

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 23
JANUARY 2024 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Dr S Jarvis	Professor C Kalantaridis Professor A Linn
IN ATTENDANCE:	Professor D Anand ¹ M Baldwin A Foderaro (Minute 23.99) C Hinge (Minute 23.99 to 23.100) J Lamarque (Secretary) C Lloyd (Minute 23.97) E McMillan (Minute 23.95)	Dr T Moore (Minute 23.102) C Mpofu, TIAA (Minute 23.100) Professor B Noble (Minute 23.98) R Poole (Minute 23.101) G Rubin (Minute 23.104) D Takodra, TIAA (Minute 23.100) I Wilmot ²
APOLOGIES:	Professor A Hughes	Professor J Jones

23.93 ANNOUNCEMENTS

- 23.93.1 **Welcome:** The Chair welcomed all members and attendees to the meeting. Members noted that Mark Baldwin, Associate Head of College (AHOC) (Education and Students), Design, Creative and Digital Industries (DCDI) attended on behalf of Janet Jones, Head of College (HOC), DCDI.
- 23.93.2 **Apologies:** Apologies were received as noted above.
- 23.93.3 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were two requests to discuss starred items 17.0 (TRAC Return 2022/23) and 18.0 (Space utilisation survey annual report) (see Minutes 23.104 and 23.105). There were no requests to discuss items of business not on the agenda.
- 23.93.4 **Chair's business:** The Chair reported on changes to visa requirements for international students and senior appointments.
- 23.93.5 The Acting Deputy Vice-Chancellor (DVC) for Employability and Global Engagement reminded members about the World in Westminster café and encouraged them to attend.
- 23.93.6 The DVC (Education) reported on the launch of the National Student Survey (NSS) and asked members to ensure that all academic colleagues teaching Level 6 students provide a slot for students to complete the survey.

23.94 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

- 23.94.1 The DVC (Education)/Co-Chair, Staying Safe: Business Continuity Group informed members that the group had not met since the last UEB meeting.

23.95 RESPONSES TO UEB EFFECTIVENESS REVIEW SURVEY

- 23.95.1 Elaine McMillan, Clerk to the Court of Governors and Head of University Governance (the Clerk) presented members' responses to the UEB effectiveness review survey (Document UEB 240123A).

¹ Acting Deputy Vice-Chancellor (Employability and Global Engagement)

² Interim University Secretary and Chief Operating Officer (USCOO)

- 23.95.2 The Clerk informed members that the survey illustrated good practice and indicated that UEB is a highly effective body.
- 23.95.3 The Chair proposed enhancements to practice covering actions and matters arising and summarising at the end of the meeting the agreed actions and decisions and key communication points and risks identified.
- 23.95.4 Members also discussed engaging with a broader group of colleagues – and externals - and how to support colleagues attending UEB meetings.
- 23.95.5 **AGREED** Induction session to be arranged when new members join UEB.
- 23.95.6 **AGREED** UEB membership is fit for purpose and should not be expanded further.
- 23.95.7 Members discussed the role of the student voice in UEB discussions and confirmed that students should be invited where appropriate and supported to ensure the experience is valued by UEB and the student/s.
- 23.95.8 Members discussed the approval route for in-year funding requests including the role of the University Planning Committee and UEB.
- 23.96 UG, PG AND OTHER FEE PROPOSALS**
- 23.96.1 The Chair postponed consideration of the fee proposals paper to 13 February 2024³.
- 23.97 STUDENT ACCOMMODATION FEE PROPOSALS 2024/25**
- 23.97.1 Caroline Lloyd, Director of Student and Academic Services (SAS) presented the student accommodation fee proposals for 2024/25 (Document UEB 240123C).
- 23.97.2 **APPROVED** Option 2 as outlined in the paper to be applied for fees for 2024/25. Members noted that the increases may be revised pending the outcome of the student loan uplift.
- 23.97.3 **AGREED** 10-20 rooms at reduced rates to be offered to students experiencing particular financial constraints.
- 23.97.4 The Director of SAS confirmed that a process will be established for allocation of the reduced rate rooms and will draft a proposal on which students would be eligible.
- 23.98 UPDATE ON THE INSTITUTE FOR HEALTHY URBAN LIVING (IHUL)**
- 23.98.1 Brendon Noble, Head of School (HOS), Life Sciences gave an update on the Institute.
- 23.98.2 Andrew Linn - HOC, Liberal Arts and Sciences (LAS) reported that the Institute would have a specific focus to allow the university to engage more effectively with health-related industries, lead on the establishment of specialist training programmes and deliver health related courses as an additional income stream.
- 23.98.3 The HOS, Life Sciences reported:
- The budget, roles and job descriptions within the Institute are finalised.
 - The Institute's mission will cover transdisciplinary research, education, and engagement with communities and industry.
 - Objectives include reaching out to industry and communities, developing interventions and policies with others, education, training, collaboration and fostering innovation in health.
- 23.98.4 Members heard that the Institute is seeking to establish an External Advisory Board to include alumni and various industry sectors.

