

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 12 OCTOBER 2021, ROOM C1.05, 115 NEW CAVENDISH STREET AND VIA MICROSOFT TEAMS

PRESENT:	Dr P Bonfield (Chair) Professor A Hughes Professor J Jones	Professor M Kirkup Professor A Linn Mr I Wilmot
IN ATTENDANCE:	Mr W Clark (Minute 21.22) Ms L Cole (Minutes 21.21 and 21.22)	Mrs J Lamarque (Secretary) Mrs E McMillan (Minutes 21.23 and 21.24)
APOLOGIES:	Mr J Cappock (Deputy Chair)	Dr S Jarvis

21.19 ANNOUNCEMENTS

- 21.19.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, and briefed members on the agenda. Members noted that Ian Wilmot, Director of Finance, was attending as Acting University Secretary and Chief Operating Officer in John Cappock's absence.
- 21.19.2 **Apologies:** Apologies were noted as above.
- 21.19.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items or items of business not on the agenda.
- 21.19.4 **Chair's business:**
- 21.19.5 The Chair updated members on recent meetings concerning the political environment and potential impact on Higher Education, enrolments, arrivals week, the Court of Governors meeting and the Open Day.
- 21.19.6 The Pro Vice-Chancellor (PVC) for People and Culture updated members on recent discussions with the University and College Union.

21.20 COVID BEING SAFE, FEELING SAFE TEAM UPDATE

- 21.20.1 The Vice-Chancellor updated members on the recent Being Safe, Feeling Safe Team meeting and reported on COVID case rates, self-isolation rules for international students and face coverings.
- 21.20.2 The Head of the College of Liberal Arts and Sciences reported on the following:
- Classes should not be moved online without explicit permission from the Head of School.
 - Ventilation surveys on rooms will be made available by the Director of Estates, Planning and Services.
 - Enrolment for overseas students ends on 15 October 2021.
- 21.20.3 Members discussed overseas undergraduate students, staffing issues and delivery of face-to-face seminars and lectures.
- 21.20.3.1 **ACTION Heads of Colleges** to reinforce message to colleagues to ensure compliance with requirements of the Office for Students and the Competition and Markets Authority, concerning face to face education.

21.21 29 MARYLEBONE ROAD (29 MR) BUSINESS CASE

- 21.21.1 The Deputy Vice-Chancellor (DVC) for Employability and Global Engagement, the Head of Westminster Business School (WBS) and the Director of Business Engagement (BE) presented the business case for a centre for delivering an enhanced student experience and a transformation in graduate outcomes at 29 Marylebone Road (Document UEB 211012A).
- 21.21.2 In response to a query about how the community will interact with the building, the Director of BE informed members that the ground floor plans include cafes and event spaces to invite people in, and that the University is working with groups in the community on how this will work.
- 21.21.3 Members discussed the level of contingency, the cost per square metre and the next stage of the project.
- 21.21.4 **AGREED** Members confirmed support for the refurbishment of 29 Marylebone Road as a Centre for Employability and Enterprise, which includes the submission of planning application in line with the Stage 2 design, as outlined in the Stage 2 report provided by ADP, and approval for the project to move to RIBA Stages 3 and 4.
- 21.21.5 **AGREED** Members recommend to Resources Committee the request for the University to fund the capital costs of the building [REDACTED]

21.22 GRADUATE OUTCOMES SURVEY REPORT

- 21.22.1 Wayne Clark, KPI Enhancement Manager, presented the Graduate Outcomes survey report (Document UEB 211012B) and reiterated the headline figures.
- 21.22.2 The DVC (Employability and Global Engagement) reported that the students surveyed had not benefited from the initiatives put in place on employability and there is a need for greater awareness of the employability support available centrally. She commented that a culture change at grass roots and course level is critical, so Associate Heads of College should meet with Course Leaders to ensure they are engaging with employability, and all School operating plans must include actions on demographic differences. The DVC asked Heads of Colleges to ensure that this takes place.
- 21.22.3 Members heard that employability and employer engagement should factor into the new Course Leader training programme and should be at the heart of our learning and teaching culture, and that work-based and placement learning should also be implemented purposefully.
- 21.22.4 Members noted that student engagement is an issue, and the Head of Employability and Graduate Success will send, and monitor, monthly communications to Course Leaders, Employability Directors and Personal Tutors.
- 21.22.5 The Director of BE informed members that she had contacted Professional Services Directors and their teams regarding mentoring of students and will contact University suppliers regarding internships and professional body engagement.
- 21.22.5.1 **ACTION Director of BE** to send the UEB Secretary a copy of the bubble diagram outlining our central employability provision for circulation to UEB members.

