

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 30 MARCH 2023 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

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PRESENT:	Dr P Bonfield (Chair) Professor A Hughes Dr S Jarvis	Professor J Jones Professor M Kirkup Professor A Linn (Minute 22.137)
IN ATTENDANCE:	L Cole (Minute 22.141) A Foderaro (Minute 22.141) J Lamarque (Secretary) C Lloyd (Minute 22.137) B McPeake (Minute 22.138)	T Moore (Minute 22.139) T Sketchley (Minute 22.141) M Sprio (Minute 22.137) E Standen (Minute 22.135) I Wilmot (Acting USCOO <sup>1</sup> )
APOLOGIES:	J Cappock (Deputy Chair)	

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**22.133 ANNOUNCEMENTS**

- 22.133.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 22.133.2 **Apologies:** Apologies were received as noted above.
- 22.133.3 **Requests to discuss starred items:** There were no requests to discuss starred items or items of business not on the agenda.
- Chair's business**
- 22.133.4 The Chair updated members on industrial action, international and Foundation students.
- 22.133.5 Members discussed Open and Experience Days.
- [22.133.5.1](#) **ACTION Acting USCOO** to discuss with the Director of Global Recruitment, Admissions, Marketing and Communications the possibility of holding an Open Day before the event planned in June.

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

- 22.134.1 Sal Jarvis, Deputy Vice-Chancellor (DVC) for Education updated members on the Staying Safe: Business Continuity Group and reported on First Aiders, student behaviour and the removal of COVID-19 communications.
- 22.134.2 Members heard that a recent Business Continuity training session highlighted that certain documents were not up to date and the Acting USCOO confirmed that this is being addressed.
- [22.134.2.1](#) **ACTION Acting USCOO** to provide an update on progress.
- 22.134.3 Members also discussed IT matters and were informed that the Staying Safe: Business Continuity Group agreed that a relevant Information Systems and Support colleague should be added to the membership.
- 22.134.4 The DVC (Education) informed members that the Office for Students (OfS) had recently launched the Equality of Opportunity Risk Register, which principally focuses on student outcomes and experience.

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

**22.135 PREVENT ACTIVITY AND EXTERNAL EVENTS GROUP BOOKING UPDATE**

22.135.1 Emma Standen, Deputy Registrar (Quality and Standards) presented the Prevent Activity and External Events Group booking update (Document UEB 230330A).

22.135.2 The Deputy Registrar informed members that the University had made one referral to Channel during the reporting period, although the student concerned declined to engage, and that there were 16 external events, one of which was medium risk and went ahead with additional security, working in conjunction with the UWSU.

22.135.3 The Deputy Registrar reported that the OfS responded to the accountability return with a comment about key individuals who had not completed refresher training in the past three years. The Deputy Registrar confirmed she will put together a training schedule for key colleagues and email them directly.

22.135.4 A member commented that the Ofsted inspection report made clear that although the University were talking appropriately to students about Prevent, it was not happening often enough and proposed that colleagues in the Apprenticeship team and Module Leaders should also be up to date in their training. The Deputy Registrar confirmed that these colleagues would be included in the refresher training schedule and that the training plan would cover all elements.

22.135.4.1 **ACTION Deputy Registrar** to arrange Prevent refresher training.

**22.136 APPRENTICESHIP SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN**

22.136.1 The Chair postponed this item to the meeting on 9 May 2023<sup>2</sup>.

**22.137 GRADUATE SCHOOL GOVERNANCE**

22.137.1 Andrew Linn, Pro Vice-Chancellor (PVC) for Research; Caroline Lloyd, Director of Student and Academic Services; and Margherita Sprio, Reader in the Westminster School of Arts, presented the Graduate School Leadership and Structures proposal (Document UEB 230330C).

22.137.2 The PVC (Research) outlined the structural changes proposed and the costs involved.

22.137.3 Members discussed the proposal and its benefits to the postgraduate community.

22.137.4 The PVC (Research) confirmed that the team would bring forward recommendations on PhD recruitment, and that the role will be advertised once the current incumbent completes their term of office.

22.137.5 **APPROVED** Members confirmed that the proposed structural changes can be implemented and endorsed the additional resource required.

