

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 12  
SEPTEMBER 2023 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

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PRESENT:	Professor P Bonfield (Chair) Dr S Jarvis Professor J Jones	Professor M Kirkup Professor A Linn
IN ATTENDANCE:	O Adetona (Minute 23.8 to 23.9) J Lamarque (Secretary)	R Poole (Minute 23.5) J Woolston (Minute 23.6)
APOLOGIES:	J Cappock (Deputy Chair)	I Wilmot (Acting USCOO <sup>1</sup> )

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**23.1 ANNOUNCEMENTS**

- 23.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 23.1.2 **Apologies:** Apologies were received as noted above.
- 23.1.3 **Requests to discuss starred items:** There were no requests to discuss starred items or items of business not on the agenda.
- 23.1.4 **Chair's business:** The Chair updated members on senior management recruitment. Members heard that Professor Malcolm Kirkup would be retiring as Head of Westminster Business School at the end of the month, and Dr Paul Elmer would be taking over as Acting Head until the end of October 2023.

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

- 23.2.1 Sal Jarvis, Deputy Vice-Chancellor (DVC) for Education and Co-Chair, Staying Safe: Business Continuity Group reported that the Risk and Resilience Manager was developing a Business Continuity Policy, which would be submitted to the University Executive Board in due course.
- 23.2.2 The DVC (Education) also reported on the recent flood at New Cavendish Street, Covid numbers and also confirmed that none of the university buildings have issues with Reinforce Autoclave Aerated Concrete.

**23.3 TERMS OF REFERENCE AND SCHEDULE OF BUSINESS**

- 23.3.1 **APPROVED** Members approved the revised Terms of Reference with immediate effect (Document UEB 230912A).
- 23.3.2 Members noted that the membership of the committee would be amended during the year following the Court of Governors approval of an additional Deputy Vice-Chancellor.
- 23.3.3 **AGREED** Members agreed the schedule of business for 2023/24 (Document UEB 230912A).

**23.4 STUDENT RECRUITMENT UPDATE**

- 23.4.1 This item was withdrawn from the agenda.

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<sup>1</sup> University Secretary and Chief Operating Officer

## 23.5 DIGITAL STRATEGY

- 23.5.1 Russell Poole, Director of Information Systems and Support (ISS) presented the Digital Strategy (Document UEB 230912B).
- 23.5.2 The Director of ISS reported that following the discussion in July, the strategy had been reworked with more reference to emerging technologies.
- 23.5.3 Members comments included:
- Addition of the commitment to working with technical teams in order to support specialist studios and laboratories
  - Use of Digital Insights Surveys should be mentioned
  - Section on Wellbeing is useful but should be picked up in the operating plans
  - General point about communications to come under Digital Workplace
- 23.5.4 The Director of ISS confirmed that the suggested changes would be made before the strategy was submitted to Resources Committee on 14 September 2023.
- 23.5.5 **AGREED** Members agreed to recommend the Digital Strategy to Resources Committee subject to the amendments discussed.

## 23.6 NATIONAL STUDENT SURVEY (NSS) 2023 OUTCOMES

- 23.6.1 The DVC (Education) and Joe Woolston, Director of Strategy, Planning and Performance (SPP) presented the NSS 2023 outcomes report (Document UEB 230912C).
- 23.6.2 The Director of SPP informed members that the Business Analytics team are working on the qualitative analysis and thematic analysis of the open comments and will be attending College Executive Group (CEG) meetings with presentations.
- 23.6.3 Members heard that thematic analysis is designed to provided aggregation of the comments, and all Heads of Schools are encouraged to read them. The comments identify issues unique to schools and colleges, and those evident across the university, and also include positive comments. There is outstanding performance at some levels, and CEGs sessions will be used to share best practice.
- 23.6.4 The DVC (Education) reported that there is clear evidence that particular groups of students are not telling us that they are getting an equitable experience. What actions to put in the operating plans is one of the things to focus on.
- 23.6.5 The DVC (Education) commented that the Education KPI report is not yet focussed on the fewest things that matter most, and there is a variable approach from the Associate Heads of Colleges.
- 23.6.6 The Head of the College of Design, Creative and Digital Industries confirmed that action plans are being developed now. The Director of SPP confirmed that there is flexibility on the deadline so that school operating plans can be submitted with the NSS data.
- 23.6.7 The Director of SPP informed members that the Business Analytics team is now fully formed to help provide additional qualitative research, and there is scope to have them working on projects directly related to teaching or academic support.

## 23.7 INTERNATIONAL HOUSE

- 23.7.1 The proposal for International House is on hold and will be brought back to the UEB at a later date (Document UEB 230912D).

## 23.8 MANAGEMENT ACCOUNTS – JULY 2023 (INCLUDING INITIAL 2022/23 OUTTURN)

- 23.8.1 Oyin Adetona, Deputy Director of Finance, presented the Management Accounts for July 2023 including the initial 2022/23 outturn (Document UEB 230912E).

23.8.2 The Deputy Director of Finance informed members that the accounts are still draft and subject to audit adjustments.

23.8.3 Members heard that we have ended the year very well and have exceed all the financial KPIs. Within the Colleges, contribution rates remain similar to budgets. Staff and pension numbers are on budget and after capital expenditure we finished in a strong cash position.

### **23.9 FIVE-YEAR FORECAST**

23.9.1 The Deputy Director of Finance presented the five-year forecast (Document UEB 230912F) which was subsequently discussed.

23.9.2 **AGREED** Members agreed the five-year forecast for recommendation to Resources Committee.

### **23.10 STUDENT RETENTION**

23.10.1 The DVC (Education) had no further updates since the last meeting but encouraged members to review the Qlikview dashboards.

### **23.11 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**

23.11.1 **AGREED** Members confirmed the minutes of the meeting held on 8 August 2023 (Document UEB 230912G) as an accurate record of the meeting.

23.11.2 Members reviewed a summary of the actions from previous meetings (Document UEB 230912H) and noted those that were now complete.

23.11.3 **Matters arising** Members approved the updated version of the Generative AI policy submitted on 8 August 2023 (Document UEB 230912H Appendix A).

### **23.12 ANY OTHER BUSINESS**

23.12.1 There were no other items of business reported.

### **23.13 DORMANT DONOR FUND DISBURSEMENT UPDATE**

23.13.1 Members reviewed the report summarising the funds allocated to date (Document UEB 230912I).

### **23.14 DATES OF FUTURE MEETINGS**

All regular meetings are from 10.30am to 12.30pm and take place in RS 109, Regents Street or via Microsoft Teams.

#### **2023/24**

10 October 2023	28 March 2024
24 October 2023	16 April 2024
7 November 2023	30 April 2024
27 November 2023	14 May 2024
12 December 2023	28 May 2024
9 January 2024	11 June 2024
23 January 2024	25 June 2024
13 February 2024	9 July 2024 (UEB dinner)
28 February 2024	10 July 2024 (UEB away day)
11 March 2024 (UEB dinner)	23 July 2024
12 March 2024 (UEB away day)	7 August 2024