

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 26 MAY 2020 VIA MICROSOFT TEAMS**

---

PRESENT:	Dr P Bonfield (Chair) Professor A Hughes Dr S Jarvis	Professor M Kirkup Professor A Linn Professor J Stockdale
IN ATTENDANCE:	Mrs J Lamarque (Secretary) Mr J Scammell (Minute 19.120)	Ms D Takodra, TIAA (Minute 19.115) Mr I Wilmot (Minute 19.115 to 19.116)
APOLOGIES:	Mr J Cappock (Deputy Chair)	

---

**19.113 ANNOUNCEMENTS**

- 19.113.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 19.113.2 **Apologies:** Apologies were noted as above.
- 19.113.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items or requests to discuss matters not on the agenda.
- 19.113.4 **Chair's business:** The Chair updated members on recent activity including the establishment of the COVID Being Safe, Feeling Safe Team.

**19.114 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING**

- 19.114.1 The minutes of the UEB meeting held on 12 May 2020 (Document UEB 200526A) were agreed as an accurate record.
- 19.114.2 Members reviewed a summary of the actions from previous meetings (Document UEB 200526B) and confirmed those that were now complete.
- 19.114.3 **Prevent Duty Compliance – External Events Group Periodic Update (Action 19.102.5.1)** The University Secretary and Chief Operating Officer (USCOO) will inform members when the Code of Conduct on Freedom of Speech has been communicated to colleagues.

**19.115 DRAFT INTERNAL AUDIT STRATEGIC PLAN 2020-21**

- 19.115.1 Dakshita Takodra, Senior Audit Manager, TIAA, presented the draft Internal Audit Strategic Plan 2020-21 (Document UEB 200526C).
- 19.115.2 The Senior Audit Manager informed members that the Rolling Strategic Plan (Annex B), had been adjusted to reflect work undertaken in 2019-20 and that proposed changes are included in the Annual Plan 2020-21 (Annex C), which includes information on original and revised reviews and days allocation.
- 19.115.3 A member queried whether the 2020-21 plan reflects the environment post-COVID-19 and the Senior Audit Manager confirmed that TIAA will move to a more agile approach to audit and will liaise with the Director of Finance should any new risks arise that may alter the plan. She confirmed also that changes in processes, procurement and finance procedures will be kept under review.

- 19.115.4 The Deputy Vice-Chancellor (DVC) for Education informed members that the recent review of Student Retention will have some implications for the review of Student Wellbeing, and there will be scope for overlap.
- 19.115.5 A member suggested that the University should consider how it can provide assurance on our response to guidance on socially distant working, and that benchmarking on this would be helpful.
- 19.115.5.1 **ACTION Director of Finance** to consider how to conduct an audit of the University's application of guidelines on socially distant working.
- 19.116 MANAGEMENT ACCOUNTS PACK APRIL 2020 AND QUARTER 3 FORECAST**
- 19.116.1 Ian Wilmot, the Director of Finance, presented the Management Accounts for April 2020 including the Quarter 3 forecast (Document UEB 200526D).
- 19.116.2 The Director reported that the University is likely to finish this financial year with a surplus after contingency. The Director reported also that due to the COVID-19 pandemic, total income has been affected across all commercial activities; however, there have been further general savings across all departments since the Quarter 2 forecast.
- 19.116.3 The Director reported that an increase in estates capital expenditure - for the move to Wells Street and the Harrow Halls refurbishment projects - will impact on the cash position at the end of this financial year; however, the University remains in a strong financial position.
- 19.116.4 In response to a query, the Director of Finance confirmed that it will be harder to collect all debts this year.
- 19.116.5 A member welcomed the presentation of the positive and negative impacts of COVID-19 in a single graphic.
- 19.116.6 A member queried whether short courses were included in the Research and Knowledge Exchange subdivision by Colleges. The Director of Finance was not able to confirm whether this is the case; however – at the request of members - confirmed that short courses will be reported separately in future reports.
- 19.117 INTERNAL AUDIT REVIEW – LIMITED ASSURANCE REPORT (STUDENT RETENTION)**
- 19.117.1 The DVC (Education) presented the report of the internal audit review on Student Retention (Document UEB 200526E), which received limited assurance.
- 19.117.2 The DVC informed members that a draft Retention Strategy had been produced, which is focused on personal tutoring to the exclusion of other areas such as arrivals process, curriculum and mentoring.
- 19.117.3 Members heard that several actions from the report are the responsibility of the Senior Tutor Group (STG) and other managers and the DVC confirmed that work is underway, including a sub-group of the STG that is reviewing the framework for personal and group tutoring in line with consideration of the role and of post-COVID requirements.
- 19.117.4 Members discussed use of the Learner Analytics Dashboard (LAD) and a move from attendance to engagement monitoring due to COVID-19.
- 19.117.5 Members discussed the time allocated to personal tutoring in the Work Allocation Model and whether it should be reviewed.
- 19.117.6 Members discussed whether alumni could act as mentors to give additional, individual support to students.

