

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 25
FEBRUARY 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor	Dr S Jarvis Professor A Linn I Wilmot (Deputy Chair)
IN ATTENDANCE:	K Brown (Minute 24.136) I Griffiths (Minute 24.135) J Lamarque (Secretary)	A Mathie D Stubbs (Minute 24.134) M Yassim
APOLOGIES:	Professor C Kalantaridis	K Patel

24.132 ANNOUNCEMENTS

- 24.132.1 **Welcome:** The Chair welcomed all members and attendees to the meeting. Members noted that Mazia Yassim, Associate Head of College (External Relations) and Alistair Mathie, Head of School (Life Sciences) attended on behalf of the Head of College for Westminster Business School and Liberal Arts and Sciences respectively.
- 24.132.2 **Apologies:** Members noted apologies as reported above.
- 24.132.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 24.132.4 **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.
- 24.132.5 **Chair's business**
The Chair updated members on a recent London Higher meeting, recruitment and low use of specialist teaching spaces.
- 24.132.6 The Deputy Vice-Chancellor (DVC) for Global Engagement and Employability updated members on a Universities UK summit that is being held at the University on 20 May 2025.

24.133 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 24.133.1 The DVC (Education)/Co-Chair, Staying Safe: Business Continuity Group requested that the minutes of the Group are submitted to UEB.
- 24.133.1.1 **ACTION UEB Secretary** to add the Staying Safe: Business Continuity Group to the UEB sub-committee minute schedule.
- 24.133.2 Members heard that business continuity plans have been received from all but one department, work continues on Martyn's Law and the Martyn's Law Working Group ran a counter terrorism risk workshop the previous week.
- 24.133.3 Members discussed events organised by colleagues, and how to manage such events in a more coordinated way so that all colleagues are aware, and the right things are being considered.
- 24.133.3.1 **ACTION Co-Chairs, Staying Safe: Business Continuity Group** to report back on the work by the Risk and Resilience Manager (in consultation with the Prevent Lead) to develop Guidance/Flow charts to support colleagues who are running events to follow the right processes.

24.134 MANAGEMENT ACCOUNTS PACK – JANUARY 2025 AND QUARTER 2 FORECAST

- 24.134.1 David Stubbs, Director of Finance and Commercial Services ('Director of Finance') presented the Management Accounts for January 2025 and the Quarter 2 forecast (Document UEB 250225A).
- 24.134.2 The Director of Finance reported that performance has improved by £6.5m and we are forecasting a surplus of about £2.8m and there has been an improvement on the staff cost to income ratio after the increase in employers National Insurance contributions has been factored in.
- 24.134.3 Members heard that the balance sheet remains strong and there was a cash balance of £129m at the end of January 2025. The Director of Finance assured members the University is compliant with all loan covenants.
- 24.134.4 **AGREED** Members recommend the Management Accounts January 2025 and Quarter 2 forecast to Resources Committee.
- 24.134.5 During the discussion of the management accounts report, members discussed innovating large spaces and supporting authentic assessment through the use of practical spaces.
- 24.134.6 In response to a member's query on trialling large groups of students with one lecturer, the DVC (Education) confirmed that there is an Assessment Working Group and good practice is collated by the Centre for Education and Teaching Innovation (CETI). Members heard that the College of Design, Creative and Digital Industries (DCDI) is trialling a comparative marking system, and when reviewed the outcomes will be fed through to CETI.

24.135 STRATEGIC RISK REGISTER PERIODIC REVIEW (INCL. OPERATIONAL RISK REGISTERS REVIEW OUTCOMES)

- 24.135.1 Ian Griffiths, Risk and Resilience (R&R) Manager presented the Strategic Risk Register periodic review, which includes Operational Risk Register review outcomes (Document UEB 250225B).
- 24.135.2 The R&R Manager outlined the two risks highlighted in the report where the residual risk scores are newly outside of the University's risk appetite and confirmed that both risk owners have plans in place to address the risks.
- 24.135.3 **SAS-24-OP-01 Student Wellbeing:** Members considered that Control and Mitigation number 6 should include something that takes into account that a student expressing concern might be sufficient as a disclosure and needs to be explicit that disclosure includes self-declaration. The R&R Manager confirmed that he would pass this on to the risk owner.
- 24.135.4 **AGREED** Members noted the two risks highlighted at Appendix 1 that are outside the risk appetite and confirmed they are content with the controls and mitigations in place.
- 24.135.5 Members noted that there are no material changes to the strategic risks resulting from the latest review.
- 24.135.6 **AGREED** Members recommend the Strategic Risk Register periodic review to the Audit and Risk Committee.

