

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 14 SEPTEMBER 2021, ROOM C1.05, 115 NEW CAVENDISH STREET AND VIA MICROSOFT TEAMS

PRESENT:	Dr P Bonfield (Chair) Professor A Hughes Dr S Jarvis	Professor J Jones Professor M Kirkup Professor A Linn
IN ATTENDANCE:	Ms A Abrar (Minute 21.2) Ms S Azir (Minute 21.2) Ms Z Butt (Minute 21.2) Ms L Cole (Minute 21.12) Mr M Humphreys (Minute 21.8) Mrs J Lamarque (Secretary) Mrs E McMillan (Minute 21.11)	Professor B Nobel (Minute 21.13) Ms O Ponsford (Minute 21.2) Mrs E Standen (Minute 21.12) Mr I Wilmot Mr J Woolston (Minute 21.5 and 21.6) Ms F Zein (Minute 21.2)
APOLOGIES:	Mr J Cappock (Deputy Chair)	

21.1 ANNOUNCEMENTS

- 21.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, in particular Ian Wilmot, Acting University Secretary and Chief Operating Officer, and briefed members on the agenda.
- 21.1.2 **Apologies:** Apologies are noted as above.
- 21.1.3 **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.
- 21.1.4 **Chair's business:**
- 21.1.5 The Chair updated members on the recent Vice-Chancellors Conference, and the forthcoming UEB away day.

21.2 UWSU SABBATICAL OFFICERS MEET AND GREET

- 21.2.1 Zahra Butt – President, Olivia Ponsford – Vice-President (VP), Activities, Fatma Zein – VP UG Education, Alizeh Abrar – VP PG Education and Samira Azir – VP Welfare, each gave a brief update on their priorities for the year as an officer team.
- 21.2.2 Members welcomed the focused objectives and shared ambition of outreach and looked forward to working collaboratively.

21.3 TERMS OF REFERENCE AND SCHEDULE OF BUSINESS 2021/22

- 21.3.1 Jane Lamarque, UEB Secretary, presented the terms of reference and schedule of business for 2021/22.
- 21.3.2 Members heard that there had been minor amendments to the terms of reference. A member commented that an item on accountability should be added to the terms of reference.
- 21.3.2.1 **ACTION** UEB Secretary to amend terms of reference as agreed and circulate for approval.
- 21.3.3 **APPROVED** Schedule of business to be implemented for 2021/21.

21.4 COVID BEING SAFE, FEELING SAFE TEAM UPDATE

- 21.4.1 The Deputy Vice-Chancellor (DVC) for Education updated members on the recent Being Safe, Feeling Safe Team meeting and reported on the latest colleague survey, ventilation checks, face coverings and student accommodation.

21.5 NATIONAL STUDENT SURVEY (NSS) 2021 OUTCOMES

- 21.5.1 The DVC (Education) and the Director of Strategy, Planning and Performance (SPP) presented the NSS 2021 outcomes report (Document UEB 210914B).
- 21.5.2 The DVC (Education) reported that UEB had identified two priorities for 2021/22 from the report – Teaching on my Course and Academic Support.
- 21.5.3 The Director of SPP reported on section 9 of the NSS report - actions ongoing to address issues requiring attention. This included:
- Think of data as being a significant enabler for delivery of the strategy. It is what we do with the data that adds value.
 - Management action is critical. Insight leads to the wisdom to have high impact strategic action.
 - Currently transforming data to information on the NSS dashboard which is easier to manage and visualise and compare how we are performing against sector benchmarks.
 - The most significant variants can be seen at College level, and this will be the focus of meetings with Colleges.
 - Open comments being analysed to understand how we can provide more insight.
 - Addressing performance in the two priority areas will improve our rankings in league tables and in the TEF (Teaching Excellence and Student Outcomes Framework).
- 21.5.4 Members discussed the survey outcomes and commented on sharing information and good practice, staff development plans and the urgency to impact on NSS 2022.

