

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 23
FEBRUARY 2021 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 C Benyon (Minute 20.107) Mr D Hamelo-Mensah (Minute 20.104) Mrs J Lamarque (Secretary) Mrs E McMillan (Minute 20.105)	Mr P Mehta (Minute 20.104) Mr I Wilmot (Minute 20.108) Mr J Woolston (Minute 20.106)
APOLOGIES:	Mr J Cappock (Deputy Chair)	

20.101 ANNOUNCEMENTS

- 20.101.1 **Welcome:** The Chair welcomed all members to the meeting and briefed members on the agenda.
- 20.101.2 **Apologies:** Apologies are noted above.
- 20.101.3 **Requests to discuss starred items and notification of AOB:** The Chair confirmed there were no requests to discuss starred items and informed members there would be one item of business not on the agenda.
- 20.101.4 **Chair's business**
Members discussed the recent government announcement regarding the lockdown roadmap and received updates on 29 Marylebone Road and London Higher.
- 20.102 **COVID BEING SAFE, FEELING SAFE TEAM UPDATE**
- 20.103 The Deputy Vice-Chancellor (DVC) for Education updated members on the recent COVID Being Safe, Feeling Safe Team meeting and reported on several matters including:
- Refurbishment of Alexander Fleming House
 - Additional hardship funds
 - Timetabling for 2021
 - Students returning to campus
 - Support for students, including short courses, career planning, mentoring and digital skills
 - Champions on digital learning
- 20.103.1.1 **ACTION Vice-Chancellor and DVC (Education)** to follow up on champions on digital learning outside of the meeting.
- 20.103.2 Members discussed future support for students and the information available. The DVC (Employability and Global Engagement) confirmed that the Head of Employability and Graduate Success and the Director of Business Engagement are currently working on 'Fit for the Future' employability material which includes content on a validated Postgraduate Certificate.
- 20.103.2.1 **ACTION UEB Secretary** to forward 'Fit for the Future' material to UEB members once received.

20.104 STUDENTS' UNION MATTERS

- 20.104.1 Padamjeet Mehta, UWSU President, and Delaweh Hamelo-Mensah, Head of Finance and Resources (F&R), presented the Students' Union (UWSU) block grant request and strategic development plan (Document UEB 210223A).
- 20.104.2 The President thanked members for the continued financial support from the University and noted that this request includes additional funding of £53,583 to ensure that all UWSU employees are paid the London Living Wage.
- 20.104.3 The President reported on the UWSU's achievements and delivery of priority work areas funded from the University grant.
- 20.104.4 The Head of F&R highlighted achievements such as:
- A record-breaking election turnout
 - 1 in 6 students engaging in student activity
 - 90% of students felt represented and empowered to support other students
 - Addition of a Welfare Advisor
- 20.104.5 The Head of F&R reported that the revenue funding request includes baseline pension variances, a 4% cost of living salary increase and a £70,000 debt write-off.
- 20.104.6 **APPROVED** UWSU to receive a block grant of £1,519,800.
- 20.104.7 **AGREED** Members recommend to Resources Committee that the University writes off a £70,000 debt owed by the UWSU to the University.
- 20.104.8 Members received the USWU financial statements for the year ending 31 July 2020 (Document UEB 210223B).

20.105 RISK MANAGEMENT

- 20.105.1 Elaine McMillan, the Clerk to the Court of Governors and Head of University Governance ('Clerk to the Court'), presented the outcomes from the periodic review of the University risk register and mitigations schedule (Document UEB 210223C).
- 20.105.2 The Clerk to the Court informed members that the risk position has not changed significantly since last reported in October 2020.
- 20.105.2.1 **ACTION Clerk to the Court** to query the increased pre-mitigation risk score for risk reference S-23-DE-02 with the University Secretary and Chief Operating Officer (USCOO).
- 20.105.3 **APPROVED** Subject to the outcome of the Clerk to the Court's discussions with the USCOO, proposed changes to risk scores to be incorporated in the University risk register prior to submission to the Audit Committee.
- 20.105.4 The Clerk to the Court reported on operational risks that meet the criteria for escalation to UEB.
- 20.105.5 For four of the five escalated risks, members noted the risk scores and mitigations and confirmed no action is required by UEB.
- 20.105.5.1 **ACTION Clerk to the Court** to discuss operational risk reference ISS-23-DE-30 with the USCOO and report to UEB if it is proposed that the risk is escalated to the University risk register.
- 20.105.6 Members noted the outcome of the Internal Audit review of Risk Management (Document UEB 210223D).