24.136 STRATEGIC KPI'S MID-YEAR UPDATE REPORT

- 24.136.1 Kitty Brown, Director of Strategy, Planning and Performance introduced the Strategic KPIs mid-year update report (Document UEB 250225C).
- 24.136.2 Members heard that updated data is not available for the Education and Employability KPIs; however, the strategic leads have provided some context around performance and there are early indicators of progress.

- 24.136.3 Members discussed how to make monitoring and reporting of the strategic KPIs more useful to show trends, and how to present the KPIs and manage the monitoring and reporting process.
- 24.136.4 The Director of SPP commented that there is an opportunity to refresh the strategic EDI KPIs and the strategic KPIs for Education and Employment, noting that there are different ways of presenting EDI (Education) targets and performance.
- 24.137 STUDENT CONTINUATION**
- 24.137.1 The DVC (Education) confirmed they did not have any further update since the last meeting on 17 February 2025.
- 24.138 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**
- 24.138.1 Members noted that the minutes of the meeting held on 17 February 2025 had not yet been confirmed and will be submitted to the meeting on 25 March 2025¹.
- 24.138.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 250225E).
- 24.138.3 **Student Recruitment Update (Action 24.117.6.1)** The Heads of Colleges confirmed that they had reminded colleagues to update their online profiles. The Head of College (DCDI) confirmed that she would ask the Director of College Operations to circulate guidance on how to do this.
- 24.138.4 **UG, PG and other fee proposals (Action 24.118.3.1)** The University Secretary and Chief Operating Officer confirmed that Postgraduate Research fees will be considered by the Fees Group.
- 24.138.5 **Apprenticeships in the School of Applied Management (Action 24.122.5.2)** The DVC (Education) confirmed that she is due to meet the Director of SPP and the Deputy Director of Finance to develop costings to make apprenticeships more sustainable and will report the outcomes to UEB.
- 24.138.5.1 **ACTION UEB Secretary** to schedule an update on the apprenticeships operating model for April/May 2025.
- 24.138.6 **Chair's business (Action 24.90.5.1)** The DVC (Education) confirmed that the fee for supporting students with English competency will be reduced. She reported that pre-sessional English is promoted through CETI, and in-sessional English needs a leadership message from the Heads of Colleges. The DVC (Education) commented that English support should also be promoted during student recruitment.
- 24.139 ANY OTHER BUSINESS**
- 24.139.1 Members did not raise any other matters for discussion.
- 24.140 UPDATED INFORMATION ON HASMAP FOR 2024/25 AY DELIVERY**
- 24.140.1 Members noted the updated information on the HASMAP tool (a health and safety audit profile) for delivery in the academic year 2024/25 (Document UEB 250225F).
- 24.141 STRESS RISK ASSESSMENT**
- 24.141.1 Members noted the updated University Stress Risk Assessment (Document UEB 250225G).
- 24.142 MANDATORY OCCURRENCE PROCEDURE FOR HIGHER RISK BUILDINGS**

¹ Therefore, there is no Document UEB 250225D for this meeting.

24.142.1 Members noted the Mandatory Occurrence Procedure for Higher Risk Buildings (Document UEB 250225H).

24.143 RESIDENT ENGAGEMENT STRATEGY

24.143.1 Members noted the Resident Engagement Strategy (Document UEB 250225I), which covers all three Halls of Residence.

24.144 DONOR AND SPONSOR RELATIONS POLICY

24.144.1 **AGREED** Members recommend reapproval of the current Donor and Sponsor Relations Policy (Document UEB 250225J), without amendment to the Court of Governors.

24.145 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.

25 March 2025
8 April 2025
29 April 2025
13 May 2025
27 May 2025
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