UNIVERSITY OF
FORWARD
THINKING
WESTMINSTER

APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 26 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 Professor C O'Connor K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	M Baldwin (Minute 25.199) R Evans, Crowe (Minute 25.198) J Lamarque (Secretary)	N Nelson (Minute 25.200 to 25.201) D Stubbs (Minute 25.196 to 25.198)
APOLOGIES:		

25.194 ANNOUNCEMENTS

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

25.194.2 **Apologies:** There were no apologies received.

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

25.194.4 **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

25.194.5 The Chair updated members on his recent meetings with the Mayor of London and other Vice-Chancellors, upcoming degree shows and the student recruitment update at the Court of Governors meeting.

25.194.6 The Head of College, Creative Arts and Technologies, updated members on a recent successful bid to the Ministry of Defence, which was awarded over five years. Members heard that the College will also be working with JISC on their Cyber Academy.

25.195 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

25.195.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group informed members that the last meeting focused on business continuity plans, Martyn's Law and preparation for the new academic year.

25.196 MANAGEMENT ACCOUNTS PACK – APRIL 2026 AND QTR 3 FORECAST

25.196.1 David Stubbs, Director of Finance and Commercial Services ('Director of Finance') presented the Management Accounts for April 2026 and the Quarter (Qtr) 3 forecast (Document UEB 260526A).

25.196.2 The Director of Finance informed members that the report contains nine months of actual and three months of forecast figures and is in line with Qtr 2. Members noted that staff costs are £156m, which is £4.7m higher than Qtr 2 and includes the Voluntary Leaver Scheme (VLS) allocation. The Director of Finance reported that vacancy management continues and that colleagues continue to monitor expenditure on Part Time Visiting Lecturers.

25.196.3 Members heard that other operating expenses are £1.9m lower than Qtr 2 due to lower agent commission fees and other variables and that depreciation costs are also £3.6m lower than Qtr 2.

25.196.4 The Director of Finance reported that the cash balance is £143m due to a payment from the Student Loan Company and the sale of International House.

25.196.5 In response to a member's query on capital expenditure in Digital and Technology Services, the Director of Finance confirmed that expenditure is higher in the last three months of the academic year as there are only certain times of the year when colleagues can complete this work.

25.196.6 Members recommend the Management Accounts for April 2026 and Qtr 3 forecast to Resources Committee.

25.197 TAX STRATEGY

25.197.1 The Director of Finance presented the proposed Tax Strategy (Document UEB 260526B).

25.197.2 The Director of Finance reported that the University is committed to paying the correct amount of tax at the right time in line with legal and regulatory requirements, and that the University does not engage in any tax avoidance or aggressive tax planning.

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

25.198 INTERNAL AUDIT SIX-MONTHLY UPDATE

25.198.1 Richard Evans, Head of Internal Audit (IA), Crowe UK presented the internal audit six-monthly update (Document UEB 260526C).

25.198.2 The Head of IA reported on three audits - Safeguarding, Security and Site Management and UUK Accommodation Code of Practice for Student Housing.

25.198.3 Members discussed which colleagues engage with internal audit colleagues and the Director of Finance confirmed that internal auditors usually meet with the relevant senior colleague and assured members the internal audit team do receive accurate information.

25.198.4 Members discussed the layout of the audit reports and suggested a clearer summary page showing areas of concern, different areas and their ratings, best practice and corrective actions. The Head of IA confirmed that he would update the format to reflect this feedback.

25.199 UPDATE FROM THE EXECUTIVE DIRECTOR, PERFORMANCE IMPROVEMENT AND INNOVATION

25.199.1 Mark Baldwin, Executive Director, Performance Improvement and Innovation (PII) reported that the Timetabling project has been in place for approximately five years, trying to achieve a student- and colleague-friendly, stable timetable free of clashes. He explained that the University introduced block timetabling; however, the choice and complexity in the curriculum makes timetabling and scheduling extremely challenging in some areas. The Executive Director PII assured members that colleagues have identified where change is necessary and that the Portfolio Planning Committee will require confirmation that a workable timetable is possible when considering new course proposals.

25.199.2 The Executive Director PII informed members that the Centre for Education and Teaching Innovation (CETI) delivered the 'Teaching at Westminster 2' course; however, acknowledged that the team has not been successful in delivering the training to every relevant colleague. He reflected that Schools need to be proactive, working with CETI to design and co-create courses at the start of the project.

25.199.3 Members noted that the PII team has also been working on marking and assessment and annual monitoring.

25.199.4 Members comments included:

- There are modules that require improvement and a review to identify the right number of option modules is a step in the right direction.
- Colleges would welcome a process where CETI collaborates with the Schools.
- It is important that the work that the process recognised what colleagues already do and to build on that.

25.199.5 The Deputy Vice-Chancellor (DVC) for Education noted that she would share more information on UEB members' role in engaging colleagues with this work after a meeting with the Head of CETI.

25.199.6 Members heard that the Director of People, Culture and Wellbeing is chairing a Westminster Professional Development Academy session that will assist colleagues to work more collaboratively.

25.200 SAFETY, HEALTH AND WELLBEING POLICY STATEMENT OF INTENT

25.200.1 Niamh Nelson, Head of Safety, Health and Wellbeing (SHW) presented the proposed SHW Policy Statement of Intent (Document UEB 260526D).

25.200.2 Members heard that proposed changes are based on work undertaken with Mills & Reeve LLP and include more proportionate responsibilities, promoting health and safety and supporting the wellbeing of our community.

25.200.3 **APPROVED** Updated Safety, Health and Wellbeing Policy Statement of Intent to be implemented with immediate effect.

25.201 UNIVERSITY STRESS RISK ASSESSMENT

25.201.1 The Head of SHW presented the updated University Stress Risk Assessment (Document UEB 260526E).

25.201.2 The Head of SHW and informed members that the review was carried out before the VLS application deadline and gave assurance that the review will continue depending on what areas are affected and that this may require further updates to the assessment.

25.201.3 Members heard that the review involved both Unions. Members discussed communication with the Unions.

25.201.4 Members discussed potential changes for academic colleagues such as larger group sizes, noting this is a pedagogical change rather than a health and wellbeing change.

25.202 STUDENT CONTINUATION

25.202.1 The DVC (Education) updated members on Semester 2 data, a forthcoming workshop, and a change in the way the Student Engagement team works.

25.203 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

25.203.1 **APPROVED** Members confirmed that the minutes of the meeting held on 12 May 2026 (Document UEB 260526F) are an accurate record.

25.203.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 260526G).

25.204 ANY OTHER BUSINESS

25.204.1 Members did not raise any other items of business.

25.205 STUDEN AND OTHER CHARGES POLICY

25.205.1 **APPROVED** Updated Student Fees and other Charges Policy (Document UEB 260526H) to be implemented with effect from 1 August 2026.

25.206 SAFEGUARDING POLICY

25.206.1 **AGREED** Members recommend the updated Safeguarding Policy (Document UEB 260526I) to the Audit and Risk Committee.

25.207 ORGANISATIONAL ARRANGEMENTS: INCIDENT REPORTING AND INVESTIGATION

25.207.1 **APPROVED** Updated Organisational Arrangements: Incident reporting and investigation (Document UEB 260526J) to be implemented with immediate effect.

25.208 INTERNAL AUDIT REPORTS

25.208.1 Members noted the internal audit reports on Safeguarding, Security and Site Management and Student Accommodation (UUK triennial audit) (Documents UEB 260526Ki to Kiii).

25.209 DATES OF FUTURE MEETINGS

2025-26

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

2026-27

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

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