

APPROVED

**MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON THURSDAY 23 APRIL 2026
VIA MICROSOFT TEAMS**

PRESENT: T James (Chair) Professor P Bonfield
J Ball T Toumazis
A Bertone

IN ATTENDANCE: M Chan (Secretary) C Molloy
K Kinsella D Stubbs
K Fitzpatrick I Wilmot
E McMillan (Clerk to the Court)

APOLOGIES: N Gururani

25.42 ANNOUNCEMENTS

- 25.42.1 Members noted the apologies recorded above.
- 25.42.2 Members did not declare any conflicts of interest for the business on the agenda.
- 25.42.3 The Chair informed members he would like to discuss starred item 12.0 Postgraduate research student fee proposal 2027-28 (Minute 25.51).

25.43 SAFETY, HEALTH AND WELLBEING (SHW) UPDATE

- 25.43.1 Ian Wilmot – University Secretary and Chief Operating Officer (USCOO)/Chair of the Staying Safe: Business Continuity Group – briefed members on the business continuity measures associated with the Voluntary Leaver Scheme (VLS), preparations for Martyn’s Law including the agreed event booking policy to strengthen risk assessment, the roll-out of an SMS emergency contact system for students (with plans to extend to colleagues), and an estates incident currently under insurer investigation.
- 25.43.2 Members heard about the University’s cyber-resilience preparation, including an effective initial cyber-incident workshop for the University Executive Board with a follow-up simulation planned in May 2026 to test communications with key stakeholders. The USCOO further noted improved colleague awareness on cyber security evidenced by minimal engagement with a recent phishing attempt.
- 25.43.3 On colleagues’ wellbeing, members noted mixed sentiment across the University community in response to the VLS and received assurance that appropriate wellbeing and people-focused support arrangements are in place.

25.44 STRATEGIC UPDATE - PEOPLE

- 25.44.1 Caragh Molloy – Director of People, Culture and Wellbeing (PCW) – presented the Professional Development Review (PDR) pulse survey outcomes report (Document RES 260423A), noting strong and constructive feedback to inform the next phase of PDR development.
- 25.44.2 Members welcomed the pulse survey as useful and timely. While acknowledging potential response bias, members considered the results were helpful in shaping the next steps and should be shared transparently to support future engagement and benchmarking.
- 25.44.3 In response to members’ queries, the Director (PCW) confirmed that future engagement would be strengthened through wider communication campaigns, that longer-term work is underway to develop clearer Professional Services career pathways, and that survey insights would be

triangulated with the Colleague Wellbeing Survey to capture non-respondent views and inform targeted changes.

- 25.44.4 Members reaffirmed that PDR is the cornerstone of the People Strategy and emphasised the need for clearer alignment, ensuring PDR-related activity delivers tangible organisational impact and demonstrably supports and contributes to the People Strategy going forward.

25.45 STRATEGIC UPDATE – PHYSICAL ENVIRONMENT

- 25.45.1 Ken Kinsella – Director of Estates Planning and Services (EPS) – presented an update on the progress in delivering the Estates Strategy and major capital projects (Document RES 260423B).
- 25.45.2 Members noted the progress of the Westminster Business School Immersive Lab and heard that its expected high-utilisation model will support a wide range of teaching and external engagement activities, enhance student experience and employability, and contribute to the University's strategic differentiation.
- 25.45.3 Members sought assurance on the capital governance arrangements of the Zone29 project, emphasising the importance of transparent tracking of cost and scope changes against the originally approved business case and the maintenance of a clear audit trail to inform future capital planning and decision-making.
- 25.45.4 Members received assurance that appropriate governance arrangements and mitigations were in place to ensure continued delivery of the Regent Street project, despite the main contractor entering administration.
- 25.45.5 Members discussed approaches to assessing value across the capital portfolio, noting that return on investment should be evaluated holistically through agreed benefit criteria, including academic and student outcomes, regulatory compliance, asset stewardship and institutional reputation, alongside financial performance, with lessons learned informing future projects.
- 25.45.6 Members emphasised the need for portfolio-level prioritisation of capital investment to ensure alignment with strategic objectives, academic and student priorities, funding availability and long-term affordability. Members further noted that this should be supported by transparent risk management, clear benefit realisation and well-defined decision-making thresholds, particularly in the light of the increasing complexity of the capital programme and the current financial environment.
- 25.45.7 Members welcomed the update and acknowledged the assurance on the progress against the Estates Strategy.

