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APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 16 DECEMBER 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor Professor C Kalantaridis	Professor A Linn Professor C O'Connor K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	O Adetona (Minute 25.84) C Ata (Minute 25.82)	J Lamarque (Secretary) D Stubbs (Minute 25.84)

APOLOGIES:

25.81 ANNOUNCEMENTS

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

25.81.2 **Apologies:** All members were present for the meeting.

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

25.81.4 **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

25.81.5 The Chair introduced the meeting agenda and spoke briefly about the Code of Conduct, independent governors, external pressures and risk appetite.

25.82 PROFESSORS AND READERS AWARDING COMMITTEE (PRAC) REVIEW REPORT

25.82.1 The Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (RKE)/Chair of PRAC and Claire Ata - Head of Strategic Resourcing, Reward and Insight (SRRI) - presented the PRAC review report (Document UEB 251216G).

25.82.2 The Chair of PRAC reported on changes such as membership of the committee, removal of candidate nominated referees, a revised application form and the move from three to two pathways.

25.82.3 In response to a member's query on the extent that University values can be included as criteria, the Head of SRRI explained that the review followed Freedom of Speech guidelines and have referenced in places the values, strategic priorities or university initiatives. She noted that the process needs to allow scope for some colleagues who may disagree with our values to still progress, and application forms are linked to the Being Westminster strategy.

25.82.4 Members heard that the new process holds colleagues more to account and that the education route is radically changed, is focused on the practice of teaching, learning and education, and aligns with how colleagues in the University practice research.

25.82.5 In response to a query on the mentoring programme and how long that will continue, the DVC (RKE) confirmed that the programme is still developing and mentoring will be informal initially until mentor training is in place for Professors and Readers.

25.82.6 Following a query about external panel members, the DVC (RKE) confirmed that there are two external members on the committee, which has an expanded membership with a wide range of experience.

25.82.7 **AGREED** Revised approach to a) the criteria and pathways for the process for promotion to Reader and Professor; b) the development roadmap for those looking to secure promotion to Reader or Professor, as well as those recently promoted; and c) the application process for those applying for promotion to Reader or Professor to be implemented from January 2026.

25.83 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

25.83.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group informed members that the Group met on 20 November 2025, where the focus was on managing industrial action.

25.83.2 Members heard that the Risk and Resilience Manager is establishing a Business Continuity Project Group commencing in the New Year.

25.83.3 Members noted that colleagues are mindful of the recent shooting incident at Bondi Beach in Australia; the University has increased security, and additional support is in place where necessary.

25.84 MANAGEMENT ACCOUNTS OCTOBER 2025 AND QTR 1 FORECAST

25.84.1 David Stubbs - Director of Finance and Commercial Services ('Director of Finance') and Oyin Adetona - Deputy Director of Finance presented the Management Accounts for October 2025 and the Quarter 1 (Q1) forecast (Document UEB 251216A).

25.84.2 The Director of Finance reported that the Q1 forecast shows a £13.2m deficit against the approved budget of £11.2m. He explained that income has reduced by around £4m; £2.5m of this is related to student fees, whilst investment income is reduced due to softening of market rates. Members noted that the full £5m income contingency has been released.

25.84.3 Members heard that:

- Staff costs are forecast to exceed the budget by £4m and are tracking at just over 60% of income.
- The 2024/25 balance sheet closed at £523m of reserves; this is expected to reduce to £510m at the end of July 2026.
- The debtor balance is £144m, with a bad debt provision of £7.7m.
- There is a strong cash balance of £126m and the University is covenant compliant.

25.84.4 On capital expenditure, the Director of Finance stated that Estates Planning and Services anticipate spending £19.7m by the year end - an increase of £2.9m on the approved budget due to a grant from the Office for Students - and Information Systems and Support anticipate spending £7.7m by the year end - a slight reduction on budget due to project delays.