21.6 STUDENT RECRUITMENT UPDATE

- 21.6.1 The Director of SPP presented an update on student recruitment on behalf of the Director of Global, Recruitment and Admissions.
- 21.6.2 The update included information on recruitment against baseline targets.
- 21.6.3 Members discussed marketing campaigns and programmes with January starts.
- 21.6.3.1 **ACTION DVC (Employability and Global Engagement)** to take lead on a January recruitment plan to include DVC (Education), Heads of Colleges and the Director of Global Recruitment, Admissions, Marketing and Communications

21.7 STUDENT RECRUITMENT UPDATE – FINAL RECOMMENDATIONS

- 21.7.1 Members noted the student recruitment update – final recommendations (Document UEB 210914E).

21.8 TIMETABLING PROJECT BOARD REPORT

- 21.8.1 The DVC (Education) and Mark Humphreys, the Project Manager, presented the Timetabling Project Board report (Document UEB 210914C).
- 21.8.2 The Project Manager reported on the key themes:
- Complexity makes efficient delivery difficult
 - Where there isn't a choice, give more notice of fixed slots.

- Where there is choice, enable students to be creators of their own timetable by creating core/compulsory blocks
- Introduce a business partner approach to timetabling. Timetabling Team and Heads of Schools work together with all variables being delivered at the same time.
- Module selection and timetabling in a single process, timing as late as possible to minimise changes
- Simplification of optional module structure
- Students cannot choose things that clash
- First changes for September 2022

21.8.3 **ENDORSED** Members discussed the proposal and endorsed the vision of the Education-led Timetabling Project.

21.9 EQUALITY, DIVERSITY AND INCLUSION (EDI) COMMITTEE REVISED TERMS OF REFERENCE AND MEMBERSHIP

21.9.1 The Co-Chair or the EDI Committee presented the revised terms of reference and membership (Document UEB 210914D).

21.9.2 The Co-Chair reported that the changes to membership reflect the developments this year.

21.9.3 **APPROVED** Members approved the changes to membership of the EDI Committee.

21.10 MANAGEMENT ACCOUNTS - JULY 2021 (including initial 2021/21 outturn)

21.10.1 Ian Wilmot, Director of Finance presented the Management Accounts for July 2021 (Document UEB 210914F).

21.10.2 The Director of Finance reported that the draft outturn exceeds the budgeted deficit of £16.6m (before contingency provision) by £24.6m which has been largely due to successful recruitment. Other income is reduced as commercial activity was not able to resume.

21.10.3 Members heard that overall the balance sheet is the same as where we finished last year, and we finish the year with a very strong financial performance.

21.10.4 **AGREED** Members agreed the Management Accounts for July 2021.

21.11 DRAFT ANNUAL REPORT NARRATIVE 2020/21

21.11.1 Elaine McMillan, Clerk to the Court and Head of University Governance, presented the draft Annual Report narrative for 2020/21 (Document UEB 210914G).

21.11.2 Members were asked to comment on the draft narrative and to send any detailed comments to the Clerk by email.

21.11.3 Members were content with the report structure and tone.

21.12 APPRENTICESHIP SELF-ASSESSMENT REPORT AND QUALITY IMPROVEMENT PLAN

21.12.1 Emma Standen, Deputy Registrar and Linsey Cole, Director of Business Engagement presented the Apprenticeship Self-Assessment report and Quality Improvement Plan (Document UEB 210914H).

21.12.2 The Deputy Registrar reported that Ofsted are responsible for the regulation of apprenticeships and require a quality and improvement plan. Members are asked to note the contents of the improvement plan.

21.12.3 Members heard that significant progress has been made on meeting the Ofsted requirements, and a self-assessment against the Ofsted criteria is rated as good, which is endorsed by the DVC (Education).

