UNIVERSITY OF FORWARD THINKING WESTMINSTER

APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 12 MAY 2026 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor Professor C Kalantaridis	Professor A Linn K Patel (to Minute 25.183) I Wilmot (Deputy Chair)
IN ATTENDANCE:	N Donohue (Minute 25.186) K Fitzpatrick (Minute 25.183)	K Kinsella (Minute 25.184) J Lamarque (Secretary)
APOLOGIES:	Professor C O'Connor	

25.181 ANNOUNCEMENTS

25.181.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.

25.181.2 **Apologies:** Members noted apologies as above.

25.181.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.

25.181.4 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or items of business not on the agenda.

Chair's business

25.181.5 The Chair commended the University's Democratic Education Network (DEN) for the publication of 'Transforming Education: Innovation for Sustainability in the AI Era', commenting that the book is an exemplar of educational practice that links to research.

25.181.6 The Chair updated members on work with the Mayor of London on making London the best city in which to study.

25.181.7 The Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (RKE) informed members that the University had recently hosted the UKRI sector meeting under a new initiative to be more engaged and in touch with stakeholders.

25.181.8 The DVC (Global Engagement and Employability) updated members on the recent Challenging Racism conference and informed members that next year the focus will be social mobility and class.

25.181.9 The Chair informed members that the new Chair of the Court of Governors starts in September 2026, and members briefly discussed the Link Governor scheme.

25.182 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

25.182.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group informed members that the Group agreed the Event Booking Policy, which will help progress compliance with Martyn's Law and is on the agenda for UEB approval (see Minute 25.191).

25.182.2 Members heard that colleagues are working through actions since the recent security incident at New Cavendish Street, and the incident is being used for training purposes.

25.182.3 Members heard that business continuity plans are still incomplete, and the USCOO asked members to encourage colleagues in their areas to complete the plans.

25.182.4 Members noted that a cyber security round table will take place shortly.

25.183 DRAFT UPDATED DIGITAL AND DATA STRATEGY

25.183.1 Kim Fitzpatrick, Director of Digital and Technology Services (DTS) presented a first draft of the Digital and Data Strategy (Document UEB 260512A), an update of the current Digital Strategy.

25.183.2 The Director of DTS reported on the strategic vision, key enabler, integration, risks and mitigations, and the roadmap.

25.183.3 Members comments and questions included:

- It is good to see RKE properly profiled, and issues noted; however, there is work to do to secure the right digital infrastructure, such as replacing modules of the VRE (virtual research environment), cyber security and cyber essentials.
- How does the Strategy enable the best version of Westminster to support student recruitment?
- An explicit focus on customer service, and a more explicit commitment to students' and colleagues' diverse needs should be included.
- How do we navigate the misalignment between industry standard technologies and the University's systems?

25.183.4 The Director of DTS noted the comments and will incorporate them in the next draft of the strategy.

25.183.5 In response to a member's query, the Director of DTS confirmed that this is a new strategy and not a mid-term review.

25.183.6 The Director of DTS encouraged colleagues to send any further feedback directly to her.

25.184 ESTATES STRATEGY MID-TERM REVIEW

25.184.1 Ken Kinsella, Director of Estates, Planning and Services (EPS) presented a first draft of the Estates Strategy mid-term review report (Document UEB 260512B).

25.184.2 The Director of EPS commented on converting the estate to deliver active learning, reduced carbon emissions, funding from the lease of 120 New Cavendish Street, the requirement for a Head of Security, and student accommodation plans.

25.184.3 In response to a member's query on what improvements the Strategy is yet to deliver, the Director of EPS responded that future delivery of the Strategy would demonstrate compliance and student satisfaction.

25.184.4 Members discussed commercial lettings and a potential collaboration with neighbouring institutions.

25.184.5 In a discussion with members about timetabling, the Director of EPS commented that the University is not using space efficiently as the size and fit of our spaces does not match the pedagogical size and fit. He noted that colleagues will carry out a room survey to gather views from students and academic colleagues.

