

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 11 APRIL 2023 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

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PRESENT:	Dr P Bonfield (Chair) Dr S Jarvis	Professor J Jones Professor M Kirkup
IN ATTENDANCE:	L Cole (Minute 22.150) C Hinge (Minute 22.152 to 22.153) J Lamarque (Secretary)	R Poole (Minute 22.154) G Wielander I Wilmot (Acting USCOO <sup>1</sup> )
APOLOGIES:	J Cappock (Deputy Chair) Professor A Hughes	Professor A Linn

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**22.148 ANNOUNCEMENTS**

- 22.148.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, in particular Gerda Wielander, Associate Head of College (External Relations), Liberal Arts and Sciences, who attended on behalf of Andrew Linn.
- 22.148.2 **Apologies:** Apologies were received as noted above.
- 22.148.3 **Requests to discuss starred items:** There were no requests to discuss starred items or items of business not on the agenda.
- 22.148.4 **Chair's business:** The Chair updated members on industrial action and members discussed mitigations and colleague communications.

**22.149 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE**

- 22.149.1 Sal Jarvis, Deputy Vice-Chancellor (DVC) for Education and Co-Chair of the Group informed members that the Group had not met since the last UEB meeting.

**22.150 UPDATE ON APPRENTICESHIP PROVISION**

- 22.150.1 Linsey Cole, Director of Business Engagement (BE) presented an update on apprenticeship provision (Document UEB 230411A).
- 22.150.2 The Director of BE informed members that the University received a New Provider Monitoring visit earlier this year, and a full inspection is expected from 1 April 2024.
- 22.150.3 Members noted that a significant amount of preparation will be required for the full inspection, such as exploring risks around Education and Skills Funding Agency compliance.
- 22.150.4 Ian Wilmot, Director of Finance, reported that a new colleague in the Finance team will focus on apprenticeship funding, including charges paid by the University and a cost/benefit analysis for apprenticeship provision. The Director of BE added that costings must be re-done every August.
- 22.150.5 Members discussed the Ofsted inspection, the costing model and resourcing for the Apprenticeship team.

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<sup>1</sup> University Secretary and Chief Operating Officer

- 22.150.6 Members noted that the Apprenticeship Quality Improvement Plan will be submitted to UEB in May 2023.
- 22.151 FY 2023/24 BUDGET (V1) AND FIVE-YEAR INCOME FORECAST FOR 2027/28**
- 22.151.1 The Director of Finance presented the draft financial year 2023/24 budget and the five-year income forecast for 2027/28 (Document UEB 230411B).
- 22.151.2 Members discussed the draft budget and income forecast and commented on College contributions, workforce planning and salary related costs.
- 22.152 ESTATES STRATEGY**
- 22.152.1 Chris Hinge, Director of Estates, Planning and Services (EPS) presented the final draft of the Estates Strategy (Document UEB 230411C) and invited further comments.
- 22.152.2 Members discussed the Estates Strategy and suggestions included:
- Separate section on residences
  - Illustration of the overall estate
  - Pictures of Regent Street that better reflect the campus and study space
  - Foreground sustainability more
  - Link to wellbeing
  - Clear measures of success
  - Explicit reference to the size of the international population
- 22.152.3 **AGREED** Subject to the suggested changes being incorporated, members recommend the Estates Strategy to the Resources Committee.
- 22.153 CAPITAL PROJECTS BUSINESS CASES**
- 22.153.1 The Director of EPS presented capital projects business cases (Documents UEB 230411D).
- 22.153.2 Members heard that the Resources Committee approved all the projects listed below and associated investment in February 2023.
- Little Titchfield Street roof (Document UEB 230411Da)
  - Harrow Forum roof (Document UEB 230411Db)
  - Regent Street Authentic Learning and Offices (Document UEB 230411Dc)
  - Cinema second screen (Document UEB 230411Dd)
  - UG02 Creation of Graduate School Base (Document UEB 230411De)
  - Copland Level 2 and 7 (Document UEB 230411Df)
  - Active Travel Phase 1 (Document UEB 230411Dg)
  - Harrow Photography Dark Room refurbishment (Document UEB 230411Dh)
- 22.153.3 Members discussed the business cases.
- 22.153.4 **AGREED** Members supported all of the listed business cases in principle; however, postponed decisions on approval of the business cases to the meeting on 25 April 2023 when they will be considered against the complete list of capital projects.
- 22.154 DIGITAL STRATEGY WORKSHOP SESSION**
- 22.154.1 Russell Poole, Director of Information Systems and Support (ISS) presented plans to refresh the Digital Strategy (Document UEB 230411E).
- 22.154.2 Members discussed the Strategy refresh and comments included:
- Digital campus should be as powerful as the physical campus
  - Sustainability is missing
  - Digital capability for colleagues and students is two different things and could be covered separately

- Student choice about online resources vs a mix of online and in person provision
- New technology and how our students will engage with the world in the future
- Expectations on colleagues and a baseline of what we mean by digital skills
- Enable our colleagues to be more efficient
- Digital campus is based on a low sample. Consider where we want to be in 10 years' time and a way to embrace new technology
- Wellbeing, safety and online safety
- Digital Strategy to be interfaced and cross-linked with other strategies
- Research should be referred to as Research and Knowledge Exchange
- Ethics around Artificial Intelligence and how it is deployed and used to be considered

22.154.3 Members noted that a draft of the refreshed Digital Strategy will be submitted to UEB on 13 June 2023.

## **22.155 STUDENT RETENTION – PERSONAL TUTORS UPDATE**

22.155.1 Members noted that the DVC (Education) will provide this update at the meeting on 25 April 2023.

## **22.156 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**

22.156.1 Members confirmed the minutes of the meeting held on 30 March 2023 (Document UEB 230411F) as an accurate record of the meeting.

22.156.2 Members reviewed a summary of the actions from previous meetings (Document UEB 230411G) and noted those that were now complete.

22.156.3 **Chair's business (Action 22.133.5.1)** The Acting USCOO confirmed that it will not be possible to hold an Open Day prior to the one planned in June 2023.

22.156.4 **Staying Safe: Business Continuity Group (Action 22.134.2.1)** The Acting USCOO confirmed that an action plan is in place for updating the business continuity documents.

[22.156.4.1](#) **ACTION** Acting USCOO to inform members when the update of the business continuity documents is complete.

22.156.5 **Prevent activity and External Events Group booking update (Action 22.135.4.1)** The Acting USCOO confirmed that the Deputy Registrar (Quality and Standards) had circulated the schedule for Prevent refresher training.

22.156.6 **Operational risk report (Matters arising)** The Acting USCOO confirmed that he would discuss the escalated risks with the Director of Student and Academic Services and provide an update to a future UEB meeting.

## **22.157 ANY OTHER BUSINESS**

22.157.1 Members did not report any other items of business.

## **22.158 REFRESHED PEOPLE STRATEGY FINAL DRAFT**

22.158.1 **AGREED** Members recommend the refreshed People Strategy (Document UEB 230411H) to the Resources Committee.

## **22.159 DATES OF FUTURE MEETINGS**

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

**2022/23**

25 April 2023

9 May 2023

23 May 2023

13 June 2023

27 June 2023

10 July 2023 – evening – UEB dinner

11 July 2023 – all day – Away Day

25 July 2023

8 August 2023