21.12.4 The DVC (Education) commented that there is a balance of practice that requires improvement and outstanding practice, and asked members to send detailed comments on the report to the Deputy Registrar and Director of Business Engagement.

21.12.5 Members discussed resourcing issues and the new provider monitoring visit.

21.12.6 **AGREED** Members accept the Apprenticeship Self-Assessment report and Quality Improvement Plan recommendations.

21.13 UPDATE ON THE PROPOSAL FOR AN INSTITUTE OF HEALTHY URBAN LIVING

21.13.1 Andrew Linn, Head of the College (HOC) of Liberal Arts and Sciences, updated members on the proposal for an Institute of Healthy Urban Living¹ and raising the visibility and credibility of health education at Westminster. There is a strong appetite for UG programmes and PGT programmes are increasing.

21.13.2 Members heard that the Office for Students have launched a competition for delivery of small elements of health education UG programmes and we are well poised to respond to that. Integrated health training is a huge opportunity for us.

21.13.3 The HOC reported that questions raised by UEB on delivery, collaboration with Business Engagement and return on investment have been resolved. The Head of the School (HOS) of Life Sciences is in ongoing discussions with the Director of Business Engagement. There are UG and PG research opportunities and there is a market for health programmes. The Institute will bring in the health innovation and wellbeing commitments we made, with research centres focussing on health.

21.13.4 Brendon Noble, HOS of Life Sciences reported that the plan is to go cross-university and he is already in conversations with colleagues in other colleges. The school will be engaging with the governments Lifelong Learning proposal pilot. The Institute model will have shorter credit-bearing courses underpinning the rest of the delivery.

21.13.5 Members heard that there is an opportunity to be involved with the skills value chain approach, which is fore sighting which skills will be required in the future, and the government has recently published the Life Sciences Strategy focussing on health data and obesity.

21.13.6 Industry wants industry-ready graduates, and the Institute already has donors and sponsors with some interest in this area.

21.13.7 Members discussed the proposal and comments included:

- Impact that branding the Institute will have in terms of international engagement, recruitment and graduate outcomes.
- Alignment with new course processes and 29 Marylebone Road.
- In response to a member's query the HOS for Life Sciences confirmed that there is an income stream mapped along with conferences, workshops and other income.

21.13.8 **APPROVED** Members approved the proposal for an Institute of Healthy Urban Living.

21.14 RESEARCH COMMUNITIES

21.14.1 Members noted the recommendations of the review of the four Research Communities (Document UEB 210914J).

¹ First submitted to UEB on 26 January 2021 (Document UEB 210126C) and an updated proposal on 27 April 2021 (Document UEB 210427B)

21.15 THE WESTMINSTER NARRATIVE

- 21.15.1 **APPROVED Members** approved the refreshed Westminster Narrative (Document UEB 210914K).

21.16 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

- 21.16.1 The minutes of the UEB meeting held on 27 July 2021 (Document UEB 210914L) were agreed as an accurate record.
- 21.16.2 Members reviewed a summary of the actions from previous meetings (Document UEB 210914M) and noted those that were now complete.
- 21.16.3 **Any other business (Action 20.206.4.1)** The Vice-Chancellor confirmed that the Director of Global, Recruitment and Admissions and the Senior Compliance and Development Manager sought legal advice regarding CMA compliance on communications.
- 21.16.4 **Matters arising (Minute 20.198) College Director of Research and Knowledge Exchange.** The Pro Vice-Chancellor confirmed that the necessary changes to membership of the College Executive Groups and other relevant committees will be managed by the annual review of the committees and further discussions with HR.

21.17 DATES OF FUTURE MEETINGS

All meetings are from 10.30am to 12.30pm and take place via Microsoft Teams or in Room RS109 (Vice-Chancellor's Boardroom), 309 Regent Street

UEB	28 September 2021 – all day – Away Day
UEB	12 October 2021
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

21.18 ANY OTHER BUSINESS

21.18.1 There were no other items of business reported.