

# GuildHE Annual Report

2024-2025



# Foreword

Over this past year, we've seen significant success for GuildHE, as we welcomed a new CEO to elevate our work to champion the key issues facing our members. The team's advocacy has pushed further for a risk-based approach to regulation, while its enhanced communications have boosted GuildHE's visibility across Government, the sector and media, elevating its presence in and import to national policy discussions.

GuildHE's network meetings and roundtables have seen unprecedented attendance, underscoring their vital roles as policy forums and communications channels for our members. These two-way channels also enable the team to gather views to inform consultation responses and foster the exchange of best practices amongst institutions. Member feedback continues to highlight the immense value derived from these opportunities.

Our 2024 annual conference, hosted by Leeds Arts University, featured keynote speeches from Heidi Fraser-Krauss (Jisc CEO) and Susan Lapworth (OfS CEO). Insights were also provided by senior colleagues from the National Centre for Coordinating Public Engagement, Shakespeare Martineau, Wonkhe, Yorkshire Universities, Bath Spa University, and ERIC. This pivotal event, alongside our quarterly Council meetings and fortnightly online briefings for heads of institutions, is essential for ensuring our senior leaders remain at the forefront of critical policy and delivery matters.

Our success over this past year in raising our visibility and expanding our value proposition can be measured in the growth of our membership at a time in which most institutions across the sector are closely



scrutinising their subscriptions. We continue to receive queries from prospective new members and hope to both deepen and expand our community in the years ahead.

This report offers a glimpse into the excellent work GuildHE has undertaken on behalf of its members and in service of the wider sector over this past year. We look forward to delivering more in the year ahead.

**Professor Ken Sloan**  
**GuildHE Chair and Vice Chancellor,**  
**Harper Adams University**

# A message from our CEO

Since I joined GuildHE in the summer of 2024, we have worked to capitalise on the value within our membership and our existing relationships to launch GuildHE to another level – one marked by energy, engagement, and visibility. And it's working. We have received increasing levels of feedback from members and those beyond that indicate people 'get' what GuildHE is all about; that we are now strongly championing the extraordinary contributions our members make in order to open doors to discuss how they can and should continue to contribute; that our leadership is influencing and reshaping ideas in the sector; that we are clearly articulating what's at stake if our future fails to be an inclusive one.

From roundtables organised quickly in response to unexpected policy announcements (like the recent REF pause) to the production of a Gillies Report checklist to support senior leadership teams (which I've heard has been used by institutions beyond our membership), our improved responsiveness and stronger offer have enhanced the value of our organisation for the benefit of our members.

As we look back over this past year, I'm proud to reflect on some of our most notable achievements, including:

- Launching a new website with a dedicated member area, refreshing the GuildHE brand, and implementing a new CRM system to provide the foundations for improved member engagement.



- Influencing the implementation of both free speech and REF2029 open access policies so that they are more sympathetic to a wider range of institutions.
- Strengthening relationships with the Department for Education (DfE) Skills team during the development of Skills England, leading to the appointment of our GuildHE Skills network Chair to its board.
- Enhancing our political engagement by building new relationships across Whitehall and deepening our existing relationships. This resulted in securing a supportive virtual statement from the Minister of Skills for our 2024 annual conference, as well as a private meeting for our Executive Committee in spring 2025.
- Hosting an over-subscribed Doctoral Festival in which almost 40 PGR students from GuildHE institutions gathered at the University of Winchester for a two-day event described by participants as inspiring, uplifting, informative and supportive.

- Seeing our successful PhD placement pilot with the Wellcome Collection influence their funding policies towards greater flexibility.
- Spearheading a call-to-action on student engagement in higher education for our members. The resulting report nudges members to rethink how they connect with a new generation of learners during a period of unprecedented change.
- Fuelling recognition for specialist institutions beyond our own walls, reflected in the Times Higher Education Awards developing a new national category for specialists – and inviting GuildHE’s CEO to support the award by attending in person for the first time.

