

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 26
OCTOBER 2021, ROOM C1.05, 115 NEW CAVENDISH STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Dr P Bonfield (Chair) Dr S Jarvis Professor J Jones	Professor M Kirkup Professor A Linn Mr I Wilmot
IN ATTENDANCE:	Mr C Hinge (Minute 21.33) Mrs J Lamarque (Secretary) Mrs E McMillan (Minute 21.35)	Mr C Mpofu, TIAA (Minute 21.36) Mrs N Nelson (Minute 21.34) Ms D Takodra, TIAA (Minute 21.36)
APOLOGIES:	Mr J Cappock (Deputy Chair)	Professor A Hughes

21.30 ANNOUNCEMENTS

21.30.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, and briefed members on the agenda. Members noted that Ian Wilmot, Director of Finance, was attending as Acting University Secretary and Chief Operating Officer in John Cappock's absence.

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

21.30.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items. The Chair agreed to a request to discuss an item of business not on the agenda.

Chair's business

21.30.4 The Chair updated members on the recent Budget and an event with a Vietnamese partner. Members also discussed the recent issues with visas, and the preparations in place for January and beyond. The Deputy Vice-Chancellor (DVC) for Education informed members that all students requiring visas had been dealt with, and also commented on plans for returning students.

21.30.4.1 **ACTION UEB Secretary** to arrange an informal UEB meeting to discuss lessons learnt and opportunities.

21.30.5 The Chair also informed members that Professor Lynne Berry had taken over as Chair of the Court of Governors with effect from 24 October 2021.

21.31 COVID BEING SAFE, FEELING SAFE TEAM UPDATE

21.31.1 The DVC (Education) updated members on the recent Being Safe, Feeling Safe Team meeting and reported on the updated outbreak management plan, business continuity and on-site testing. Members heard that the work on ventilation is complete and most of the data has been published.

21.31.2 Graduation ceremonies will take place with appropriate health and safety measures. Heads of Colleges were asked to reinforce the message to academics for students to wear face coverings.

21.32 UPDATE ON PROGRESS MADE ON IMPROVING PERFORMANCE

21.32.1 The DVC (Education) updated members on the progress made on improving performance following the UEB workshop on 28 September 2021 and reported on the following:

- Employability meetings are still ongoing.
- Course Leaders course is being promoted, and colleagues are signing up. Any feedback would be welcome.
- How to improve flow through from undergraduate to postgraduate. Meeting of Portfolio Planning Committee to look at portfolio for postgraduate taught.
- Academic development – a number of bespoke activities are taking place
- Every student having someone who cares for them – 100% of students have a Personal Tutor.
- Alumni as mentors in Westminster Business School.

21.32.2 Members also heard that the DVC (Education) had met with the Head of Learning and Development to develop a framework of development.

21.32.3 A dialogue is being developed with students, and an internal audit on the student voice is being conducted to explore and change the way we use our student voice. This will lead to a change in how we collect data from our students and feedback to them.

21.33 CAPITAL EXPENDITURE PROPOSALS

21.33.1 The Director of Estates, Planning and Services presented capital expenditure proposals for approval (Document UEB 211026A).

21.33.2 Members discussed the proposals in detail.

21.33.3 **AGREED** Members recommend the business case for the Harrow Halls Phase 4 refurbishment with a total cost of **[REDACTED]** to the Resources Committee for approval.

21.33.4 Members were advised of the proposal to undertake further feasibility costing work for the Little Titchfield Street roof works and the Psychology Research Cubicles Extension. Members agreed more detailed proposals for both projects should be re-submitted to UEB in January 2022.

21.33.5 **AGREED** Members recommend the Regent Street roof and façade improvements to the Resources Committee for approval, subject to results of the survey of the façade. The overall cost of the refurbishment has been assessed at **[REDACTED]**.

21.33.6 Members agreed that an extra UEB away day should take place to discuss the estates management plan.

ACTION UEB Secretary to arrange a UEB away day in January 2022.

21.33.6.1

SAFETY, HEALTH AND WELLBEING ANNUAL REPORT 2020/21

21.34

21.34.1 Niamh Nelson, Head of Safety, Health and Wellbeing (SHW) presented the Safety, Health and Wellbeing annual report for 2020/21 (Document UEB 211026B).

21.34.2 The Head of SHW reported on the reduction of incidents due to empty sites, increase in volume of online provision relating to wellbeing, insurance activity (none of note) and sickness absence.

21.34.3 Members heard that there will be a new Building Safety Act and other Brexit legislative changes in 2022.

21.34.4 Further details on leaver information will be available in the Equality, Diversity and Inclusion report in December.

21.34.5 A member raised a query on pre-pandemic sickness absence levels and the Head of SHW confirmed she will respond directly to the member offline. Another member asked if academic reporting could be broken down into academic and technician. The Head of SHW will bring this to the attention of the Director of Human Resources and Safety, Health and Wellbeing.

