whilst not opposed to the principle of delegation, had commented on the potential to review how it currently operated.

(4) Following consideration by the Board, there would be a joint meeting of the Board and Senate on 11 December 2024, as the final element of the agreed annual academic governance assurance review.

Noted:

(1) The supporting material in the Diligent Reading Room included the deep dive annual performance review data set and notes of the deep dive meetings.

(2) Following feedback from AQSC (TLS) on the 2022-23 report, this year's TLS AAR had been revised to become more action-based and solution-focused. The TLS AQSC had requested that the 2024-25 Annual Academic Assurance Report should follow a similar format to the current report but should also directly reference the 2023-24 AAR to a greater extent. The focus on actions will facilitate this comparative approach.

(3) As noted at Audit and Risk Committee, the report reflected on the continued disappointing National Student Survey (NSS) outcomes, referencing the short-term series of 15 core actions agreed by the Senior Leadership Team to drive improvement. Previous action plans had been designed locally, with a lack of consistency of implementation, and the current plan had been deliberately designed on a University-wide basis.

(4) The TLS report summarised the actions identified in the report and their alignment with the five key Teaching, Learning and Student Experience priorities (namely: Addressing student positivity in Assessment and Feedback, Strengthening the Student Voice and Representation, Implementing the Access and Participation Plan 2025-26 to 2028-29, Reviewing the Postgraduate Taught Portfolio, and Enhancing our Graduate Experiences and Outcomes).

(6) The Research AQSC had also carried out the detailed review of the report and extensive supporting material, following earlier review by the Research Strategy Group and the Manchester Doctoral College.

(7) The Research report noted that funding and citation targets had not been met. Consequently, priorities identified in the report included: growing research income, enhancing research quality (with a focus on citation performance), developing research leadership capacity, fostering interdisciplinary research, building an enhanced research culture and environment and optimizing the professional service research support environment.

(8) There were potentially multiple factors in the decline in citation metrics. Some of this could be addressed by process improvements, but there was scope to improve performance, particularly in medical research, where University metrics compared unfavourably to its peers. As discussed in the accountability review exercise which had preceded the meeting, there was a need to identify the next generation of research community leaders to supplement and replace existing highly cited researchers, some of whom were nearing retirement.

Agreed: to approve the academic governance assurance reports, noting that this approval would be conveyed to the joint meeting with Senate on 11 December 2024, which provided an opportunity for further engagement with Senate (the Deputy Secretary would discuss the format for the meeting with the Chair of the Board).

Action: Deputy Secretary

13. Senate

Received: a report from the meeting of Senate held on 30 October 2024 (the review of the senior management committee structure and the Academic Governance Assurance reports had been dealt with under earlier agenda items).

Noted: Senate had approved the Policy on the Harmful Use of Substances or Alcohol by Students, which was posited on a supportive, harm reduction and non-judgemental approach.

14. Planning and Resources Committee

Noted: the report from the meeting of the Planning and Resources Committee (PRC) held on 29 October 2024.

Agreed: on the recommendation of PRC to approve the updated Policy on Naming for University Buildings, Facilities, and Public Spaces.

15. Other Board Committee reports

i) Audit and Risk Committee (6 November 2024)

Received: the report from the Audit and Risk Committee meeting held on 6 November 2024: this included reference to the joint meeting with Finance Committee on the same day (which had recommended approval of the Financial Statements). The Board had approved the Academic Governance Assurance reports and the annual Health, Safety and Wellbeing report under separate agenda items.

Agreed:

(1) To approve the annual report from the Committee.

(2) To approve the Modern Slavery and Human Trafficking Statement for publication, subject to minor modification to the appendix setting out supply chain risk and relative geographic risk.

Action: Chief Financial Officer

ii) People Committee (4 November 2024)

Received: the report from the People Committee meeting held on 4 November 2024.

Noted:

(1) The report included a recommendation (in relation to staff considered to be at risk on open ended contracts linked to finite funding) that the University continues to take all steps outlined in the report to avoid the need for redundancy possible.