The list above is just a taste of what the team has delivered over the past year. Like our members, we’ve been striving to deliver more while keeping our costs as low as possible. We do that in recognition of the extraordinary circumstances in which our members now operate. That is why we took the decision to freeze our fees for this past academic year (2024-25) and to only raise them by a below-inflationary 2% this year. This small increase means we can continue to deliver our enhanced portfolio of activities without applying undue financial pressure to our community at a time when we all need to deepen our collective work.

Although this report will present evidence of the positive impact GuildHE has made this past year, it would be remiss of me not to acknowledge the context within which we have been working. The financial circumstances of the sector have continued to deteriorate. The small win of a one-off inflationary tuition fee rise last autumn was quickly wiped out by rises in National Insurance contributions introduced by the government.

International recruitment has become increasingly unpredictable for many, exacerbated by ongoing conflicts and fluctuating immigration policies across the globe. Rising populism, gaining strength here in the UK and fully expressing itself in the US, has encouraged greater public skepticism of higher education’s value and accusations of inadequacy that chip away at the esteem in which higher education has historically been held.

Higher education has long been a bastion of free speech, discovery and personal growth. Although the value of the activities our members deliver is often reduced to job training, they perform a vital role in our democratic society by developing critical thinking, inspiring creative problem-solving, enabling civic engagement, enhancing tolerance and understanding, deepening media literacy, encouraging political participation, and providing a space in which ideas, both contentious and unremarkable, can be examined in light of new times and new challenges.

The value of higher education has never been clearer to us, so we will remain focused on doing everything we can to preserve and protect our diverse sector.

GuildHE stands ready to respond to our members’ needs and to work closely with sector bodies to create the conditions that will ensure the vitality and future of distinctive institutions of all shapes and sizes. As ever, we are keen to embrace new ways of working and remain open to challenge to ensure we’re doing the best work we can with our members in mind. So stay tuned and stay in touch.

**By your side,  
Dr Brooke Storer-Church  
Chief Executive Officer,  
GuildHE**

# Views from our members

We undertook our annual Member Survey between June and July 2025, asking Vice Chancellors, Principals and CEOs to respond and comment on benefits of membership, the services we offer, engagement and communication, and GuildHE objectives for 2025-26. Feedback from our members is invaluable, helping us to check that our offer meets their needs and to identify areas where we can expand or refine our offer.

GuildHE's work during a demanding year was reflected in very positive results. Members highlighted a significant increase in organisational visibility over the past year, noting that they had particularly appreciated the in-person visits to their organisations. Below is a sample of some of what our members had to say, in their own words:

**'The new CEO has engaged in extensive member visits, which is an excellent development.'**

*On what's invaluable...*

**'Right now it's the expertise and insights of GuildHE staff themselves, who work individually and in teams to curate excellent content, insights and opportunities for small and specialist providers.'**

**'GuildHE advocates effectively for us, and takes time to understand our strengths and challenges.'**

**'Fantastic support from the team, very responsive to any queries we send over and very willing to go the extra mile with finding things out or helping us get messages heard.'**

**'I particularly value policy briefings and round-up communications, which cut through the noise and make sense of the world of HE policy, politics and funding.'**

*On what GuildHE provides...*

‘Excellent leadership and very strong policy support.’

‘We benefit in tangible ways from representation, networking, events, briefings, guidance, presentations and more, all of which is current, and expert in nature.’

‘Peer-led, grassroots support can provide our students with assistance that is more responsive and in some cases more accessible... The access to resources provided by GuildHE allows us to invite speakers, broaden the peer network, and provide continuity to students as peer-support coordinators move on from their studies.’

‘The combination of policy work, events, and network meetings add up to excellent value. I am particularly pleased with the changes brought in by the new CEO and senior team over the past year.’

‘Significant increase of visibility in the right areas over the past year.’

‘As a part-time distance PhD student, I have struggled with attending sessions at my university. Each peer support session at GuildHE is different and student-led... I really enjoy chatting to students and finding out that many of our problems are similar.’

