

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 25  
FEBRUARY 2020 IN ROOM RS109 (VICE-CHANCELLOR'S BOARDROOM), 309 REGENT STREET.**

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PRESENT:	Dr P Bonfield (Chair) Mr J Cappock (Deputy Chair) Dr S Jarvis	Professor M Kirkup Professor A Linn
IN ATTENDANCE:	Mr M Baldwin Mr A Dutch (Minute 19.77)	Mrs E McMillan (Minutes) Mr I Wilmot (Minute 19.79)
APOLOGIES:	Professor A Hughes Mrs J Lamarque (Secretary)	Professor J Stockdale

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**19.74 ANNOUNCEMENTS**

19.74.1 **Welcome:** The Chair welcomed all members and attendees to the meeting. Members noted that Mark Baldwin attended on behalf of Jonathan Stockdale.

19.74.2 **Apologies:** Apologies were noted as above.

19.74.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items or raise matters not on the agenda. Referring to the starred item on space utilisation (see Minute 19.84) the Chair commented that low utilisation is an opportunity to use space according to the University's needs and that being very driven by utilisation figures could lead to a less satisfactory student experience.

**Chair's business**

19.74.4 The Chair briefed members on progress to submit funding bids to the Quintin Hogg Trust (QHT).

19.74.5 The Chair informed members that, at the invitation of the University, the Chair and enforcement lead from the Equality and Human Rights Commission visited yesterday to discuss the findings of a sector-wide EHRC report on racism on campuses published in December 2019.

19.74.6 The Chair reminded members that the Difference Festival, led by the College of Liberal Arts and Sciences, opened today.

19.74.7 The Chair briefed members on the outcomes of the Students' Union elections for sabbatical officers.

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

19.75.1 The minutes of the UEB meeting held on 11 February 2020 (Document UEB 200225A) were agreed as an accurate record, subject to correction of the module name stated in Minute 19.65.4.

19.75.2 Members reviewed a summary of the actions from previous meetings (Document UEB 200225B) and confirmed those that were now complete.

- 19.75.3 **Confidential item (Action 19.70.7.1)** As she is absent from the meeting, the Deputy Vice-Chancellor (DVC) for Employability and Global Engagement will provide an update on progress by email.
- 19.75.4 **Chair's business (Actions 19.55.8.1 and 19.55.8.2)** The DVC (Education) will cover this update during the activity review later in the meeting.
- 19.75.5 **Safety, Health and Wellbeing annual report 2018-19 (Action 19.16.3.1)** The University Secretary and Chief Operating Officer (USCOO) confirmed that the Head of Safety, Health and Wellbeing (SHW) has provided a costed proposal for statutory training and he will progress roll out of training with the Director of Human Resources and SHW.
- 19.75.6 **Review of the Readers and Professors Promotion process (Action 19.17.2.1)** Members noted that the senior lead for this area of work is currently away from the University.
- 19.75.6.1 **ACTION Vice-Chancellor** to discuss with the USCOO and Director of Human Resources and SHW how to take forward this piece of work in the absence of the senior lead.
- 19.75.7 Members discussed reallocation of activities to promote the new personal development review, identifying academic colleagues with expertise and understanding of the proposed process that may be able to assist.
- 19.75.7.1 **ACTION Vice-Chancellor** to approach the academic colleagues' line managers to discuss their capacity to be involved in briefing roadshows.
- 19.76 PREVENT DUTY COMPLIANCE – EXTERNAL EVENTS GROUP PERIODIC UPDATE REPORT**
- 19.76.1 The Chair postponed this agenda item to a later meeting due to the timing of receipt of updates from the Department for Education and the Office for Students. Members noted that as a result there was no document with reference UEB 200225C in the board pack.
- 19.77 FEE PROPOSALS 2021-22**
- 19.77.1 Adrian Dutch - Director of Global, Recruitment and Admissions (GRA) presented the proposals for fees for the 2021-22 academic year (Document UEB 200225D).
- 19.77.2 The Director encouraged the Heads of College to review any postgraduate (PG) fees that are outliers in the matrix and/or fees for the most popular PG courses.
- 19.77.3 **AGREED** Members recommend the Fee proposals for 2021-22 to Finance and Property Committee and onwards to the Court of Governors.
- 19.78 UNIVERSITY RISK REGISTER AND MITIGATIONS SCHEDULE – PERIODIC REVIEW 2**
- 19.78.1 Elaine McMillan - the Clerk to the Court of Governors and the Head of University Governance - presented the University risk register and mitigations schedule periodic review 2 (Document UEB 200225E).
- 19.78.2 The Clerk to the Court reported orally updates to Enabler 1 – People, Culture and Inclusion, which had been agreed after circulation of the report.
- 19.78.3 Members discussed the report including risk movements since the last review in October 2019, areas where the residual risk score does not align with the risk appetite and proposed changes to the strategic risk register arising from the recent review.
- 19.78.4 **AGREED** Members endorsed all changes to the strategic risk register proposed by the Risk Owners.

