

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 23 JUNE 2020 VIA MICROSOFT TEAMS

PRESENT:	Dr P Bonfield (Chair) Mr J Cappock (Deputy Chair) Professor A Hughes Dr S Jarvis	Professor M Kirkup Professor A Linn Professor J Stockdale
IN ATTENDANCE:	Mrs J Lamarque (Secretary)	Mr I Wilmot (Minute 19.139)
APOLOGIES:		

19.133 ANNOUNCEMENTS

19.133.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.

19.133.2 **Apologies:** There were no apologies received.

19.133.3 **Requests to discuss starred items and notification of AOB:** There were no requests to discuss starred items. The Chair agreed a request from the University Secretary and Chief Operating Officer (USCOO) to discuss the Diversity and Dignity at Work Policy under Any Other Business (Minute 19.145).

Chair's business

19.133.4 The Chair updated members on recent activities including the changes to Tier IV visas for the Autumn, the University's statement in response to the Black Lives Matter movement and the commitments towards equity and inclusivity for all students and colleagues without racism or harassment. The Chair informed members also of a research project on the University's benefactors.

19.134 MINUTES OF THE PREVIOUS MEETING AND ACTIONS AND MATTERS ARISING

19.134.1 The minutes of the UEB meeting held on 9 June 2020 (Document UEB 200623A) were agreed as an accurate record, subject to corrections to Minutes 19.129.11 and 19.129.12.

19.134.2 Members reviewed a summary of the actions from previous meetings (Document UEB 200623B) and confirmed those that were now complete.

19.134.3 **Chair's business (Action 19.125.5.1)** Members were informed that the UEB away day on 14 July 2020 would focus on two key areas: a) discussing UEB and team individual objectives and plans for 2021 and b) an immersion into EDI aligned with the 15 University commitments. Members noted that the National Student Survey (NSS) results are released on 15 July 2020 and will be discussed at the UEB meeting on 28 July 2020.

19.134.4 **Planning for the 2020-21 academic year (Actions 19.97.8.1 and 19.97.8.2)** Members noted that the Chair will follow up with Universities UK and work with the Director of Global, Recruitment and Admissions (GRA) on a request regarding student loan eligibility rules for programmes starting later in the year.

19.134.4.1 **ACTION Vice-Chancellor** to ask the Director of GRA to draft the request.

19.135 PREVENT DUTY COMPLIANCE – EXTERNAL EVENTS GROUP PERIODIC UPDATE REPORT

19.135.1 The documents for this meeting will be available for the 28 July meeting and will be considered then. As a result, there is no Document UEB 200623C for this meeting.

19.136 UNIVERSITY KEY PERFORMANCE TARGETS – ANNUAL REPORT TO THE COURT

19.136.1 Joe Woolston, Director of Strategic Planning and Performance (SPP) presented the University Key Performance Targets report (Document UEB 200623D) prior to submission to the Court of Governors.

19.136.2 Members heard that the report is an update on progress against the key performance indicators for the Being Westminster strategy; however, due to the COVID-19 pandemic some measures are incomplete; where possible, other data sources were used where data was unavailable.

19.136.3 The Director of SPP briefed members on available data on key performance indicators relating to all objectives, enablers and outcomes from the Being Westminster Strategy. A good discussion took place, and it was agreed that work would be done to reconsider the KPIs used to improve further their alignment with Being Westminster.

19.136.3.1 **ACTION USCOO** to work with the Director of SPP to refresh and improve key performance indicators to align more closely with the Being Westminster strategy.

19.136.4 Members discussed potential correlations between student withdrawals and entry tariffs and suggested actions needed to improve continuation rates from Level 3 to Level 4.

19.136.4.1 **ACTION Deputy Vice-Chancellor (DVC) for Education** to implement action to improve continuation rates from Level 3 to 4.

19.136.5 Members discussed progress in achieving research grants, which is assisted by the work of the new research communities. A member identified an error in the number of Postgraduate Research students quoted in the report.

19.136.5.1 **ACTION Director of SPP** to correct the error prior to submission to the Court.

19.136.6 Members discussed the reasons behind the University's strong financial position.

19.136.7 Members discussed how to measure reputation and other strategic areas in a way that is relevant and meaningful. Members suggested measures such as links with professional bodies and suggested tracking cohorts of students from entry through their student journey, taking into account entry qualifications and teaching methods.

19.136.8 Members expressed discomfort with any proposed reductions in entry tariffs.

19.136.8.1 **ACTION USCOO** to discuss concerns raised with the Director of GRA.

19.137 COVID BEING SAFE, FEELING SAFE TEAM UPDATE

19.137.1 The USCOO gave an update on the work of the COVID Being Safe, Feeling Safe Team referring to a presentation from the external timetabling consultant circulated prior to the meeting.

19.137.2 Members discussed a two-phase approach with opportunities to test the modifications made to buildings and to ensure appropriate behaviours are established.

