

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 27 MAY 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor D Anand Professor C Dormor Professor C Kalantaridis	Professor A Linn K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	C Bradshaw (Observer) H Cargill (Minute 24.204) L Cole (Minute 24.203) R Evans, Crowe (Minute 24.198) I Griffiths (Minute 24.199)	J Lamarque (Secretary) Professor L Mason B McPeake (Minute 24.202) K Patrick (Minute 24.196) D Stubbs (Minute 24.197)
APOLOGIES:	Professor P Bonfield (Chair)	Dr S Jarvis

**24.195 ANNOUNCEMENTS**

- 24.195.1 **Welcome:** The Deputy Chair welcomed all members and attendees to the meeting.
- 24.195.2 **Apologies:** Members noted apologies as reported above. Members noted that Professor Luke Mason - Head of School, Westminster Law School attended on behalf of the Head of College (Liberal Arts and Sciences).
- 24.195.3 Members noted that Caron Bradshaw (independent governor) observed the meeting as part of her induction to the Court of Governors.
- 24.195.4 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 24.195.5 **Requests to discuss starred items:** The Deputy Chair postponed starred agenda item 19.0b – the business case to reduce the tuition fee debt threshold in relation to the Student Fees and Other Charges Policy (Document UEB 250527M) to the next meeting.
- 24.195.6 **Requests to discuss business not on the agenda:** The Deputy Chair confirmed there were no requests to discuss matters not on the agenda.
- 24.195.7 **Chair's business:** The Chair updated members on the recent Court of Governors meeting.
- 24.195.8 **Institute of Healthy Urban Living**  
Andrew Linn, Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (RKE) updated members on a proposal to transfer oversight of the Institute of Healthy Urban Living (IHUL) from the DVC (RKE) to the College of Liberal Arts and Sciences (LAS).
- 24.195.9 In response to a member's query on the rationale for locating the IHUL within a College instead of a School, the Head of College (LAS) confirmed that elements of the IHUL are located in different Schools - Life Sciences, Psychology and Social Sciences and the College infrastructure would support good governance. Members noted that the IHUL would be located physically with the School of Life Sciences although it is not working exclusively with the School.
- 24.195.10 In response to a member's query on merging the IHUL with the Research Communities, the DVC (RKE) confirmed that IHUL fulfils a different role to the communities.

**24.196 SAFEGUARDING POLICY**

- 24.196.1 Kim Patrick, Head of Student Support and Residential Life (SSRL) presented the proposed new Safeguarding Policy (Document UEB 250527F).
- 24.196.2 Members heard that there has been considerable development in terms of practical application of the policy, including a Safeguarding Management Board focused on intent and direction and implementation frameworks.
- 24.196.3 In response to a member's query on raising awareness amongst students, the Head of SSRL commented that Audit and Risk Committee members also commented on developing safeguarding at the University through student awareness and colleague training.
- 24.196.4 A member commented that examples of circumstances in which an adult could be considered vulnerable (section 5.4) could be nuanced more carefully.
- 24.196.5 In response to a member's query on Safeguarding Leads, the Head of SSRL confirmed that the Head of SSRL is the Principal Safeguarding Lead, and there are three Designated Safeguarding Leads for students. The Head of SSRL acknowledged that further work is needed to expand on the responsibilities of Safeguarding Leads and that this work will be led by the Safeguarding Management Board, which is chaired by the University Secretary and Chief Operating Officer (USCOO).
- 24.196.6 **AGREED** Members recommend the Safeguarding Policy to Audit and Risk Committee.

**24.197 MANAGEMENT ACCOUNTS PACK – APRIL 2025 AND QUARTER 3 FORECAST**

- 24.197.1 David Stubbs, Director of Finance and Commercial Services presented the Management Accounts for April 2025 and Quarter 3 forecast (Document UEB 250527A).
- 24.197.2 Members heard that income has improved marginally due to increased revenue from halls and a reduction in staff costs due to vacancy management; however, staff costs are still slightly above target.
- 24.197.3 The Director of Finance and Commercial Services informed members:
- Operating expenses are £40,000 higher than Quarter 2.
  - The cost base continues to be the focus, especially staff costs and use of Part-Time Visiting Lecturers.
  - The balance sheet remains robust with £121m cash as at the end of April 2025.
  - Estates Planning and Services have spent £28m of their capital expenditure budget and are expected to spend £45m by the end of the financial year and Information Systems and Support are expected to spend £9.3m on capital projects by the year end.
- 24.197.4 The Head of College, Westminster Business School commented that the contribution for the College is 60.9% and not 63.5% as stated in the report.
- 24.197.5 **AGREED** Members recommend the Management Accounts April 2025 and Quarter 3 forecast to Resources Committee.