³ Therefore, there is no Document UEB 240123B for this meeting.

- 23.98.5 Members noted that the Institute will offer research fellowships and wellbeing services such as menopause and immune health.
- 23.98.6 The HOS, Life Sciences informed members that workshops will assist with industry engagement, requests have been received to host workshops and at least one conference will take place this year.
- 23.98.6.1 **ACTION HOC, Life Sciences** to arrange a follow-up meeting on the Institute for those interested in finding out more.

23.99 CAPITAL PROJECTS BUSINESS CASES

- 23.99.1 Alessandra Foderaro, Deputy Director, Capital Development (CD), presented business cases for capital projects.
- 23.99.2 The Interim USCOO reported that the projects were considered in the last planning round and confirmed to start this financial year.
- 23.99.3 The Deputy Director CD reported:
- **Little Titchfield Street (LTS) basement redevelopment (Document UEB 240123Dii)** – increased budget due to improvements to the building, installation of a toilet block and improvements to the IT network infrastructure.
 - **Copland Level 3 offices (Document UEB 240123Div)** – increased budget due to refurbishment of the heating and cooling systems and IT network. The design will include new office and social spaces and student waiting areas.
 - **Harrow Games Hub and Emerging Media Space (EMS) refurbishment (Document UEB 240123Di)** – under budget.
 - **Copland Level 5 (Computer Science and Engineering) (CSE) (Document UEB 240123Diii)** – increased budget due to investment in an innovative facility for the Game Hub. Planning permission is required to accommodate the installation of a rooftop plant.
- 23.99.4 In response to member queries the AHOC (Education and Students), DCDI confirmed that Games Hubs are proposed at both Harrow and Copland due to new courses in Creative Computing and in Games Art involving movement of students.
- 23.99.5 **AGREED** Members recommend the business cases for the Harrow Games Hub and EMS refurbishment, LTS basement redevelopment and Copland Level 3 offices to Resources Committee for approval.
- 23.99.6 Members asked for information on income and student numbers to be added to the business case for Copland Level 5 (CSE).
- 23.99.6.1 **ACTION Deputy Director Capital Projects and HOC DCDI** to provide the additional information.

23.100 INTERNAL AUDIT LIMITED ASSURANCE REPORT – ESTATES: PLANNED AND PREVENTATIVE MAINTENANCE

- 23.100.1 Dakshita Takodra, Senior Audit Manager, TIAA and Clarence Mpofu, Director, Risk and Assurance, TIAA presented the Estates: Planned and Preventative Maintenance limited assurance report (Document UEB 240123E).
- 23.100.2 The Director, Risk and Assurance, TIAA, reported on the two Priority 1 recommendations relating to fixed wire testing and water risk assessments.
- 23.100.3 The Director of Estates, Planning and Services (EPS) informed members that the limited assurance opinion was broadly due to administrative errors and linking of evidence, and there were a number of unrecorded judgements on electrical matters.