# Sector guardianship

As a formal representative body for the UK HE sector, GuildHE holds a number of responsibilities to the sector alongside organising activities that strengthen collaboration and collective policy insight within the sector.

As a Company Member of sector organisations including AdvanceHE, QAA, HESA, UCEA and JISC, we appoint nominees and observers to their Boards, while our CEO regularly engages with their leaders and attends their Board meetings. We work closely with them to better understand the needs of the higher education sector and to undertake collaborative work.

In service to this role over the past year, we have:

- Refreshed and relaunched the Teacher Education Advisory Group, which we co-own with UUK, so that it now regularly includes representatives from the Department for Education and Ofsted, ensuring discussions are better aligned with the government's priorities for teacher recruitment and retention of the workforce.
- Co-chaired the DfE LLE Provider Group and co-convened the UK Quality Council, together with UUK.
- Provided catalysing energy to important sector-wide groups like the DfE Turing Scheme Stakeholder Group, the DCMS Local Skills Improvement Plan group, the Ministerial Mental Health Taskforce, and the Disabled Student Commitment Partnership Group.

- Carved new leadership space in health policy by co-developing a submission to the NHS 10-Year Health Plan with Universities UK, and representing GuildHE members on the NHS England Stakeholder Group for Clinical Expansion and Reform.
- Kicked off discussions to explore how AdvanceHE's offer could be re-shaped to provide enhanced, consistent support for a wider range of institutional types across the sector. These discussions will gain momentum this year now that AdvanceHE's new CEO has settled in.
- Significantly influenced the shape of new UKRI policies on reportable events and the review of strategic institutional research funding (SIRF).
- Forged deeper engagement with Research England with regards to KE funding, the review of Higher Education Innovation Funding (HEIF), and the interests of smaller-scale institutions in current funding methodologies for research, innovation and knowledge exchange.
- Contributed powerfully, bringing our unique voice, to collaborative work with QAA, OIA, UUK and IHE to enhance quality assurance for HE partnerships.

Much of the sector-level work this past year has focused on the need to find efficiencies and explore new collaborative models as a means of navigating the increasing financial pressures. We have worked closely with UUK on its Transformation and Efficiency Taskforce, participating on its steering group. This has been helpful in introducing a stronger GuildHE perspective to sector-wide conversations.

Sensing a risk that the taskforce's outcomes may not be well suited to smaller-scale, specialist or other distinctive or non-traditional institutions like those we

represent, we worked within the Taskforce and alongside it, organising a series of roundtables for GuildHE members to explore future collaboration and transformation opportunities. We published case studies for the whole sector's benefit, highlighting members who have successfully undergone mergers in recent years. We collaborated with AdvanceHE on their 'Big Conversation' series and contributed to national dialogue through various blogs and keynote presentations. We also identified and articulated potential barriers to collaboration arising from current regulatory and financial policies.

The opportunity we have at GuildHE to shape national conversations about our sector's future has never been riper or more urgent. We will continue to wholeheartedly embrace this aspect of our role and seek ever-deeper relationships to enable this type of collaborative leadership in the interest of our members.

# Priority 1:

To grow and support  
our community to thrive  
in the 21st century

Ensuring our members are part of a strong, supportive community is vital to our mission. Our community creates an endless resource from which our members can draw on collective wisdom and gather deeper insight and understanding. Our last year has focused on ways we can strengthen that community by meeting with our members more regularly, introducing new colleagues into GuildHE, and by expanding the work we do to link members across our community. By introducing a wider range of sector colleagues to our events and engagements, including those leading key sector bodies and those considered experts in their fields, we are arming our members with the tools and connections needed to thrive in the years ahead.