(2) In practice, for many staff on such contracts, there were viable, potential activities (again funded through finite sources) which enabled continued employment. However, where there were no such feasible alternatives, there may be no alternative to redundancy. The Committee had acknowledged the work of the Task and Finish Group on Casualisation.

(3) The report contained a proposal (for an initial nine-month trial period) which removed the requirement for a lay member of the Board to chair disciplinary/dismissal panels (replacing them with a senior member of staff with no prior involvement in the case except in the case of proceedings for dismissal relating to redundancy or the chairing of appeal panels). Whilst this would reduce the burden on lay members, the number of cases remaining was still likely to be onerous. The Board encouraged further review of practice to ensure that the limited resource available did not inappropriately impact on those staff affected by the work of the panels, including early review of the trial experience to assess if further extension was possible.

(4) The Board recognised that the current relevant Statutes and Ordinances constrained practice in this area and encouraged review to increase agility and improve practical experience of relevant processes for all concerned.

Agreed:

(1) To approve the revised Committee terms of reference.

(2) To approve proceeding with the process outlined in the Contracts Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite funding for the period from 1 July 2025 to 31 December 2025, and that the University continues to take all steps outlined in the report to avoid the need for redundancy wherever possible.

(3) For an initial nine-month trial period, that the requirement for lay members of the Board to chair disciplinary/dismissal panels be delegated to a member of staff (drawn from a list agreed from time to time by the Senate in the instance of a panel considering the case of a member of the academic or research staff, or by the Board in the instance of a panel considering the case of a member of the academic-related (excluding research) staff). This delegation does not extend to procedures for dismissal relating to redundancy or the chairing of appeal panels.

Action: Director of People

iii) Nominations and Governance Committee (10 October 2024)

Received: the report from the Nominations and Governance Committee meeting held on 10 October 2024. A verbal report including approval of recommendations for appointment of lay members had been given to the October Board meeting.

Noted: Ongoing work to review and refresh General Assembly membership and ways of working: further updates would be given to the Board in due course.

iv) Remuneration Committee: report of Chair's actions

Noted: a report of decisions made on behalf of the Committee by the Acting Chair (the [appointment of Prof. Ashley Blom](#) as Vice-President and Dean of the Faculty of Biology, Medicine and Health had been announced on 19 November 2024).

Agreed: to extend sincere thanks to Prof Luke Georghiou, Deputy President and Deputy Vice-Chancellor for his major contribution to the work of the University. After long and distinguished service to the University, Prof Georghiou was retiring from his current role at the end of the calendar year, so this was the last Board meeting he would attend.

v) Awards and Honours Group

Agreed: on the recommendation of the Awards and Honours Group to confirm the award of a Medal of Honour to Dr Gian Fulgoni, retiring President of the North American Foundation for the University of Manchester.

16. Chair's Report

Received: the Chair's report, including the latest Board forward look.

17. Secretary's report

Received: The report on Exercise of Delegations covering the recent use of the Seal.

18. Any other business

Noted:

(1) The latest Student Intake and Insight report was included in the Diligent Reading Room and further updates would be made available at future Board meetings.

(2) The revised Terms of Reference for the Awards and Honours Group would be included in papers for the February 2025 Board meeting.

(3) The Higher Education Policy Institute had recently published a [report, sponsored by the University of Manchester](#), calling on universities to improve confidence and transparency in their assessment processes by routinely giving students to access their scripts.

19. Dates of meetings in 2024-25

Noted: dates of remaining meetings in 2024-25 as below: (unless stated, meetings will start at midday and some meetings will be followed by a working supper which should be finished by c7.45pm (all meetings in person)).

- Wednesday 11 December 2024 (joint meeting with Senate 4-5pm)
- Wednesday 19 February 2025
- Wednesday 19 March 2025
- Wednesday 21 May 2025 (Board Strategy Day: all day, from 9am)
- Thursday 22 May 2025 (meeting 9am-12pm)
- Wednesday 23 July 2025