

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 11
FEBRUARY 2020 IN ROOM CH1.02, CAVENDISH HOUSE, 101 NEW CAVENDISH STREET.**

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| PRESENT: | Dr P Bonfield (Chair) Mr J Cappock (Deputy Chair) Professor A Hughes | Dr S Jarvis Professor M Kirkup Professor A Linn |
| IN ATTENDANCE: | Mr I Alzaid (Observer) Professor S Brookhouse Mr N Catterall (Minute 19.69) Mr C Hinge (Minute 19.67) Mrs J Lamarque (Secretary) | Dr C Lloyd (Minute 19.67 and 19.68) Professor G Meikle (Observer) Ms A Martin (Minute 19.70) Mr R Poole (Minute 19.68) Professor F Ross (Observer) |
| APOLOGIES: | Professor J Stockdale | |

19.65 ANNOUNCEMENTS

19.65.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, in particular Fiona Ross - independent governor, Ibrahim Alzaid - student governor and Graham Meikle - staff governor, who observed the meeting as part of their governor induction. Members noted that Stephen Brookhouse attended on behalf of Jonathan Stockdale.

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

19.65.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items. The University Secretary and Chief Operating Officer (USCOO) informed members that he wished to raise an item under Any Other Business.

Chair's business

19.65.4 At the invitation of the Chair, Ibrahim Alzaid updated members on the recent Law 'My Graduate Journey' event.

19.65.5 The Chair informed members that the Vice-Chancellor Roadshows had taken place at all campuses and good feedback had been received.

19.65.6 The Deputy Vice-Chancellor (DVC) for Education informed members that the National Student Survey (NSS) is ongoing. Members discussed ways to encourage students to complete the survey.

19.65.7 The DVC (Education) confirmed that in meetings about the NSS the UWSU Chief Executive Officer will be involved along with the Associate Heads of Colleges (AHOCS) (Education).

19.66 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

19.66.1 The minutes of the UEB meeting held on 28 January 2020 (Document UEB 200211A) were agreed as an accurate record.

19.66.2 Members reviewed a summary of the actions from previous meetings (Document UEB 200211B) and confirmed those that were now complete.

- 19.66.3 **Chair's business (Action 19.55.8.2)** The UEB Secretary forwarded the report on updated employment numbers to members between meetings.
- 19.66.4 **Student Enterprise Centre (Action 19.58.5.1)** The DVC (Employability and Global Engagement) confirmed that she is working with the Pro Vice-Chancellor (PVC) for Marketing and Enterprise on a vision for 29 Marylebone Road (MRD) that will incorporate initiatives such as the Student Enterprise Centre (SEC), employability and apprenticeships. The proposal will be discussed at the University Planning Committee meeting on 17 March 2020.
- 19.66.5 **Colleague Wellbeing Survey (Action 19.49.5.1)** The Chair confirmed that the survey information was tailored for the Vice-Chancellor Roadshows and has been shared with colleagues.
- 19.66.6 **Apprenticeships at the University of Westminster (Action 19.50.5.1)** The PVC (Marketing and Enterprise) confirmed that work continues to recruit a lead for apprenticeships; the role will be broader than just apprenticeships.

19.67 RESIDENTIAL DEVELOPMENT PLAN UPDATE

- 19.67.1 Caroline Lloyd - Director of Student and Academic Services (SAS), and Chris Hinge - Director of Estates Planning and Services (EPS) presented an update on the Residential Development Plan (Document UEB 200211C), which had been produced by the Residential Development Plan Working Group (RDP WG).
- 19.67.2 The Director of SAS informed members that the plan focuses on student experience and student retention rather than buildings. Members were directed to the four high-level principles of the paper, which will guide the work in the future.
- 19.67.3 Members discussed the plan in detail with the Directors including:
- exemplars of student accommodation;
 - accommodation for our students to use after graduation (considered to be a move to acting as a private landlord);
 - student experience;
 - residential assistance and in-accommodation support;
 - guaranteed accommodation for overseas students; and
 - affordability.
- 19.67.4 Members identified a need for robust evidence on student location preference.
- 19.67.5 Members discussed the current external provider contract, which terminates in July 2022.
- 19.67.6 Members suggested improvements to the paper and proposed that the extensive research carried out should be included.
- 19.67.7 **AGREED** Members recommend the key principles in the Residential Development Plan to the Finance and Property Committee.
- 19.67.7.1 **ACTION Director (SAS) and Director (EPS)** to include comments from the Estates Advisory Group and UEB members in the paper prior to submission to the Committee.
- 19.68 **DIGITAL STRATEGY**
- 19.68.1 Russell Poole - Director of Information Systems and Support (ISS) and Caroline Lloyd - Director of SAS presented the Digital Strategy (Document UEB 200211D).
- 19.68.2 The Director of ISS informed members that the Strategy is not yet in its final format and does not have a fully costed implementation plan.