19.117.7 The DVC informed members that the review did not include canvassing students' views and reported that students would welcome small group opportunities and timetabled personal tutor time.

19.117.8 The DVC (Education) welcomed the forthcoming internal audit review of Student Wellbeing that will bring together work on the physical and digital student hubs.

19.117.8.1 **ACTION DVC (Education)** to update UEB on progress against the recommendations from the Student Retention review on 11 August 2020 and every three months thereafter until substantial assurance is achieved.

## 19.118 UNIVERSITY POST-COVID SCENARIOS

19.118.1 The DVC (Education) provided an update on planning for the next semester such as Blackboard training and gathering information on students commencing programmes in January 2021 and modifications to modules.

19.118.2 The Chair postponed the update on Professional Services plans due to the absence of the USCOO.

19.118.3 Members discussed options for the arrival of international students.

19.118.3.1 **ACTION DVC (Education)** to contact the DVC (Employability and Global Engagement) and the Director of Global, Recruitment and Admissions to discuss start dates for international students.

19.118.4 Members received an update on new student arrivals and open days, noting that the Postgraduate Online Open Evening takes place on 3 June 2020.

## 19.119 PROFESSIONAL DEVELOPMENT PLAN UPDATE

19.119.1 The Head of College for Westminster Business School updated members on the PDP process, with reference to documents and a note from the Deputy Director of Human Resources circulated the previous week.

19.119.2 The Head of College reported that the process is in the implementation stage and the Director of Human Resources and Safety, Health and Wellbeing is leading.

19.119.3 Members noted that concerns raised by Heads of School on receipt of process notes have largely been addressed, although a couple are yet to be resolved.

19.119.4 Members heard that the Deputy Director of Human Resources will respond to the request for indicative key performance indicators for Lecturer, Senior Lecturer and Principal Lecturer posts, an external provider is developing online training, and there will be management briefings.

19.119.5 In response to a member's query, the Head of College confirmed that recording training development needs is the responsibility of the line manager, who should communicate development needs to the Human Resources team. Members noted that the Centre for Education and Teaching Innovation is responsible for academic development with Human Resources as development leaders and enablers.

## 19.120 OUTCOME OF THE DORMANT FUND DISBURSEMENT

19.120.1 Jordan Scammell, the Development Team Manager, reported that the Charity Commission approved disbursement of dormant funds to support additional projects although some funds still require further investigation to find supporting evidence of the original purpose.

19.120.2 Members heard that funds will be dispersed to the Scholarships Committee and allocated internally, as well as to field trips.

**19.121 UEB ACTIVITY REVIEW**

- 19.121.1 Members did not have any information to share in addition to the matters already covered by the agenda.

**19.122 DIVERSITY AND DIGNITY AT WORK POLICY**

- 19.122.1 Members noted the Diversity and Dignity at Work Policy (Document UEB 200526F) prior to submission to the HR Committee for comment.

**19.123 DATES OF FUTURE MEETINGS**

<b>UEB</b>	09 June 2020
<b>UPC</b>	16 June 2020
<b>UEB</b>	23 June 2020
<b>UEB - away day</b>	13 July 2020 - evening 14 July 2020 - all day
<b>UPC</b>	21 July 2020
<b>UEB</b>	28 July 2020
<b>UEB</b>	11 August 2020
<b>UPC</b>	18 August 2020

**19.124 ANY OTHER BUSINESS**

- 19.124.1 There were no other items of business reported.