25.46 STRATEGIC UPDATE – DIGITAL ENVIRONMENT

- 25.46.1 Kim Fitzpatrick – Director of Digital and Technology Services (DTS) – presented an update on the progress in delivering the Digital Strategy (Document RES 260423C).
- 25.46.2 The Chair encouraged a shift to a more strategic, outcome-focused articulation in future updates, with clearer strategic priorities, portfolio control, financial transparency, defined operating model and capabilities, and stronger demonstration of benefit realisation, to ensure digital investment delivers measurable value to the University.

25.47 MANAGEMENT ACCOUNTS REPORT – FEBRUARY 2026

- 25.47.1 David Stubbs - Director of Finance and Commercial Services ('Director of Finance') - presented the management accounts report for February 2026 (Document RES 260423D), reporting no material change since the previous update, with income tracking in line with the budget forecast and costs remaining broadly stable.
- 25.47.2 In response to members' queries, the Director of Finance confirmed that the forecast assumes full utilisation of both contingency provisions, and that the University continues to work towards the agreed staff costs to income and operating surplus to income ratios. Members further noted that this Committee and the Court of Governors would be informed should there be any material change to these performance indicators.

- 25.47.3 Members were advised that Regent Street Cinema forms part of the University's estate and that a range of options is being explored as part of its strategic review, with a focus on managing its financial position while maximising its educational and student value.
- 25.47.4 **AGREED** To ensure effective oversight and assurance on the impact of the VLS within the wider financial and performance context and noting that a number of variables remain at this early stage, the Committee will consider a fuller assessment of the scheme's impact alongside the five-year budget forecast at a future meeting.
- 25.47.4.1 **ACTION Director of Finance** to include a report on the VLS within the five-year budget forecast item at the November 2026 meeting.

25.48 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

- 25.48.1 **AGREED** Members confirmed the minutes of the meeting held on 10 February 2026 (Document RES 260423E) as an accurate record of the meeting.
- 25.48.2 Members noted the summary of progress against actions and matters arising from previous meetings (Document RES 260423F).

25.49 ANY OTHER BUSINESS

- 25.49.1 Members did not raise any other items of business.

25.50 MEETING EVALUATION

- 25.50.1 Members reflected that the meeting was effective, constructive and well-chaired, with a supportive environment that encouraged open discussion and challenge.
- 25.50.2 The Clerk to the Court reminded members to complete the annual committee effectiveness review survey by 24 April 2026.

25.51 POSTGRADUATE RESEARCH STUDENT FEE PROPOSAL 2027-28

- 25.51.1 Members discussed the postgraduate research student fee proposal for 2027-28 (Document RES 260423G), noting the opportunity to adopt a more strategic, evidence-led approach to fee setting in light of the recent University's developments, supporting institutional differentiation.
- 25.51.2 The Director of Finance reported the establishment of a cross-College working group, supported by the Global Recruitment, Admissions, Marketing and Communications directorate, to develop future student fee proposals informed by detailed data analysis, with outcomes expected in the next academic year.
- 25.51.3 Members emphasised the importance of consistent assumptions, careful fee positioning, and the use of robust market and internal data to ensure continued competitiveness, particularly in relation to international recruitment, and expected more strategically focused analysis in future proposals.
- 25.51.4 **APPROVED** The postgraduate research student fee proposal 2027-28 to be implemented from October 2027.

25.52 DATES OF FUTURE MEETINGS

Members may participate in meetings via Microsoft Teams or onsite.

Thursday 18 June 2026 at 4:00pm	Thursday 22 April 2027 at 4:00pm
Thursday 17 September 2026 at 4:00pm	Thursday 17 June 2027 at 4:00pm
Monday 12 November 2026 at 4.30pm ¹	

¹ This meeting is from 4.30pm to 7.30pm. The Committee joins the Audit and Risk Committee from 4.30pm to 5.30pm to discuss the annual report and financial statements then continues with a regular Resources Committee meeting.