- 23.100.4 The Director of EPS assured members that:
- hard wire testing recommendations are not in themselves a danger;
 - Code 1 defects are always fixed at the point of survey;
 - Legionella testing is carried out daily; and
 - the department is maintaining a healthy working and learning environment.
- 23.100.5 The Director of EPS reported that actions have been taken in response to the recommendations and additional resource for the Estates Help Desk will ensure evidence is recorded in the system.
- 23.100.6 The Director of EPS confirmed there are monthly and quarterly reviews with the estates services contractor, with financial penalties for non-compliance and quarterly asset reviews.
- 23.100.7 The Director of EPS assured members that corrective action would be completed by the due dates.
- 23.100.8 The Director of EPS informed members he will consider whether there are other routine maintenance or safety compliance areas that need to be brought to the attention of the internal auditors.
- 23.101 DIGITAL STUDENT HUB ENQUIRY MANAGEMENT SYSTEM (COMPASS)**
- 23.101.1 Russell Poole, Director of Information Systems and Support (ISS) presented an update on the Digital Student Hub enquiry management system (Document UEB 240123F).
- 23.101.2 The Director of ISS reported:
- The system will give students the ability to submit and track their enquiries in a single place and there will be a consistent approach across all student facing teams.
 - The system will provide a rich data source and drive improvements, has been load tested and feedback incorporated, with cyber security penetration tests ongoing.
 - Change management trainers will be provided, and an initial drop in productivity is expected as colleagues get used to the system.
 - Many teams have already adopted the model.
 - Strategic investment is intended to be long-term, there is an opportunity to consolidate other systems into this system.
- 23.101.3 Members confirmed they were reassured by the risk mitigations in place.
- 23.102 UPDATE ON PERSONAL TUTORING**
- 23.102.1 Thomas Moore, AHOC (Education and Students) and lead for the Personal Tutoring (PT) Working Group reported:
- The PT Policy has been revised, implemented and trialled and has received positive feedback.
 - Timetabling of PT sessions will be carried out across the university next year.
 - Work continues to avoid 'student bounce' and ensuring that PT is consistent with peer support calls and Students' Union advice.
 - A new Student Success Board has been established and asked to provide a statement on what the service level agreement might be.
 - School operating plans include the new commitment with Personal Tutors.
 - At the Student Voice Forum in March 2024, student representatives will map out what PT might look like and how to develop PT for international students.
 - Two intensive workshops for Senior Tutors and relevant stakeholders are currently being developed.
- 23.102.2 Members commented that every PT needs to be proactive and communicating with students that are not engaged.

- 23.102.2.1 **ACTION UEB Secretary** to schedule a further update on Personal Tutoring at the end of the semester.
- 23.103 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**
- 23.103.1 **AGREED** Members confirmed the minutes of the meeting held on 9 January 2024 (Document UEB 240123G) as an accurate record of the meeting.
- 23.103.2 Members reviewed a summary of the actions from previous meetings (Document UEB 240123H) and noted those that were now complete.
- 23.104 TRAC RETURN 2022/23**
- 23.104.1 Grant Rubin, Business Partner, Financial Planning and Analysis presented the TRAC return for 2022/23 (Document UEB 240123J).
- 23.104.2 The Business Partner briefed members on:
- Purpose of the TRAC return.
 - Comparison between the 2021/22 and 2022/23 return.
 - Indirect estates charge rates.
 - Indexation rates.
- 23.104.3 In response to a member's query the TRAC Business Partner reported that the university is 10% below the sector in the Time Allocation Survey (TAS) as despite having more overseas students than home students compared to 2021/22, the university is using the same TAS results and distributing the costs on the same basis.
- 23.105 SPACE UTILISATION SURVEY ANNUAL REPORT**
- 23.105.1 The Chair noted a request to discuss the report (Document UEB 240123K) and postponed the discussion to the next available meeting.
- 23.105.1.1 **ACTION DVC (Education) and Director, EPS** to produce an action plan to address the outcomes of the Space Utilisation Survey.
- 23.105.1.2 **ACTION UEB Secretary** to schedule a discussion of the Space Utilisation Survey action plan.
- 23.106 ANY OTHER BUSINESS**
- 23.106.1 Members did not raise any other matters for discussion.
- 23.107 MANAGEMENT ACCOUNTS DECEMBER 2023**
- 23.107.1 Members noted the Management accounts for December 2023 (Document UEB 240123I).
- 23.108 SPACE MANAGEMENT POLICY**
- 23.108.1 **APPROVED** Space Management Policy (Document UEB 240123L) to be implemented with immediate effect.
- 23.109 PREVENT DUTY COMPLIANCE**
- 23.109.1 Members noted the Prevent Duty Compliance report (Document UEB 240123M).
- 23.110 DATES OF FUTURE MEETINGS**
- Regular meetings are 10.30am to 12.30pm in Room RS109, Regent Street or via Microsoft Teams.

13 February 2024
28 February 2024
11 March 2024 (UEB dinner)
12 March 2024 (UEB away day)
28 March 2024
16 April 2024
30 April 2024
14 May 2024

28 May 2024
11 June 2024
25 June 2024
9 July 2024 (UEB dinner)
10 July 2024 (UEB away day)
23 July 2024
7 August 2024