19.137.3 Members discussed capacity for Phase 2 and issues such as the complexities of timetabling, additional space for academic facilities and access for colleagues.

- 19.137.3.1 **ACTION USCOO** to present UEB's views and comments to the Being Safe, Feeling Safe Team.
- 19.137.4 Members received assurance that, provided plans are in place, teaching could continue online if there was a second wave of COVID19.
- 19.137.5 **AGREED** Allocation of additional capacity in Phase 2 to be discussed by the USCOO, DVC (Education) and Heads of College, reporting back to the next meeting of the Being Safe, Feeling Safe Team.
- 19.137.5.1 **ACTION USCOO** to arrange a meeting with the DVC (Education) and Heads of College.
- 19.137.6 A member asked about assumptions on colleague availability and the USCOO informed members a survey would be sent out shortly by HR, and the details covered in a forthcoming Being Safe, Feeling Safe Team meeting.
- 19.138 STUDENT WELLBEING FRAMEWORK – PROPOSED PATHWAY**
- 19.138.1 Sally Olohan, the Head of Student Support and Residential Life (SSRL) presented the proposed pathway to produce the Student Wellbeing Framework (Document UEB 200623E).
- 19.138.2 The Head of SSRL informed members that the current University Student Wellbeing Strategy will be reviewed and refreshed in line with the Being Westminster Strategy, will take account of initiatives already in place and will be aligned with sector relevant frameworks.
- 19.138.3 The Student Wellbeing Framework will be co-led by the Students' Union and Student Academic Services and will describe a range of initiatives to promote student wellbeing. The Framework will also link to colleague wellbeing frameworks and the UN Sustainable Development Goals.
- 19.138.4 Members heard that consultation with colleagues had begun and Student Wellbeing Ambassadors have been recruited to research how other universities responded to the pandemic.
- 19.138.5 Members noted that the Framework should be submitted to UEB in November 2020.
- 19.138.6 A member requested that overseas students and the Global Engagement Framework are included in the Student Wellbeing Framework.
- 19.138.7 Members thanked the Head of SSRL for her work and the positive steps taken.
- 19.139 REGENT STREET CINEMA TURNAROUND PLAN**
- 19.139.1 Ian Wilmot, the Director of Finance, and Billy Watson, the Executive Commercial Director, presented the Regent Street Cinema turnaround plan and investment proposal (Document UEB 200623F).
- 19.139.2 The Director of Finance informed members that the proposal requires investment to fund marketing activity and other costs to support the cinema to generate a financial contribution for the University.
- 19.139.3 Members discussed external hires and future access to the cinema for University use.
- 19.139.4 A member suggested an internal pricing model to increase revenue.
- Members heard that the aim is to relaunch the cinema as a cultural hub and event space, to attract more traffic from the University and the public.
- 19.139.5 **APPROVED** Members supported the turnaround plan and investment of up to £85,000 to deliver the plan.

19.140 PROFESSORS AND READERS AWARDING COMMITTEE

19.140.1 Members received a proposal for a change to the Court of Governors and UEB sub-committee structure (Document UEB 200623G).

19.140.2 **APPROVED** Subject to the agreement of the Court, the Professors and Readers Awarding Committee will transfer from the Court sub-committee structure to the UEB sub-committee structure from 1 September 2020.

19.140.3 Due to time constraints there was not time to discuss the item in full. The Chair postponed consideration of the Committee's membership and communication of the work and composition of the Committee to academic colleagues to a future date.

19.141 SCHEDULE OF DELEGATIONS – ANNUAL REVIEW OUTCOMES

19.141.1 **AGREED** Updated Schedule of Delegation to be recommended to the Court of Governors (Document UEB 200623H).

19.142 MANAGEMENT ACCOUNTS PACK – MAY 2020

19.142.1 Members received and noted the Management Accounts pack for May 2020 (Document UEB 200623I).

19.143 REMOTE DELIVERY OF CLEARING: IMPLEMENTATION RISKS

19.143.1 **APPROVED** Members supported the approach and plans (Document UEB 200623J) for remote delivery of Clearing 2020, which is necessary due to the operational limitations imposed by the COVID19 pandemic. In approving the approach, members noted the increased level of risk that is likely to result from this significant alteration to the usual service model.

19.144 DATES OF FUTURE MEETINGS

UEB - away day	14 July 2020
UPC	21 July 2020
UEB	28 July 2020
UEB	11 August 2020
UPC	18 August 2020

19.145 ANY OTHER BUSINESS

19.145.1 The USCOO informed members of a proposal to delay implementation of the recently approved Diversity and Dignity at Work Policy until 31 December 2020 to allow engagement with a wider range of stakeholders around the Black Lives Matter movement. Members noted that the current Diversity and Dignity at Work and Study Policy will remain in effect until 31 December 2020.

19.145.2 **APPROVED** Members supported the delayed implementation of the Diversity and Dignity at Work Policy.