21.23 UNIVERSITY RISK REGISTER – ANNUAL REVIEW

- 21.23.1 Elaine McMillan, Clerk to the Court of Governors and Head of University Governance ('the Clerk') introduced the annual review of the strategic risk register (Document UEB 211012C).
- 21.23.2 Members discussed the suite of risks included in the register and confirmed that the majority remain pertinent to delivery of the Being Westminster Strategy in 2021/22.
- 21.23.3 **AGREED** Members confirmed the following changes to the strategic risk register:

- Description for risk S-23-RKE-03 to be amended with the expected date of the next KEF exercise (2023)
- Close risks S-23-DE-02 and S-23-DE-03 and replace with two new risks about colleague engagement with our digital environment and about employability and the digital environment
- New risk to focus on fit for purpose workforce within a controlled staff cost base

21.23.3.1 ACTION Heads of College, DVC (Education), DVC (Employability and Global Engagement) and University Secretary and Chief Operating Officer to define the new digital environment risks.

21.23.3.2 ACTION PVC (People and Culture) and University Secretary and Chief Operating Officer to define the new people, culture and inclusion risk.

21.23.3.3 ACTION Clerk to the Court to update the strategic risk register.

21.24 SUB-COMMITTEE TERMS OF REFERENCE

21.24.1 The Vice-Chancellor presented proposed changes to sub-committee terms of reference (Document UEB 211012D).

21.24.2 The Head of WBS reported that the terms of reference for the Enterprise Panel will be updated and submitted to the next meeting of the University Planning Committee.

21.24.3 The Clerk commented that UEB had previously agreed consistent terms of reference for the College Executive Groups and noted that this consistency would be lost if UEB approved the proposed terms of reference for the College of Liberal Arts and Sciences.

21.24.3.1 ACTION Clerk to the Court and Heads of College to discuss and agree revised College Executive Group terms of reference for submission to UEB.

21.24.3.2 ACTION Clerk to the Court to review the other sub-committee terms of reference and notify UEB of any governance issues identified.

21.24.4 APPROVED Revised terms of reference for the Partnership Scrutiny Panel; Professors and Readers Awarding Committee; Safety, Health and Wellbeing Committee; and University Planning Committee to be implemented with immediate effect subject to consideration by UEB of any issues identified by the Clerk to the Court.

21.25 TRAVEL AND EXPENSES POLICY

21.25.1 APPROVED Travel and Expenses Policy (Document UEB 211012E) to be implemented as proposed with effect from 1 November 2021.

21.26 FINANCIAL REGULATIONS – REVISED

21.26.1 AGREED Members recommend the updated Financial Regulations (Document UEB 211012F) to Resources Committee.

21.27 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

21.27.1 AGREED Members confirmed the minutes of the UEB meeting held on 14 September 2021 (Document UEB 211012G) as an accurate record.

21.27.2 Members reviewed a summary of the actions from previous meetings (Document UEB 211012H) and noted those that were now complete.

21.27.3 Student recruitment update (Action 21.6.3.1) The DVC (Employability and Global Engagement) confirmed that plans for January recruitment are going ahead, with a review of the postgraduate taught portfolio and delivery modes to be considered by the Portfolio Planning Committee.

- 21.27.4 **SoHo Poly Theatre (Action 20.199.7.1)** The PVC (Knowledge Exchange) confirmed that the Estates Advisory Group discussed the proposal, and she will follow up on the outcomes with the Director of Finance.

21.28 DATES OF FUTURE MEETINGS

All meetings are from 10.30am to 12.30pm and take place via Microsoft Teams or in Room C1.05, New Cavendish Street.

UEB	26 October 2021
UEB	9 November 2021
UEB	23 November 2021
UEB	14 December 2021
UEB	11 January 2022
UEB	25 January 2022
UEB	8 February 2022
UEB	22 February 2022
UEB	7 March 2022 – evening – UEB dinner 8 March 2022 – all day – Away Day
UEB	22 March 2022
UEB	12 April 2022
UEB	26 April 2022
UEB	10 May 2022
UEB	24 May 2022
UEB	14 June 2022
UEB	28 June 2022
UEB	11 July 2022 – evening – UEB dinner 12 July 2022 – all day – Away Day
UEB	26 July 2022
UEB	9 August 2022

21.29 ANY OTHER BUSINESS

- 21.29.1 There were no other items of business reported.