

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 25
OCTOBER 2022 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Dr P Bonfield (Chair; to Minute 22.33.5) Dr S Jarvis (Meeting Chair from Minute 22.33.6) Professor J Jones	Professor M Kirkup Professor A Linn I Wilmot (Acting USCOO)
IN ATTENDANCE:	A Foderaro (Minute 22.30) C Hinge (Minute 22.30) E McMillan (Minute taker)	C Mpofu, TIAA (Minutes 22.27.1 to 22.27.3) D Takodra, TIAA (Minutes 22.27.1 to 22.27.3)
APOLOGIES:	Mr J Cappock (Deputy Chair) Professor A Hughes	J Lamarque (Secretary)

22.25 ANNOUNCEMENTS

- 22.25.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 22.25.2 **Apologies:** Apologies were received as noted above.
- 22.25.3 **Requests to discuss starred items:** There were no requests to discuss starred items.
- 22.25.4 **Notification of business not on the agenda**
Members noted that the upcoming strikes may have greater impact as they affect tubes as well as trains.
- 22.25.5 **AGREED** Each College will review the approach taken for previous rail strikes and adjust arrangements for the upcoming strikes if necessary and can decide and communicate the approach that is most suitable for delivery of their activities.
- 22.25.6 **Chair's business**
The Chair commented on recent political changes and reported that UCU received sufficient support for further industrial action.
- 22.25.7 Members discussed course attendance onsite and online and emphasised the positive correlation between attendance and student outcomes.
- 22.25.7.1 **ACTION Deputy Vice-Chancellor (DVC) for Education** to check with the Associate Director, Digital Engagement and Library Services that all lectures are being recorded and are available to students.
- 22.25.7.2 **ACTION Acting University Secretary and Chief Operating Officer (USCOO)** to follow up issues with the classroom electronic sign-in system to avoid any visa issues for international students.
- 22.25.8 Members heard there has been increased engagement with the gym and student societies and sports groups.
- 22.25.9 The DVC (Education) informed members that the Student Voice Survey had not identified any issues the University was previously unaware of.

22.25.10 **Confidential** [REDACTED]

22.26 COVID BEING SAFE, FEELING SAFE TEAM UPDATE

22.26.1 The DVC (Education) updated members on the recent Being Safe, Feeling Safe (BSFS) Team meeting and encouraged members to report any instances where information on the University website is out of date through the IT Service Desk.

22.26.2 Members noted that the BSFS Team meetings are expected to end in December 2022.

22.27 INTERNAL AUDIT ANNUAL REPORT

22.27.1 Clarence Mpofu, Head of Internal Audit, presented the draft Internal audit annual report for 2021/22 (Document UEB 221025A), prior to submission to the Audit Committee.

22.27.2 Members heard that the 2021/21 internal audit plan is complete with most reviews receiving reasonable assurance.

22.27.3 Dakota Takodra, Senior Internal Audit Manager, reported that most audit recommendations relate to compliance, indicating that the University has appropriate policies and procedures in place.

22.27.4 The Acting USCOO informed members that the contract for internal audit services is due for retender. Members commented favourably on their engagement with internal audit colleagues from TIAA and the high-quality service provided by the Senior Internal Audit Manager in particular.

22.28 [REDACTED]¹ Strictly confidential

22.28.1 [REDACTED]

22.28.2 [REDACTED]

22.28.3 **AGREED** [REDACTED]

22.29 SAFETY, HEALTH, AND WELLBEING

22.29.1 **AGREED** Safety, Health, and Wellbeing (SHW) annual report for 2021/22 (Document UEB 221025Bi) to be submitted to Resources Committee.

22.29.2 A member suggested that UEB should discuss the implications of the report at a future meeting.

22.29.3 Members noted revised guidance on travelling overseas on University business (Document UEB 221025Bii).

22.30 HARROW DEVELOPMENT UPDATE

22.30.1 Alessandra Foderaro, Deputy Director - Capital Development, and Chris Hinge, Director of Estates Planning and Services (EPS), presented the business case for Phase 5 of improvements to existing student accommodation at Harrow.

22.30.2 **AGREED** Members recommend to Resources Committee investment of [REDACTED] to complete Phase 5 of the student accommodation improvements.

22.30.3 Two members suggested that any future development of the Marylebone Halls should include allocation and refurbishment of two floors designated for executive education accommodation.

22.30.4 The Deputy Director – Capital Development gave a presentation on the developing business case for a Sports Hall as part of Phase 1 of the Harrow Master Plan.

¹ The agenda refers to a paper for this item; however, no document was submitted or made available to UEB. There is, therefore, no Document UEB 221025L for this meeting

- 22.30.5 The Deputy Director confirmed that the current basketball court is safe to use; however, does not meet competition standards.
- 22.30.6 Members noted use of the current facilities for community use and the intention to continue this approach for the new building.
- 22.30.7 Members discussed options to ensure the new building is as sustainable as possible, e.g., use of recycled wood, donation to another organisation if not used for the full period.
- 22.30.8 The Deputy Director gave assurances on the upper limit on the estimated costs and the Director of EPS gave assurances that there is a low risk that the temporary planning application will be unsuccessful.
- 22.30.9 **AGREED** Business case to be submitted to UEB for consideration on 13 December 2022.