**22.138 REFRESHED PEOPLE STRATEGY**

22.138.1 Malcolm Kirkup, PVC (People and Culture) and Bryony McPeake, Deputy Director Human Resources (HR), presented the refreshed People Strategy (Document UEB 230330D).

22.138.2 Members heard that the most important change is the attention to language, reflecting the aims and objectives of the Being Westminster 2022-2029 strategy.

22.138.3 Members discussed the proposed Strategy and comments included:

- The EDI section is excellent and if approved it would be helpful for the PVC (People and Culture) to talk about the Strategy at the next EDI Committee meeting.
- Good mix of colleague focus, including on development and wellbeing.
- Being Excellent bullet point (page 4): to be amended to 'deliver improved student outcomes and experience' instead of 'improved NSS outcomes'.

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<sup>2</sup> There is no Document UEB 230330B for this meeting.

- Add Senior Tutors and Personal Tutors to bullet point five.
- Produce a colourful, online PDF version for colleagues.

22.138.4 Members were asked to contact the PVC (People and Culture) directly if they had any further comments or suggestions.

22.138.5 **AGREED** Members recommend the refreshed People Strategy to Resources Committee subject to the changes requested.

## **22.139 PERSONAL TUTORING TASK AND FINISH GROUP REPORT**

22.139.1 The DVC (Education) and Thomas Moore, Associate Head of College (AHOC) (Education and Students) (ES) in the College of Liberal Arts and Sciences presented the review of the work of the Personal Tutoring Task and Finish Group (Document UEB 230330E).

22.139.2 Members heard that the proposed realignment of Personal Tutoring for 2023/24 includes adding Student Success Leads (SSL) for each School, to be focused on data and driving the action needed.

22.139.3 The AHOC (ES) reported that this is a more holistic approach to student engagement with Senior Tutors engaged in complex casework rather than supporting a whole cohort of students and a data-informed approach that drives interventions.

22.139.4 Members discussed the proposal and supported the SSLs as a non-academic role.

22.139.5 The DVC (Education) confirmed that the Personal Tutoring model is not a duplication of the Student Peer Support proposal.

22.139.6 Members asked for the proposal to be simplified in the redraft.

22.139.7 **ENDORSED** Members supported the approach to realignment of Personal Tutoring.

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

22.140.1 The DVC (Education) updated members on student retention and Personal Tutors and reported that the focus is now on postgraduate attrition as there has been a significant rise.

22.140.2 The DVC reported that colleagues are contacting students who are not engaging, and Heads of Colleges have been asked to assist in reducing non-engagement.

## **22.141 UPDATE ON 29 MARYLEBONE ROAD (29MR)**

22.141.1 Linsey Cole, Director of Business Engagement (BE) and Alessandra Foderaro, Deputy Director Capital Development (CD), presented an update on 29MR (Document UEB 230330F). Tim Sketchley, an independent (non-governor) member of Resources Committee and an observer at the 29MR Project Board was also in attendance.

22.141.2 Members heard that the project team hope to secure planning permission by May 2023, which means there will be a two-stage approach to procurement, and that construction should start before Christmas 2023, with the handover of the building in 2025.

22.141.3 Members noted that employability initiatives continue to grow in advance of the opening.

22.141.4 In response to a member's query on the increased costs of the project, the Deputy Director (CD) confirmed that the project is currently around £3m over budget depending on negotiations with the main contractor. The Director of Finance commented that the 29MR project set out to be a self-funding project and costs need to be considered carefully.

**22.142 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**

22.142.1 Members confirmed the minutes of the meeting held on 28 February 2023 (Document UEB 230330G) as an accurate record of the meeting.

22.142.2 Members reviewed a summary of the actions from previous meetings (Document UEB 230330H) and noted those that were now complete.

**22.143 ANY OTHER BUSINESS**

22.143.1 There were no other items of business reported.

**22.144 MANAGEMENT ACCOUNTS FEBRUARY 2023**

22.144.1 Members noted the Management Accounts for February 2023 (Document UEB 230330I).

**22.145 TRAC RETURN 2021/22**

22.145.1 Members received the TRAC return for 2021/22 (Document UEB 230330J).

**22.146 CAPABILITY POLICY AND PROCEDURE UPDATE**

22.146.1 **AGREED** Members recommend the updated Capability Policy and Procedure (Document UEB 230330K) to Resources Committee.

**22.147 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**

11 April 2023  
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