

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 17  
FEBRUARY 2025 IN ROOM RS109 REGENT STREET AND VIA MICROSOFT TEAMS**

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PRESENT:	Professor P Bonfield (Chair) Professor D Anand Professor C Dormor Dr S Jarvis	Professor C Kalantaridis Professor A Linn K Patel I Wilmot (Deputy Chair)
IN ATTENDANCE:	C Benyon (Minute 24.117 to 24.118) J Boston (Minute 24.121) K Brown (Minute 24.117)	M Dwek (Minute 24.121) C Emery (Minute 24.117 to 24.118) J Lamarque (Secretary)
APOLOGIES:		

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**24.115 ANNOUNCEMENTS**

- 24.115.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 24.115.2 **Apologies:** Members noted that there were no apologies for this meeting.
- 24.115.3 **Declaration of interests:** Members did not declare any conflict of interest for the matters on the agenda.
- 24.115.4 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or items of business not on the agenda.
- 24.115.5 **Chair's business:** The Chair updated members on recruitment and on workshops that he had recently Chaired. The Deputy Vice-Chancellor (DVC) for Global Engagement and Employability reported on the new strategy for global engagement and business engagement/employability work.

**24.116 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE**

- 24.116.1 The University Secretary and Chief Operating Officer (USCOO)/Co-Chair, Staying Safe: Business Continuity Group reported that the group had not met since the last UEB meeting.
- 24.116.2 Members heard that an anti-terrorism workshop would take place shortly.

**24.117 STUDENT RECRUITMENT UPDATE (Confidential)**

- 24.117.1 Caroline Benyon - Director of Global Recruitment, Admissions, Marketing and Communications (GRAMC) and Craig Emery - Head of Marketing and Campaigns (M&C) presented an update on student recruitment.
- 24.117.2 **[Redacted]**
- 24.117.3 **[Redacted]**
- 24.117.4 **[Redacted]**
- 24.117.5 **[Redacted]**
- 24.117.6 **[Redacted]**
- 24.117.7 **[Redacted]**

24.117.8 [Redacted]

24.117.9 [Redacted]

24.117.10 [Redacted]

24.117.11 [Redacted]

24.117.12 [Redacted]

24.117.13 [Redacted]

24.117.14 [Redacted]

24.117.14.1 [Redacted]

## **24.118 UG, PG AND OTHER FEE PROPOSALS 2026/27**

24.118.1 The Director of GRAMC presented the proposed UG, PG and other fee proposals for 2026/27 (Document UEB 250217A).

24.118.2 Members heard that additional PG price bands had been incorporated at the request of the Director of College Operations for Design, Creative and Digital Industries (DCDI). Members noted that this proposal was not supported by the Head of College (DCDI) who requested that they are removed.

24.118.3 A member commented that the PG Research fees were removed from the report last year (due to difficulties in calculating the market and a separate paper was submitted later) and asked that these fees are included in the annual process to propose fees.

24.118.3.1 **ACTION USCOO** to ensure that the Fees Group consider PG Research fees in their deliberations.

24.118.4 **AGREED** Members recommend the UG, PG and other fee proposals for 2026/27 to Resources Committee, subject to the changes noted above.

## **24.119 EQUALITY, DIVERSITY AND INCLUSION (EDI) ANNUAL REPORT 2023/24**

24.119.1 Dibyesh Anand - Co-Chair, EDI Committee presented the draft EDI annual report 2023/24 (Document UEB 250217B).

24.119.2 The Co-Chair, EDI Committee informed members that references to the Access and Participation Plan (APP) and the Vice-Chancellor's introduction were still to be added.

24.119.3 The DVC (Education) confirmed that the APP sets out targets and interventions and that the current APP would be included as an Appendix to the annual report. The DVC (Education) agreed to write a paragraph on the APP for inclusion in the annual report.

24.119.4 **AGREED** Members recommend the EDI Annual report 2023/24 to Resources Committee subject to the additions noted above.