This year, we have:

- Significantly enhanced member engagement by increasing our visits to members, revising our membership offer and reviewing our networks in line with member feedback.
- Launched a new website and improved our internal systems, enabling us to enhance our public persona, better communicate information about our events and offer, and improve our ability to monitor member engagement. We look forward to reporting on further work to improve our systems next year.
- Strengthened our relationships with senior leaders in member institutions through nearly 30 in-person visits and frequent online meetings between members and our CEO, Directors and other GuildHE staff. These interactions have enabled us to gather more consistent feedback about our key areas of focus to ensure we are working in a responsive way.
- Introduced a new Chatham Cafe fortnightly session to follow the Debrief calls, based on member requests for a confidential forum for Vice-Chancellors, Principals and CEOs to discuss with their peers the types of issues they encounter as heads of their institution.
- Expanded our standard membership to include our new policy platform for creative higher education, GuildHE Creative, by reframing UKADIA and removing the subscription historically associated with it. GuildHE Creative will champion the value and contributions of specialist creative institutions and creative education more broadly to the economy and society. To foster a robust network and facilitate enhancement, the group remains accessible to non-GuildHE members via subscription.
- Refreshed the GHER offer, aligning its strategic goals with GuildHE and devising new ways of working. These have included an annual Research and Knowledge Exchange Symposium, which acts as a means to connect KE and Research colleagues across our community and to showcase projects from our member institutions.

- Developed our student-facing PGR initiatives to foster a strong community across GHER member institutions. Through monthly peer support, tailored writing workshops, and a sold-out Doctoral Festival, we equip students with vital skills and networking opportunities. The successful launch of the GHER Global Majority PGR Network, featured in ARMA magazine, strengthens community ties and deepens our policy influence.
- Reviewed our network offer to deliver a much more ambitious network schedule than in previous years. We are home to 14 networks and 6 special interest groups (SIGs). Over the past year, we have delivered around 75 network meetings, roundtables and events.
- Launched a new Development Programme to support our members' evolution by offering timely, practical support and training for the most pressing needs. Last year, this programme included sessions on new regulations for Harassment and Sexual Misconduct, Free Speech, Data Leadership, and Management.
- Secured discounted access for our members for UUKi membership, which provides engagement opportunities, policy intelligence, and an annual slot for GuildHE to attend the UUKi International Higher Education Forum.
- Increased our corporate partnerships and sponsorship opportunities, negotiating member discounts with BlackBullion, TASO, and Perlgo. We continue to offer GuildHE Research members access to discounted shared services, saving members over £450,000 per year.
- Committed GuildHE as an EDI champion, strengthening the support we provide. Our comprehensive freedom of speech support this past year, including multiple briefings, debriefs with legal experts, and direct engagement with the Director of Freedom of Speech and Academic Freedom, provided members with essential guidance and improved understanding. We also welcomed a new Board EDI champion in Professor Ross Renton, who provides board-level leadership for our EDI work.
- Disseminated value resources to members to enable them to better support their disabled and neurodiverse students through a member-exclusive report, shared case studies, and sessions during Student Support Network meetings.

# Priority 2:

## To strengthen GHE's voice and raise the profile of our members

While our first strategic priority aims to strengthen our community from within, our second objective is aimed at broadcasting out the achievements, contributions made and unique challenges faced by those we represent. Key initiatives from this past year include launching a refreshed website and brand alongside dialling-up our social media activity. Our new website now hosts a Member Spotlight area, for which we have developed a plan to cultivate contributions from our members to be published throughout the year, on an ongoing basis.

This year, we have:

- Heightened our capacity to engage with parliamentarians and government departments by appointing a new Parliamentary Engagement Manager and developing a new parliamentary engagement strategy. This includes fostering active relationships with committees and education-focused peers, creating member toolkits to build relationships with local MPs, and engaging with cross-party outreach to ensure political resilience.
- Devised a social media strategy that has grown our LinkedIn audience base by an impressive 75% over the past year to nearly 3,500 followers. The strategy delivers targeted content creation to raise awareness of GuildHE's key policy and advocacy messages and our members' achievements.
- Successfully launched a refreshed public-facing website with a new and secure members-only area. This dual platform enables us to more effectively highlight GuildHE's impact on national policy while also providing a dedicated space for members to access exclusive content included with their subscription.
- Introduced the new Member Spotlights on our refreshed website, publishing eight feature articles since March 2025. Member Spotlights are an initiative we launched this year, designed to capture the unique stories, achievements and histories of our members to use when championing their value to the government and society.
- Formalised our 'Rapid Response' policy approach, aligning it with external communications and messaging to increase GuildHE contributions to national conversations and the number of GuildHE think pieces featured in key sector publications.
- Significantly expanded GuildHE's presence across the sector by attending and speaking at over 32 external events that provide valuable opportunities to promote GuildHE's work, amplify its brand, highlight member activities, and advance policy goals.