- 21.34.6 Members commended the SHW reporting.
- 21.35 UNIVERSITY RISK REGISTER AND MITIGATIONS SCHEDULE – PERIODIC REVIEW (INCLUDING OPERATIONAL RISK REGISTERS REVIEW OUTCOMES)**
- 21.35.1 Elaine McMillan, Clerk to the Court of Governors and Head of University Governance (the Clerk), presented the periodic risk register review outcomes report (Document UEB 211026C).
- 21.35.2 **AGREED** Members delegate authority to the relevant risk owners to define three new risks identified at the previous meeting.
- 21.35.3 **AGREED** Updated Westminster 2023 strategic risk register to be submitted to the Audit Committee, including the addition of the three new risks.
- 21.35.4 Members considered the profile of high residual risks reported in operational risk registers and confirmed that no further action is necessary.
- 21.35.5 The Clerk highlighted two ongoing operational risks with a high residual risk rating that may lead to a University level risk.
- 21.35.5.1 ACTION Acting University Secretary and Chief Operating Officer** to discuss the risks with the Directors responsible.
- 21.36 INTERNAL AUDIT ANNUAL REPORT 2020/21**
- 21.36.1 Dakshita Takodra, Senior Audit Manager, TIAA and Clarence Mpofo, Director of Audit, TIAA, presented the Internal Audit annual report for 2020/21 (Document UEB 211026D).
- 21.36.2 The Director of Finance informed members that the report summarises the internal audit work for the year and will be used by Audit Committee to inform assessment of internal control.
- 21.36.3 The Senior Audit Manager reported that there are positive movements in terms of levels of assurances. Different areas are covered every year and good progress has been made on the actions.
- 21.36.4 The Director of Audit commented that there were four limited assurance reports last year and none this year.
- 21.36.5 The Chair thanked TIAA for their work.
- 21.37 DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS TO 31 JULY 2021**
- 21.37.1 The Director of Finance presented the draft annual report and financial statements to 31 July 2021 (Document UEB 211026E).
- 21.37.2 The Director of Finance reported that the external auditors are finalising their work, which is not expected to impact the report, and the report will be updated for Audit Committee and Resources Committee on 9 November 2021.
- 21.37.3 Members were asked to send any feedback on the report directly to the Director of Finance.
- 21.37.4 **AGREED** Members recommend the draft annual report and financial statements to 31 July 2021 to Audit Committee and Resources Committee.
- 21.38 FIVE-YEAR FORECAST**
- 21.38.1 The Director of Finance presented the five-year forecast (Document UEB 211026F).
- 21.38.2 The Director of Finance reported that the forecast was prepared using the budget numbers presented at the April 2021 University Planning Committee meeting.

21.38.3 Members were informed that the Office for Students workbook and financial commentary would be populated with the data from the five-year forecast and submitted to UEB and Resources Committee on 9 November.

21.38.4 **AGREED** Members recommend the five-year forecast to Resources Committee.

21.39 ASSUMPTIONS UNDERPINNING THE UNIVERSITY'S GOING CONCERN STATUS AND THE ASSOCIATED RISK

21.39.1 **AGREED** Members recommend the assumptions underpinning the University's going concern status and the associated risk to Audit Committee (Document UEB 211026G).

21.40 MANAGEMENT ACCOUNTS – SEPTEMBER 2021

21.40.1 Members noted the Management Accounts for September 2021 (Document UEB 211026H).

21.41 TREASURY MANAGEMENT REPORT, STRATEGY AND POLICY REVIEW

21.41.1 **AGREED** Members recommend the Treasury management report, plan and strategy to Resources Committee (Document UEB 211026I).

21.42 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

21.42.1 **AGREED** Members confirmed the minutes of the UEB meeting held on 12 October 2021 (Document UEB 211026J) as an accurate record.

21.42.2 Members reviewed a summary of the actions from previous meetings (Document UEB 211026K) and noted those that were now complete.

21.42.3 **COVID Being Safe, Feeling Safe Team update (Action 21.20.3.1)** Heads of Colleges confirmed that they have reinforced the message to colleagues concerning face to face education and compliance.

21.42.4 **Matters arising: Terms of reference and schedule of business (Action 21.3.2.1)**
APPROVED UEB terms of reference and membership 2021/22 to be implemented with immediate effect.

21.43 DATES OF FUTURE MEETINGS

All meetings are from 10.30am to 12.30pm and take place via Microsoft Teams or in Room C1.05, New Cavendish Street.

UEB	9 November 2021
UEB	23 November 2021
UEB	14 December 2021
UEB	11 January 2022
UEB	25 January 2022
UEB	8 February 2022
UEB	22 February 2022
UEB	7 March 2022 – evening – UEB dinner 8 March 2022 – all day – Away Day
UEB	22 March 2022
UEB	12 April 2022
UEB	26 April 2022
UEB	10 May 2022

UEB	24 May 2022
UEB	14 June 2022
UEB	28 June 2022
UEB	11 July 2022 – evening – UEB dinner 12 July 2022 – all day – Away Day
UEB	26 July 2022
UEB	9 August 2022

21.44 ANY OTHER BUSINESS

- 21.44.1 The Pro Vice-Chancellor for Knowledge Exchange informed members that she had received a response regarding the Knowledge Exchange Framework and would circulate the details.