## **24.120 SPACE UTILISATION SURVEY**

24.120.1 The Chair withdrew the Space Utilisation Survey from the agenda.

## **24.121 UPDATE ON APPLICATION FOR ATHENA SWAN ACCREDITATION**

- 24.121.1 The Co-Chair, EDI Committee, James Boston - EDI Accreditations Project Lead and Miriam Dwek – Chair, Athena Swan Self-Assessment Team, presented an update on the application for Athena Swan accreditation (Document UEB 250217D).
- 24.121.2 Members heard that there are five workstreams and four working groups preparing the application and that the University has submitted a letter of commitment, endorsed by the Vice-Chancellor, to AdvanceHE.
- 24.121.3 In response to a member's query on critical friends, the EDI Accreditations Project Lead confirmed that an event will be planned for London-based institutions who have already made successful applications to share their journeys and review our draft submission.
- 24.121.4 The EDI Accreditations Project Lead confirmed that there are no additional expectations since the 2015 Athena Swan Bronze award.
- 24.121.5 The Co-Chair, EDI Committee confirmed that the Self-Assessment Team has the necessary support and is working with the Marketing and Communications team on a communications plan.
- 24.122 APPRENTICESHIPS IN THE SCHOOL OF APPLIED MANAGEMENT**
- 24.122.1 The Head of College, Westminster Business School (WBS) presented proposals for the future funding of apprenticeship provision (Document UEB 250217E).
- 24.122.2 The Head of College outlined Scenario 1 and the proposal for Skills Coaches to transfer to the Academic Registrar's Department (ARD).
- 24.122.3 Members broadly supported transferring Skills Coaches to ARD as this would result in standardisation across the University and create efficiencies.
- 24.122.4 Members discussed the costs of apprenticeships, different operating models, working with fewer providers and completion of end-point assessments.
- 24.122.5 **APPROVED** Scenario 1 to be implemented subject to further work on the profit margin.
- 24.122.5.1 **ACTION** Head of College (WBS) to do further work on the profit margin on apprenticeships.
- 24.122.5.2 **ACTION** DVC (Education) and Director of Business Engagement to develop ways to improve the apprenticeships operating model and report the outcomes to UEB at a future meeting.
- 24.123 STUDENT CONTINUATION**
- 24.123.1 The DVC (Education) reported that first-sit pass rates continue to improve, which helps the awarding gaps.
- 24.123.2 The DVC (Education) reported that there is no individual course with high attrition rates; however, attrition rates for the School of Humanities and the School of Finance and Accounting are higher than other Schools and, as expected, Foundation level courses have a high attrition rate.
- 24.123.3 Members received updates on attendance, timetables and estates utilisation.
- 24.124 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**
- 24.124.1 **AGREED** Members confirmed the minutes of the meeting held on 21 January 2025 (Document UEB 250217F) as an accurate record of the meeting.
- 24.124.2 Members noted an update on actions and matters arising from previous meetings (Document UEB 250217G).

24.124.3 **Chair's business (Action 24.102.5.1)** The Heads of College confirmed they had identified courses for further recruitment.

## 24.125 ANY OTHER BUSINESS

24.125.1 Members did not raise any other matters for discussion.

## 24.126 OFFICE SPACE MANAGEMENT POLICY (PREVIOUSLY SPACE MANAGEMENT POLICY)

24.126.1 **APPROVED** Updated Office Space Management Policy (Document UEB 250217H) to be implemented with immediate effect.

## 24.127 UEB AWAY DAY RESEARCH AND KNOWLEDGE EXCHANGE UPDATE REPORT

24.127.1 Members received a summary of the Going for Gold in Research and Knowledge Exchange (RKE) away day (Document UEB 250217I), including actions identified for completion by the RKE Office.

## 24.128 FIRE SAFETY ENHANCEMENT PLANS

24.128.1 **AGREED** Members retrospectively confirmed the Marylebone Halls of Residence fire safety enhancement plans (Document UEB 250217J) for recommendation to the Resources Committee.

## 24.129 ANNUAL PROCUREMENT REPORT

24.129.1 Members received the annual procurement report (non-pay expenditure annual review) (Document UEB 250217K).

## 24.130 CAPITAL PROGRAMME REPORT

24.130.1 Members noted the Capital Programme Report (Document UEB 250217L).

## 24.131 DATES OF FUTURE MEETINGS

Regular meetings are 10.30am to 12.30pm (unless alternative time stated below) in Room RS109, Regent Street and via Microsoft Teams.

25 February 2025	10 June 2025
27 February 2025 – away day and dinner	24 June 2025
25 March 2025	7 July 2025 - evening (UEB dinner)
8 April 2025	8 July 2025 – all day (UEB away day)
29 April 2025	22 July 2025
13 May 2025	5 August 2025
27 May 2025	