- Cultivated much greater numbers of key external speakers to engage with and speak at our GuildHE Research consortium events, including colleagues from UKRI, Research England, British Academy, Reverse Mentoring Practice, UKRN, BUFDG, Yorkshire Universities, and London Higher.
- Rebranded UKADIA as the new GuildHE Creative network, inclusive of all creative arts specialist institutions within GuildHE. This new network builds on our work with the Creative Education Coalition on the value of creative graduates which included building and then hosting a new website. This work will be a foundational platform that establishes GuildHE's leadership in creative higher education policy.

# Priority 3:

## To be bold advocates for and champions of a diverse sector

GuildHE should always be known for the work it does to advocate for those institutions beyond the traditional, large-scale, multi-faculty generalist university. We have spent long hours over this past year rehearsing in a wide variety of public fora the value of ensuring a diverse range of institutions is maintained within our sector, pointing to lessons learned in other countries about the risks to access, opportunities and life chances that rise in systems with fewer different types of institutions.

With this in mind, this past year we:

- Fostered new relationships with the incoming government and strengthened our connection to the new Minister for Skills to open opportunities to discuss members' policy concerns across regulation, funding, skills and growth, research and innovation, internationalisation, equality of opportunity, creative higher education, and specialist institutions.
- Refined our messages into a wide variety of influential organisations including DfE, DCMS, DSIT, OfS, UKRI, Research England, UUK and the sector mission groups. We liaised with the Education Select Committee to provide evidence privately after identifying that GuildHE had not been contacted for participation, a capability facilitated by the strong relationships we've built over the past year.
- Regularly consulted with DfE on aspects of the Post-16 White Paper and responded to their five priority areas for HE reform, through regular meetings with DfE officials and submitting evidence on an ongoing basis in order to influence the shape of the paper.
- Coordinated member input to shape formal GuildHE responses to 17 consultations and calls for evidence across Government and regulators.
- Engaged directly with the OfS on behalf of members during its pause to its application processes in early 2025, and shaped the review of these processes by contributing member experiences and insights to improve them.
- Conducted ongoing discussions with the OfS regarding transparency, efficiency, and communication, actively advising it on the development of a new integrated approach to quality, and influencing its Free Speech consultation which led to more practical guidance, case studies, and the inclusion of harassment, equality law, and Condition E6 in their final regulatory guidance.
- Offered the new Government a list of 'low cost, quick wins' as a means of alleviating pressure on members, including amending SLC payment profiles to enhance institutional cash flow and, together with UUK and UCEA, promoting changes to the TPS scheme. After sharing with DfE directly, we published this list on WonkHE in autumn 2024 to help drive messaging across the sector.