- 19.78.5 Members noted the operational risks escalated to UEB (all those with a residual risk score of 15 or higher).
- 19.78.5.1 **ACTION Clerk to the Court** to query with the Director of Marketing and Communications and the Director of Student and Academic Services the two instances with risk scores of 20 both pre- and post-mitigation and inform the Directors that additional mitigations are to be identified to reduce the residual risk score.
- 19.79 MANAGEMENT ACCOUNTS PACK – JANUARY 2020**
- 19.79.1 Ian Wilmot - the Director of Finance presented the management accounts pack for Period 6, which includes the Quarter 2 (Q2) forecast (UEB 200225F).
- 19.79.2 The Director reported that the Q2 forecast outturn is a £16.2m surplus against a budget of £9.6m (an improvement on the previous quarter - £11.9m) and explained the reasons for the increase.
- 19.79.3 The Director informed members that the accounts include an adjustment for research income and related research costs to correct a profiling error in Q1. The Director assured members that procedures are in place to ensure the error is not repeated.
- 19.79.4 The Director reported to members that either an increase in the capital expenditure budget for 2019-20 or postponement of some capital projects to 2020-21 is required. Members discussed the potential impact on the student experience if projects were postponed and the reasons for the change to expected capital expenditure for the period.
- 19.79.4.1 **ACTION Director of Finance and Director of Estates Planning and Services** to provide a report on the work that would not be completed if the capital expenditure budget remains at the current level.
- 19.79.5 Members discussed their intention to use the Strategic Investment Fund effectively.
- 19.79.5.1 **ACTION UEB Secretary** to include a discussion on allocation of the Fund on the agenda for the next meeting of the University Planning Committee.
- 19.79.6 Members discussed plans for a capital project to develop a Graduate Centre, which is co-funded by the QHT.
- 19.79.6.1 **ACTION Pro Vice-Chancellor (PVC) for Research and USCOO** to explore progress in the project to develop the Graduate Centre and report on plans to next meeting of UEB.
- 19.79.7 The Head of College for the Westminster Business School queried differences between colleges in staff costs as proportion of revenue. The Director of Finance confirmed that there is no restriction on colleague recruitment. Members confirmed that Heads of College have the authority to make appointments that are within the College budget to address staffing issues (e.g. sickness cover) and achieve improvements in the student experience.
- 19.80 UEB ACTIVITY REVIEW**
- 19.80.1 Members provided individual oral updates on their recent activities. Heads of College covered both their PVC role and the leadership of the Colleges.
- 19.80.2 The PVC (Research) highlighted commonalities between the Graduate School and the Centre for Education and Teaching Innovation.
- 19.80.2.1 **ACTION DVC (Education) and PVC (Research)** to explore with the leaders of the two units how they could offer each other mutual support.
- 19.80.3 Members discussed the bidding process for QHT funds. The Chair proposed that the University arranges a meeting to review the process and that he provides a single letter of support for all University projects in future.

**19.81 UWSU BLOCK GRANT REQUEST 2020-21 AND STRATEGIC DEVELOPMENT**

- 19.81.1 Members noted the Students' Union's (UWSU) block grant request 2020-21, which had been approved by the University Planning Committee, and the strategic developments planned by the Students' Union for the period of the grant (Document UEB 200225G).

**19.82 UWSU FINANCIAL STATEMENTS TO 31 JULY 2019**

- 19.82.1 Members received the UWSU financial statements to 31 July 2019 (Document UEB 200225H).

**19.83 TREASURY MANAGEMENT – MID-YEAR REVIEW**

- 19.83.1 Members received the Treasury management mid-year review (Document UEB 200225I), which will be submitted to the Finance and Property Committee.

**19.84 SPACE UTILISATION SURVEY – ANNUAL REPORT**

- 19.84.1 Members received the annual report of the outcomes of the University's space utilisation survey (Document UEB 200225J), which will be submitted to the Finance and Property Committee.

**19.85 DATES OF FUTURE MEETINGS**

<b>UEB - away day at Harrow site</b>	9 March 2020 - evening 10 March 2020 - all day
<b>UEB</b>	17 March 2020*
<b>UPC</b>	24 March 2020*
<b>UPC</b>	21 April 2020
<b>UEB</b>	28 April 2020
<b>UEB</b>	12 May 2020
<b>UPC</b>	19 May 2020
<b>UEB</b>	26 May 2020
<b>UEB</b>	09 June 2020
<b>UPC</b>	16 June 2020
<b>UEB</b>	23 June 2020
<b>UEB - away day location tbc</b>	13 July 2020 - evening 14 July 2020 - all day
<b>UEB</b>	28 July 2020
<b>UEB</b>	11 August 2020
<b>UPC</b>	18 August 2020

\* Note: The timing of these two meetings has been reversed

**19.86 ANY OTHER BUSINESS****Coronavirus**

- 19.86.1 The Chair informed members that the University would communicate updated guidance to colleagues later that day.