**24.198 DRAFT INTERNAL AUDIT STRATEGIC PLAN 2025/26 – 2027/28**

- 24.198.1 Richard Evans, who will be Head of Internal Audit (IA) from 1 August 2025 presented the draft internal audit strategic plan for 2025/26 to 2027/28 (Document UEB 250527B).
- 24.198.2 The Head of IA reported that there had been good engagement across the planning and informed members that the plan is flexible and is likely to change.
- 24.198.3 Members comments included:

- The Classroom Experience review should also include assessment and should align with the Student Voice review taking place next year.
- A review of Home Student Recruitment should be included in the plan due to the amount of change in the sector.
- A review of Tier 4 Compliance should be carried out in 2025/26 due to new Government plans around immigration.
- The review of EDI (equality, diversity and inclusion) can be postponed to 2027/28.
- A review of International Recruitment should be added to the plan for 2026/27.

24.198.4 In response to a member's query, the Head of IA confirmed that the Recruitment and Onboarding review covers colleague recruitment not student recruitment.

24.198.5 Members discussed ensuring that the Access and Participation Plan (APP) is connected to the EDI and Home Recruitment audits.

**24.198.5.1 ACTION** Head of IA, Director of Finance and USCOO to discuss with the DVC (Education) whether an APP audit should be carried out and, if so, when.

24.198.6 In response to a member's query on the number of audits, the Head of IA explained that Crowe are contracted for a specified number of days, not for any individual projects.

24.198.7 The Head of IA reported that the plan is flexible and offered to come back halfway through the year to present a summary and update on the work completed.

**24.198.7.1 ACTION** UEB Secretary to schedule an internal audit update six months into the new academic year.

## **24.199 STRATEGIC RISK REGISTER – PERIODIC REVIEW 3 (INCL. OPERATIONAL RISK REGISTERS REVIEW OUTCOMES)**

24.199.1 Ian Griffiths, Risk and Resilience (RR) Manager presented the Strategic risk register periodic review report (Document UEB 250527B), which included operational risk registers review outcomes.

24.199.2 Members noted that there were no operational risks newly outside of the risk appetite.

24.199.3 The RR Manager informed members that there are three operational risks where the residual risk score has increased and which are now at the limit of risk appetite.

24.199.4 Members discussed these three risks and noted that there were no controls and mitigations listed for the two Information Systems and Support (ISS) risks. The RR Manager confirmed that he would obtain the list of controls and mitigations from the Director of ISS.

24.199.5 Members noted the increase in the residual risk score for the strategic risk relating to the digital estate. Members discussed work to achieve Cyber Essentials certification and received assurance this work is progressing alongside other ISS activities.

24.199.6 **AGREED** Members recommend the Strategic risk register periodic review report to Audit and Risk Committee.

## **24.200 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE**

24.200.1 The USCOO/Co-Chair, Staying Safe: Business Continuity Group informed members that there are no new actions; however, work continues on meeting the requirements of Martyn's Law (the Terrorism (Protection of Premises) Act 2025) including consideration of whether to recruit a Head of Security.

24.200.2 Members heard that the Safety, Health and Wellbeing Committee met the previous week and reviewed several policies.

**24.201 TAX STRATEGY**

24.201.1 The Deputy Chair informed members that the Tax Strategy (Document UEB 250527D) was introduced for the first time in 2023/24 and is updated annually.

24.201.2 **AGREED** Members recommend the Tax Strategy to Audit and Risk Committee.

**24.202 DIVERSITY AND DIGNITY AT WORK AND STUDY POLICY**

24.202.1 Bryony McPeake, Deputy Director, People, Culture and Wellbeing (PCW) presented the proposed revised Diversity and Dignity at Work and Study Policy (Document UEB 250527E).

24.202.2 Members heard that the policy update includes the response to the Office for Students' ongoing condition of registration E6, which comes into effect on 1 August 2025, and the Workers Protection Act 2023.

24.202.3 Members received assurance that the policy has been reviewed by the University's legal advisers to ensure full compliance with the statutory and legal requirements.