- Contributed to a sector-wide response to the EHRC consultation on its Code of Practice to raise concerns following the supreme court ruling on the definition of sex in the Equality Act 2010.
- Shaped the Student Minds Mental Health Charter review and the Charlie Waller Trust's Mental Health Strategy Framework, securing a commitment from Student Minds to develop a long-term strategy for engaging with us and exploring how elements of the UMHC Programme membership can be opened up to non-members. Our response to the DfE DSA non-medical help call for evidence was referenced by DfE in their policy response.
- Collaborated with CUC on their work to refresh the Governance Code of Practice, confirming the GuildHE CEO as a member of the steering group and one of our Policy managers as a member of its working group. This work continues into 2025-26.
- Bolstered our land-based, teacher, and healthcare education expertise and advocacy by deepening engagement with Landex, securing representation on the NHS England stakeholder group for Clinical Expansion and Reform, increasing engagement with the Council of Deans of Health for workforce planning, and revitalising the Teacher Education Advisory Group.
- Submitted evidence to Parliamentary Committee Inquiries for the Business and Trade Committee (Industrial Strategy) and Education Committee (FE and Skills) regarding the value of specialist skills in high-growth sectors.
- Convened a session on regional collaboration with London Higher and Yorkshire Universities, enhancing our ability to share insights on engagement with local governments and regional systems for skills, research, and innovation.
- Crafted dedicated REF2029 sessions to discuss guidance, including facilitating direct access for members to Research England colleagues working on REF.
- Promoted and encouraged diverse REF panel applications, leading to appointments on the Research Diversity and People Diversity Advisory Panel and increased diversity on REF assessment panels.
- Pioneered a new Research and Knowledge Exchange Symposium event for members, focused on regional research and innovation partnerships, collaboration and relationship building with local governments.
- Played a pivotal role as a named changemaker in the NCCPE Engaged Futures project, significantly influencing the future of higher education's public and social value.
- Advocated for our members' interests in international higher education through a specialist session at the UUKi International Higher Education Conference, engaging with the Home Office and DfE on immigration, visa, and Turing Scheme policies, and collaborating with UUKi and Cormack Consulting on international recruitment trends in China and the US.
- Provided comprehensive Condition of Registration E6 support to members. This included OfS video explainers, clarifying guidance, and roundtables with the OfS, Mills and Reeve, AdvanceHE and two community of practice sessions. The programme received excellent feedback for helping small teams navigate complex regulatory changes.

# Priority 4:

To enhance an equitable, innovative and purposeful organisation so that we can deliver positive and sustainable change on behalf of our members

GuildHE recognises that, to deliver for our members, we must invest in building and strengthening a purposeful and sustainable organisation. Following a change in GuildHE's CEO in summer 2024, changes were made both to the team structure and our ways of working in order to foster accountability and enhance leadership.

Building on from that, this past year has seen us looking more closely at our internal processes, policies, and ways of working. This involved introducing 3 new roles to the team, refreshing staff appraisal process, and firming our commitment to staff development. Clear staff objectives have been introduced, with each team member now holding a shared objective focused on fostering a collaborative culture to ensure success. These changes have been made to ensure the team is clear on what is expected and supported to deliver excellent work.

We learned new approaches to teamwork, invested in staff well-being, and championed equality and allyship. To foster stronger relationships and cross-team collaboration within our hybrid work environment, we introduced new initiatives like monthly in-person team days focused on strategic discussions, workflow optimisation, and training. The whole organisation participated in team development training from Strengthify, which highlighted individual strengths and how they can be best utilised across the organisation. Additionally, we implemented a CRM system and a new project management system to enhance visibility across the team and ensure we can continue to balance the varied demands on our time. This also helps us reinforce the foundations from which we will be able to engage with our members strongly into the future.

We are committed to fostering staff wellbeing through measurable activities and by investing in appropriate staff development opportunities. Annual leave entitlement has been enhanced to include an extended Christmas closure, alongside confirming the continuation of 3 annual wellbeing days introduced before GuildHE's new CEO started. We have begun to review our benefits package, recommitting to therapeutic supports offered and adding paid eye tests and financial support for eyeglasses where needed as a new benefit this year.

We will continue to review the benefits we provide our staff in the interest of ensuring GuildHE can offer competitive roles through which staff can develop and contribute meaningfully to our community. Likewise, we have kicked off a review of our policies and processes this year, but there is much more to do. We will look to continue this work into the next year and report back about progress made next year.

# Looking ahead

Having consulted with our members, staff and Executive Committee, we find that this year's strategic priorities should be the foundation for next year's work. Our focus remains strongly on raising our members' profiles, increasing GuildHE influence within the sector and beyond, and deepening our capacity for thought leadership across the sector as we seek to blaze workable trails into the future.