- 19.68.3 The Director of ISS informed members that 23 colleagues have provided feedback on the Strategy and the primary themes are wellbeing and investment in our people.
- 19.68.4 Members had a detailed discussion on timescales, the value of the integration of the physical and virtual estate, people development, and a more coordinated approach to digital development.
- 19.68.5 Members noted that Digital Champions would be introduced at all levels to promote and support digital endeavour, which is also an opportunity to appoint and develop students.
- 19.68.6 The USCOO informed members that he ran the recent Professional Services Senior Management Team meeting entirely digitally and with a degree of support it worked very well. A member suggested that digital meetings should be considered for UEB.
- 19.68.7 **AGREED** Members recommend the Digital Strategy to Finance and Property Committee, subject to minor editorial changes.
- 19.68.8 An observer commented on the use of digital tools to enable the collection of impact from research, including how it can be used post-2020. The PVC (Research) noted the comment for preparation for the next Research Excellence Framework exercise.
- 19.69 FINAL PROCESS AND CODE OF CONDUCT FOR ACADEMIC AND COMMERCIAL EVENTS**
- 19.69.1 Nicholas Catterall - the Interim Head of Compliance and Apprenticeships presented the final Process and Code of Conduct for Academic and Commercial Events (Document UEB 200211E).
- 19.69.2 He informed members that the Student Event Booking Process is now a separate document from the Code of Practice on Freedom of Speech, the Academic and Professional Service Event Booking Process is a new document for internal events and amendments have been made to the Commercial Booking Process.
- 19.69.3 Members noted that the Event Code of Conduct sets out simple rules applicable to all bookings.
- 19.69.4 Members noted that the new process will run for a year initially and adjustments made in response to feedback, if necessary. Members asked to be kept informed throughout the process.
- 19.69.5 **APPROVED** The following documents are to be implemented from February 2020:
- Student Event Booking Process (amended)
 - Academic and Professional Service Event Booking Process (new)
 - Commercial Booking Process (amended)
 - Event Code of Conduct (new)
- 19.69.5.1 **ACTION Interim Head of Compliance and Apprenticeships** to collaborate with the Head of Communications to ensure communications to colleagues are received as intended.
- 19.69.5.2 **ACTION Interim Head of Compliance and Apprenticeships** to seek confirmation from the Clerk to the Court of Governors and Head of University Governance as to whether Court approval is required for the separation of the process document from the Code of Practice on Freedom of Speech.
- 19.70 WESTMINSTER WORKING CULTURES DEVELOPMENT [Commercial in Confidence]**
- 19.70.1 The DVC (Employability and Global Engagement) and Alyssa Martin - Alumni Relations Team Manager, presented a paper on Westminster Working Culture (WWC) Development (UEB 200211F), which proposes new developments.

19.70.2 [Redacted]

19.70.3 [Redacted]

19.70.4 **AGREED** Members supported the proposal noting that it will be discussed further at the University Planning Committee (UPC) meeting on 17 March 2020.

19.70.4.1 [Redacted].

19.70.5 The DVC (Employability and Global Engagement) commended the Alumni Relations Team Manager for her work in running the WWC programme.

19.71 TRAC REPORT 2018-19

19.71.1 Members received and noted the TRAC report for 2018-19 (Document UEB 200211G).

19.72 DATES OF FUTURE MEETINGS

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|-----------------------------|---------------------------------------------------|
| UPC | 18 February 2020 |
| UEB | 25 February 2020 |
| UEB - away day location tbc | 9 March 2020 - evening 10 March 2020 - all day |
| UPC | 17 March 2020 |
| UEB | 24 March 2020 |
| UPC | 21 April 2020 |
| UEB | 28 April 2020 |
| UEB | 12 May 2020 |
| UPC | 19 May 2020 |
| UEB | 26 May 2020 |
| UEB | 09 June 2020 |
| UPC | 16 June 2020 |
| UEB | 23 June 2020 |
| UEB - away day location tbc | 13 July 2020 - evening 14 July 2020 - all day |
| UEB | 28 July 2020 |
| UEB | 11 August 2020 |
| UPC | 18 August 2020 |

19.73 ANY OTHER BUSINESS

Coronavirus

19.73.1 The USCOO informed members that the Strategy, Planning and Performance team has created a model on the potential exposure of the coronavirus, which will be discussed in more detail at the UPC meeting on 17 March 2020.

19.73.2 Members noted that the impact of the virus on the University is likely to be relatively low and that regular communications have been issued.

Feedback from observers

19.73.3 The Chair asked the governors for their feedback, which included:

- Good questions asked by members
- Agreed consensually, fantastic way of operating as an executive
- Confidence in the way members are working together
- Attendees receive good feedback and input

- Strong illustration of living our values; how we can make things better for our colleagues rather than the 'bottom line'