24.202.4 The Head of School, Westminster Law School queried some of the wording on malicious or vexatious complaints or grievances (section 1.7). Acknowledging that this is a complex area, members asked the Head of Westminster Law School and the Deputy Director PCW to discuss the matter further outside of the meeting.

24.202.5 A member commented that witnesses must be salient to the case to avoid undermining the confidentiality (section 1.6).

24.202.6 A member commented on the phrasing of the final sentence in the Statement of Intent (section 1.2).

24.202.7 **APPROVED** Updated Diversity and Dignity at Work and Study Policy to be implemented with effect from 1 August 2025.

**24.203 UPDATE ON APPRENTICESHIPS OPERATING MODEL**

24.203.1 Linsey Cole, Director of Business Engagement (BE) presented an update on the apprenticeships operating model (Document UEB 250527G).

24.203.2 The Director of BE reported that a better understanding of costs and income at course, then portfolio level is needed before working with Schools to look at changes. Members noted that more changes may be needed to respond to the Government announcement earlier in the day about plans to refocus funding away from Level 7 (masters-level) apprenticeships from January 2026.

24.203.3 In response to a member's query about reliance on Level 7 apprenticeships, the Head of College, Design Creative and Digital Industries commented that although they are working well, the University is not reliant on such programmes.

**24.204 INTERNAL AUDIT LIMITED ASSURANCE REPORT – STUDENT EXPERIENCE (DISABILITY SUPPORT) (Confidential)**

24.204.1 **[Redacted]**

24.204.2 **[Redacted]**

24.204.3 **[Redacted]**

24.204.4 **[Redacted]**

24.204.5 **[Redacted]**

**24.205 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**

24.205.1 **APPROVED** Members confirmed the minutes of the meeting held on 13 May 2025 (Document UEB 250527I) as an accurate record of the meeting.

24.205.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 250527J).

**24.206 ANY OTHER BUSINESS**

24.206.1 Members did not raise any other items of business.

**24.207 MEETING EVALUATION**

24.207.1 Visitors to the meeting commented that they were reassured and impressed at the level of consideration of different risks, and the close work between colleagues and noted that there are many acronyms used and a complicated governance structure at the University.

**24.208 DISCIPLINARY POLICY (COLLEAGUES)**

24.208.1 **AGREED** Members recommend the updated Disciplinary Policy (Document UEB 250527K) to Resources Committee.

**24.209 PROFESSIONAL BOUNDARIES AND PERSONAL RELATIONSHIPS POLICY**

24.209.1 **AGREED** Members recommend the updated Professional Boundaries and Personal Relationships Policy (Document UEB 250527L) to Resources Committee.

**24.210 STUDENT FEES AND OTHER CHARGES POLICY**

24.210.1 **APPROVED** Student Fees and Other Charges Policy (Document UEB 250527M) to be implemented with immediate effect.

24.210.2 Members noted that the business case to reduce the tuition fee debt threshold will be submitted to the next meeting.

**24.211 APPRENTICESHIPS SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN**

24.211.1 **AGREED** Members recommend the Apprenticeships Self-Assessment Report and Quality Improvement Plan (Document UEB 250527N) to the Court of Governors.

**24.212 SICKNESS ABSENCE AND ILL-HEALTH POLICY**

24.212.1 **AGREED** Members recommend the updated Sickness Absence and Ill-Health Policy (Document UEB 250527O) to Resources Committee.

**24.213 INTERNAL AUDIT REPORT**

24.213.1 Members noted the Substantial Assurance internal audit report on ICT-Business Continuity Plan (Document UEB 250527P).

**24.214 DATES OF FUTURE MEETINGS**

Regular meetings are 10.30am to 12.30pm (unless alternative time stated below) in Room RS109, Regent Street and via Microsoft Teams.

10 June 2025

24 June 2025

7 July 2025 - evening (UEB dinner)

8 July 2025 – all day (UEB away day)

22 July 2025

5 August 2025

**2025/26**

16 September 2025	3 March 2026 – UEB away day
23 September 2025 – UEB dinner	17 March 2026
24 September 2025 – UEB away day	31 March 2026
7 October 2025	21 April 2026
21 October 2025	12 May 2026
4 November 2025	26 May 2026
25 November 2025	9 June 2026
16 December 2025	23 June 2026
6 January 2026	6 July 2026 – UEB dinner
20 January 2026	7 July 2026 UEB away day
3 February 2026	28 July 2026
17 February 2026	11 August 2026
2 March 2026 – UEB dinner	