This approach will not only guarantee continuity of service, but also allow us to build upon this year's achievements. This is particularly important at a time when our sector requires momentum to overcome significant challenges and forge these into new opportunities.

In this spirit, we've got some ambitious plans for this next year, to include:

- Negotiating the implications of the Post-16 Education and Skills White Paper and any follow-on legislation proposed, lobbying for the preservation and protection of diverse institutions.
- Translating for members shifts in requirements indicated by new legislation including the Employment and Workers Rights' Bill, the Planning and Infrastructure Bill, the English Devolution and Community Empowerment Bill, and further Statements of Change in immigration rules following the May 2025 Immigration White Paper.
- Considering the outcomes of the Autumn Budget for higher education, expected at the end of November and to include clarification around the

proposed international student levy among other items that could impact higher education.

- Exploring the viability of (and potentially launching) an awareness-raising campaign focused on the value of a diverse sector. The campaign would be one element of our broader policy work to advocate for a shift in approach from both the government and regulators towards stronger systems-level leadership and oversight as the sector goes through extraordinary change and challenge.
- Lobbying for increased transparency and efficiency in HE regulation.
- Enhancing our work with members on institutional governance, working closely with CUC, UUK and AdvanceHE.
- Launching a Creative HE Strategy aimed at shaping how higher education can better support the pipeline into the creative industries and beyond. Our goal is to create a single, clear, and unified vision for this crucial sector and showcase the strengths and contributions of GuildHE specialist institutions in so doing.
- Expanding our annual Research and KE Symposium to increase opportunities to showcase members' research strengths, deepen our links to DSIT, and embolden our advocacy aimed at defending smaller-scale, unique and impactful research environments.
- Rolling out a new parliamentary engagement strategy, beginning with robust engagement at the 2025 Labour Party Conference in Liverpool marked by the formal launch of the GuildHE Creative HE Strategy Project, a ministerial dinner with the Minister of Skills, and speaking at no fewer than four events.

- Building on this year's work with UCEA and UUK to lobby for changes to Teachers' Pension Scheme obligations that would increase institutional flexibility on options and alleviate some financial pressures in the sector.
- Driving conversations across the sector about new transformation and collaboration possibilities, alongside facilitating discussions within our membership to support their ongoing work to secure the conditions to thrive in the years ahead.

As ever, collaboration is key. We've deepened and extended a large number of key relationships this past year and we're only getting started.

We'll push harder on facilitating and convening membership (as well as those beyond) to address barriers and find new ways of working to ensure our members continue to deliver for their students, staff and their broader communities. We'll remain keen to embrace new thinking and open to challenge to ensure we're doing the best work we can with our members in mind.

Finally, on behalf of the entire GuildHE team, I want to relay a huge and very heartfelt thank you to all our members, sponsors, partners and allies who have supported our evolution this past year. We have raised expectations about what GuildHE can do and are deeply invested in meeting (and exceeding) those expectations going forward.

So, stay tuned and stay in touch.

**By your side,  
Brooke and the GuildHE team**

# Public benefit statement

The Trustees have reviewed the activities of the Charity in the light of the guidance published by the Charity Commission on public benefit. The Trustees are satisfied that GuildHE's activities are for the public benefit. GuildHE provides public benefit to those planning to undertake, those undertaking and those with an interest in the outcomes of UK higher education as a consequence of the assistance it gives its member institutions. Through the direct advice, information and comment it provides into the public domain and into policy frameworks, it informs the public debate and raises public awareness of a range of educational and other professionally-based issues at the subject level. Supporting the heads of institutions and their staff, it enables them to lead their charitable and educational organisations more effectively. As a consequence, GuildHE has an impact on the delivery of higher education through good practice exchange and advice on policy. The organisations that GuildHE members lead provide a range of higher education opportunities to students from the UK and abroad, and they have public benefit impacts on the cultural, social and intellectual development of their communities.

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