25.185 RESEARCH AND KNOWLEDGE EXCHANGE STRATEGY MID-TERM REVIEW

25.185.1 The DVC (RKE) presented the RKE strategy mid-term review report (Document UEB 260512C).

25.185.2 The DVC (RKE) reported on engagement sessions and current RKE measures of success.

25.185.3 The DVC (RKE) explained that colleagues undertook an internal mini–Research Excellence Framework (REF) exercise at the end of last year and are bringing the Knowledge Exchange Framework (KEF) more to the fore, including producing a KEF dashboard.

25.185.4 The DVC (RKE) informed members that he will present the strategy mid-term review report to the RKE Steering Committee, who will be asked to recommend the report and proposed strategic KPI amendments to Academic Council.

25.185.5 In response to a member's query on absolute and relative income, the DVC (RKE) confirmed that absolute income is the only measure used.

25.185.6 A member commented that more reference should be made to global engagement, noting that RKE activities enhance our reputation and supports student recruitment.

25.186 UPDATE FROM THE DIRECTOR OF STUDENT AND ACADEMIC SERVICES

25.186.1 Neil Donohue, Director of Student and Academic Services (SAS) presented an update on plans for the Disability Learning Service.

25.186.2 The Director of SAS reported on an internal workshop to consider the service redesign, naming conventions, staffing levels/job descriptions and reviews of sector practice.

25.186.3 Members noted that the proposal is to rename the Student Wellbeing and Inclusion team as Student Welfare and Inclusion, to rename the Disability Learning Service as Disability and Inclusion, and to rename the Wellbeing team as the Welfare team.

25.186.4 The Director of SAS also reported on the proposed structure, impact and financial summaries.

25.186.5 Members heard that benefits of the proposed changes will allow the University to realise the Stepped Care model, create closer integration and a single 'front door' for students and colleagues, and allow for increased specialist expertise.

25.186.6 The Director of SAS informed members of the Disabled Students Commitment, which is a voluntary, non-regulatory scheme aimed at enhancing disabled students' higher education experience.

25.186.7 **AGREED** University to adopt the Disabled Students Commitment.

25.186.8 Members discussed the change from wellbeing to welfare and acknowledged that welfare also includes financial and housing matters. Members noted that as wellbeing is embedded across the University it will be important to look at documentation and phrasing to make sure they align.

25.187 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.187.1 **APPROVED** Members confirmed that the minutes of the meeting held on 21 April 2026 (Document UEB 260512D) are an accurate record.

25.187.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 260512E).

25.188 ANY OTHER BUSINESS

25.188.1 Members did not raise any other items of business.

25.189 RESEARCH EXCELLENCE FRAMEWORK CODE OF PRACTICE

25.189.1 **AGREED** REF Code of Practice (Document UEB 260512F) to be submitted to Research England for approval as part of the REF 2029 exercise. Members noted that there are minor resource implications in terms of colleagues' time.

25.190 SEVERE WEATHER AND CRITICAL PUBLIC SERVICES DISRUPTION POLICY

25.190.1 Members noted the revised Severe Weather and Critical Public Services Disruption Policy (Document UEB 260512G).

25.191 EVENT BOOKING POLICY

25.191.1 **APPROVED** Event Booking Policy to be implemented with effect from 1 August 2026 (Document UEB 260512H).

25.192 MANAGEMENT ACCOUNTS MARCH 2026

25.192.1 Members received the Management Accounts March 2026 report (Document UEB 260512I).

25.193 DATES OF FUTURE MEETINGS

2025-26

26 May 2026	7 July 2026 UEB away day
9 June 2026	28 July 2026
23 June 2026	11 August 2026
6 July 2026 – UEB dinner	

2026-27

1 September 2026	2 March 2027 – UEB away day
21 September 2026 – UEB dinner	9 March 2027
22 September 2026 – UEB away day	23 March 2027
6 October 2026	20 April 2027
27 October 2026	11 May 2027
11 November 2026	25 May 2027
24 November 2026	8 June 2027
15 December 2026	22 June 2027
12 January 2027	5 July 2027 – UEB dinner
26 January 2027	6 July 2027 – UEB away day
9 February 2027	27 July 2027
23 February 2027	10 August 2027
1 March 2027 – UEB dinner	

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