25.84.5 Members discussed the 2026 people data summary including internal recruitment and managing salary related costs.

25.84.6 Members discussed expenditure on Part Time Visiting Lecturers (PTVLs) and comments included:

- The majority of PTVL expenditure is in Semester 1 and 2.
- People, Culture and Wellbeing (PCW) are reviewing PTVL contracts that need to be cleared.
- In some areas, PTVLs are being used to add capacity where there are not enough permanent colleagues and in others – e.g., Polylang - PTVLs are used as it is more cost effective.
- Most PTVLs employed by the Westminster Business School are based in the School of Applied Management and working on apprenticeships; next year there will be fewer modules.

25.84.6.1 **ACTION Heads of Colleges** to assist the Director of PCW with the review of PTVL contracts.

25.84.6.2 **ACTION UEB Secretary** to schedule monthly sessions for UEB members to discuss people data and resourcing.

25.85 STUDENT CONTINUATION UPDATE

25.85.1 The DVC (Education) reported:

- The B3 metrics are double weighted in the criteria for the Portfolio Planning Committee meeting in February 2026 to reflect proposed changes to the Teaching Excellence Framework.
- The focus is on communications with Schools and positive, open collaborations.
- Strategy, Planning and Performance (SPP) are working on attendance data, which is showing interesting patterns, and on rates for non-submission of work.

25.86 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.86.1 **APPROVED** Members confirmed that the minutes of the meeting held on 25 November 2025 (Document UEB 251216B) are an accurate record of the meeting.

25.86.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 251216C).

25.86.3 **Chair's business (Action 25.66.7.1):** The DVC (Education) informed members that she is waiting for data to inform a proposal for amendments to degree algorithms.

25.86.4 **January recruitment update (Action 25.72.1.1):** The UEB Secretary has requested the January recruitment slides used at the 25 November 2025 meeting from the Director of Global Recruitment, Admissions and Marketing and Communications.

25.86.5 **Student Continuation Update (Action 27.74.2.1):** The DVC (Education) confirmed that she has shared with the Heads of Colleges the list of topics she is using when engaging with Associate Heads of Colleges.

25.87 ANY OTHER BUSINESS

Research Excellence Framework (REF) update

25.87.1 The DVC (RKE) updated members on the REF (Document UEB 251612I), noting that there is now clarity on the criteria and that changes include:

- A maximum number of outputs that any individual can submit.
- The smallest units can only submit one case study.
- Environment is now Strategy, People and Research Environment - supporting our people for more diverse research communities.

25.87.2 Members heard that Engagement and Impact are unchanged, and the University will use the 2021 template for case studies.

25.87.3 The DVC (RKE) reported that the University will submit the Code of Practice in May 2026, is committed to fewer and better outputs - with more at 4 stars – and is using Quality-related Research funding to support the development of case studies.

College name change

25.87.4 The Head of College (Design, Creative and Digital Industries) proposed a change the name to the College of Creative Arts and Technologies (Document UEB 251216H).

25.87.5 Members heard that there was an open vote in the College, with 17 options, that if approved the new name will be launched in January 2026, and that work on the branding is in progress with the Marketing team.

25.87.6 **APPROVED** The College of Design, Creative and Digital Industries to be renamed the College of Creative Arts and Technologies with effect from January 2026.

25.88 INFORMATION SECURITY POLICY

25.88.1 **APPROVED** Updated Information Security Policy to be implemented with immediate effect.

25.89 POST-OCCUPANCY EVALUATIONS

25.89.1 Members received the post-occupancy evaluations for the Games Hub and Emerging Media Space project, Expansion of the Science Lab project, Marylebone Library refurbishment project and New Cavendish Street Level 5 computer labs project (Document UEB 251216E)

25.90 DATES OF FUTURE MEETINGS

6 January 2026	12 May 2026
20 January 2026	26 May 2026
3 February 2026	9 June 2026
17 February 2026	23 June 2026
17 March 2026	6 July 2026 – UEB dinner
31 March 2026	7 July 2026 UEB away day
20 April – UEB dinner	28 July 2026
21 April – UEB meeting and away day	11 August 2026

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