22.31 DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS TO 31 JULY 2022

- 22.31.1 Members received the draft annual report and financial statements (Document UEB 221025D).
- 22.31.2 The Acting USCOO confirmed that the figures in the report are in line with the management accounts report for July 2022 except for one adjustment relating to recognition of donation income in the year received instead of the year the income is spent.
- 22.31.3 The Acting USCOO informed members that the external auditors have requested an additional report from the pension actuaries and if the adjustment proceeds it will result in a reduction in staff costs.
- 22.31.3.1 **ACTION Acting USCOO** to extract the 'Successes' section and send it to the DVC (Education) as potential evidence to support the University's submission for the Teaching Excellence Framework (TEF) exercise.
- 22.31.4 **AGREED** Members confirmed the draft report can be submitted to Audit Committee.

22.32 TEF UPDATE

- 22.32.1 The DVC (Education) updated members on preparations for the University's submission to the Office for Students for the TEF exercise.
- 22.32.2 The DVC reported that the TEF Team Working Group identified employability and equality, diversity, and inclusion as the thematic threads running through the submission.
- 22.32.3 The DVC briefed members on the risks relating to the submission and confirmed that they can be mitigated.
- 22.32.3.1 **ACTION DVC (Education)** to inform the Heads of College who is involved in producing the narrative and who may be needed to respond to queries so that Heads of College can ensure line managers support prioritisation of these activities.
- 22.32.4 The Chair emphasised the need to act now to ensure all students get the best experience possible, irrespective of assessment of that experience through the TEF.

22.33 FEEDBACK ON STARTING THE FIRST SEMESTER

- 22.33.1 Members emphasised the need to ensure the fundamentals of excellent teaching and learning are in place from the start and consistently across courses.
- 22.33.2 Members noted that collection of student-centred data allows colleagues to identify the key problems at different times of the academic year and that work is ongoing.
- 22.33.3 Members heard that feedback on the new Student Centre has been broadly positive, with some further work needed to support some academic colleagues to identify where to refer student

queries (i.e., Student Centre or Registry).

- 22.33.4 Members discussed student concerns around visas and arrangements for dealing with potential students who have not completed the visa process by the enrolment date.
- 22.33.5 Members noted that data from the Registry shows the negative impact of late enrolment on continuation.

[Note: The Chair left the meeting at this point to go to another prior commitment and the DVC (Education) took on the role of Chair for the remainder of the meeting]

- 22.33.6 Members discussed the importance of compassionately worded communications with students who wish to enrol late.

22.33.6.1 ACTION DVC (Education) to discuss with the Director of Student and Academic Services whether any further support or training is needed for colleagues.

22.34 SUB-COMMITTEE TERMS OF REFERENCE (Document UEB 221025E)

- 22.34.1 **APPROVED** Partnership Scrutiny Panel terms of reference and membership 2022/23 to be implemented with immediate effect.
- 22.34.2 **APPROVED** College Executive Groups terms of reference and membership 2022/23 to be implemented with immediate effect.
- 22.34.3 **APPROVED** SHW Committee terms of reference and membership 2022/23 to be implemented with immediate effect.

22.35 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING

- 22.35.1 **AGREED** Members confirmed the minutes of 13 September 2022 (Document UEB 221025F) and 10 October 2022 (Document UEB 221025G) as an accurate record of the meetings².
- 22.35.2 Members reviewed a summary of the actions from previous meetings (Document UEB 221025H) and noted those that were now complete.
- 22.35.3 **Chair's business (Action 22.15.2.1³):** The Acting USCOO confirmed that the requested actions are being taken forward through the workforce planning project.
- 22.35.4 **Chair's business (Action 22.15.4.1⁴):** Members noted that some of the measures have been communicated.
- 22.35.4.1 ACTION PVC (People and Culture)** to discuss further communications with the Vice-Chancellor and the Director of Global Recruitment, Admissions, Marketing and Communications.
- 22.35.5 **Chair's business (Action 22.1.7.1⁵):** The PVC (People and Culture) reported that there has been a positive response to the updated Professional Development Review forms.

22.36 ANY OTHER BUSINESS

- 22.36.1 Members did not raise any other matters not on the agenda.

² **Post-meeting note:** The Secretary corrected bullet point references after they had been approved by UEB. This does not change the content or meaning of the meeting record.

³ Was bullet point reference 21.215.2.1

⁴ Was bullet point reference 21.215.4.1

⁵ Was bullet point reference 21.201.7.1

22.37 ASSUMPTIONS UNDERPINNING THE UNIVERSITY'S GOING CONCERN STATES AND THE ASSOCIATED RISK

- 22.37.1 Members received the paper on assumptions underpinning the University's going concern status and the associated risk (Document UEB 221025I), which will be submitted to the Audit Committee.

22.38 MANAGEMENT ACCOUNTS – SEPTEMBER 2022

- 22.38.1 Members received the Management Accounts for September 2022 (Document UEB 221025J).

22.39 TREASURY MANAGEMENT

- 22.39.1 **AGREED** Members recommend the Treasury Management Report, Strategy and Policy review and the Investment Policy (Document UEB 221025K) to Resources Committee.

22.40 DATES OF FUTURE MEETINGS

All meetings are from 10.30am to 12.30pm and take place via Microsoft Teams or in a hybrid room (to be confirmed).

2022/23

8 November 2022	11 April 2023
29 November 2022	25 April 2023
13 December 2022	9 May 2023
10 January 2023	23 May 2023
24 January 2023	13 June 2023
14 February 2023	27 June 2023
28 February 2023	10 July 2023 – evening – UEB dinner
13 March 2023 – evening – UEB dinner	11 July 2023 – all day – Away Day
14 March 2023 – all day – Away Day	25 July 2023
30 March 2023	8 August 2023