20.106 MANAGEMENT ACCOUNTS PACK – JANUARY 2021 AND QUARTER 2 FORECAST

- 20.106.1 Ian Wilmot, Director of Finance, presented the Management Accounts for January 2021 and Quarter 2 (Q2) forecast (Document UEB 210223E).
- 20.106.2 The Director of Finance reported that improved performance against Q1 and the 2020/21 budget is largely due to an increase in tuition fee income and reduced expenditure.
- 20.106.3 Members noted the Q2 cash in bank forecast after funding a £20m capital programme and servicing debts.
- 20.106.4 Members heard that the Finance Department are reviewing student drop-outs, fee defaults and refunds.
- 20.106.5 Members discussed drop-out rates and the need for earlier conversations with dis-engaged students. A member asked if the drop-out rate had increased this year and the Director of Finance advised there will be more clarity once January 2021 enrolments have been processed.
- 20.106.6 **AGREED** Management Accounts for January 2021 and the Quarter 2 forecast to be submitted to the Resources Committee.

20.107 MARKETING AND COMMUNICATIONS UPDATE

- 20.107.1 Caroline Benyon, the Director of Marketing and Communications (MC), updated members on priority activities since starting in her new role.
- 20.107.2 Priority activities included meetings with key colleagues; departmental structure and staffing; and strategic marketing and communications projects.
- 20.107.3 Members commended the Director of MC for her work and enhanced marketing engagement since December 2020.

20.108 BEING WESTMINSTER KEY PERFORMANCE INDICATORS

- 20.108.1 Joe Woolston, Director of Strategy, Planning and Performance (SPP), updated members on proposed strategic key performance indicators (KPIs) for Being Westminster: Our Strategy 2018-23.
- 20.108.2 The Director of SPP reported on the progress made on Tier 1 and Tier 2 KPIs and briefed members on a proposed approach to strategic key performance objectives, KPIs and key performance targets. Members noted that the proposed approach will be applicable to Being Westminster and the refreshed Strategy that will be developed following the mid-term Strategy review.
- 20.108.3 Members discussed the expectations for top-level measures of success including those to be used by the Court of Governors and its committees to monitor performance against the Strategy.
- 20.108.3.1 ACTION** Director of SPP to continue to work with UEB members to identify appropriate top-level KPIs.

20.109 UPDATED COVID-19 RISK ASSESSMENT

- 20.109.1 Members noted the updated COVID-19 risk assessment (Document UEB 210223F).

20.110 UPDATED UNIVERSITY OUTBREAK MANAGEMENT PLAN

- 20.110.1 Members noted the updated University Outbreak Management Plan (re. COVID-19) (Document UEB 210223G).

20.111 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

- 20.111.1 The minutes of the UEB meeting held on 9 February 2021 (Document UEB 210223H) were agreed as an accurate record subject to a correction to Minute 20.89.3.
- 20.111.2 Members reviewed a summary of the actions from previous meetings (Document UEB 210223I) and confirmed those that were now complete.

20.112 DATES OF FUTURE MEETINGS

9 March 2021 - all day (Away day)	11 May 2021	12 July 2021 - evening (Away day)
23 March 2021	25 May 2021	13 July 2021 - all day
13 April 2021	08 June 2021	27 July 2021
27 April 2021	22 June 2021	10 August 2021

20.113 ANY OTHER BUSINESS**IHRA definition on anti-Semitism**

- 20.113.1 Members discussed the amended draft University statement on adoption of the IHRA definition and proposed a further amendment.
- 20.113.2 **AGREED** University statement to be submitted to the Governance and Nominations Committee and the Court.
- 20.113.2.1 **ACTION UEB Secretary** to amend the University statement as discussed and forward to Professor Alex Hughes, Co-Chair of the Equality, Diversity and Inclusion (EDI) Committee.
- 20.113.2.2 **ACTION Professor Alex Hughes, Co-Chair of the EDI Committee** to forward the University statement to the Senior Compliance and Development Manager for review prior to submission to the Governance and Nominations Committee and the Court.