

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 28
FEBRUARY 2024 IN ROOM 109, REGENT STREET AND VIA MICROSOFT TEAMS**

PRESENT:	Professor P Bonfield (Chair) Dr S Jarvis Professor J Jones	Professor C Kalantaridis Professor A Linn
IN ATTENDANCE:	O Adetona (Minute 23.127) Professor D Anand ¹ A Foderaro (Minute 23.130) I Griffiths (Minute 23.128) C Hinge (Minute 23.130) J Lamarque (Secretary)	C Lloyd E McMillan (Minute 23.126) Dr T Moore N Nelson (Minute 23.129) S Shabbir (Observer)
APOLOGIES:	Mr I Wilmot	

23.124 ANNOUNCEMENTS

23.124.1 **Welcome:** The Chair welcomed all members and attendees to the meeting, including Caroline Lloyd, Director of Student and Academic Services who was attending on behalf of Ian Wilmot, University Secretary and Chief Operating Officer (USCOO), and Shehma Shabbir, Independent Governor, who was observing the meeting as part of her Court induction.

23.124.2 **Apologies:** Apologies were received as noted above.

23.124.3 **Declaration of interests:** There were no declarations.

23.124.4 **Requests to discuss starred items and business not on the agenda:** The Chair confirmed there were no requests to discuss starred items or items of business not on the agenda.

23.124.5 **Chair's business:** The Chair invited the Deputy Vice-Chancellor (DVC) for Education to update members on the National Student Survey campaign. Members heard that the campaign is 2.5% ahead of last year, and some courses have over 50% completion. Members were informed that the Postgraduate Taught Experience Survey will be launched shortly.

23.125 STAYING SAFE: BUSINESS CONTINUITY GROUP UPDATE

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

23.126 STRATEGIC KPIS MID-YEAR REPORT

23.126.1 The Chair presented the strategic KPIS mid-year report (Document UEB 240228A).

23.126.2 Members received an update on each area from the senior lead.

23.126.3 Education

- Student retention rate is moving slowly.
- UG and PG attrition rates are not improving. PG is partly due to visa issues.
- 12,000 calls were made from the Student Call Centre before Christmas 2023, prioritising students at higher risk of not continuing.
- The attendance checking system is not fit for purpose and work is ongoing to procure something new.

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

- 23.126.4 Research and Knowledge Exchange
- Amount of income per research active colleague has gone up.
 - A number of areas for research income are still red. Income is being gained by a small number of colleagues in a small number of areas.
 - PG satisfaction 4% above benchmark.
- 23.126.5 Employability
- Initiatives are going well.
 - Access and Participation Plan work is taking place, and we are getting better at gathering data.
 - Developing a new initiative for female Asian students.
- 23.126.6 Global Engagement
- Is a challenge and lots of new initiatives are in place to support international students.
- 23.126.7 People, Culture and Wellbeing
- Work is continuing on personal development plans, pay gaps, wellbeing and feelings of community.
 - Professional Development Review is a two-to-three-year project to get working well.
 - The pay gap across gender and ethnicity will continue to be worked on.
- 23.126.8 Digital Environment
- The main concern is the proportion of colleagues satisfied with the support received to enable them to use the technology they need.
- 23.126.9 Elaine McMillan, Clerk to the Court and Head of University Governance reported that Academic Council will look at the areas within their remit and the report will be submitted to the Court of Governors. For UEB members performance against the KPIs will be used for remuneration purposes.
- 23.127 MANAGEMENT ACCOUNTS JANUARY 2024 AND QUARTER 2 FORECAST**
- 23.127.1 Oyin Adetona, Deputy Director of Finance presented the Management Accounts for January 2024 and Quarter 2 forecast (Document UEB 240228B).
- 23.127.2 The Deputy Director of Finance reported a surplus of £13m before exceptional items. Exceptional items include contingency and loan costs. £3m of the contingency has been released, with £2m retained for unexpected costs. Tuition fee income is slightly less than at Q1 due a challenging January intake.
- 23.127.3 The university is currently in a pension surplus position and is in line with budget and Q1 in terms of staff numbers. The high number of staff vacancies suggests staff costs will go up. Due to an increase in international students, bad debt is higher than last year.
- 23.127.4 The Deputy Director of Finance confirmed that Part Time Visiting Lecturer hours are being monitored.
- 23.127.5 The Head of the College of Design, Creative and Digital Industries (DCDI) confirmed that most of the vacancies within the college are in Computer Science and Engineering.
- 23.127.6 **AGREED** Members recommend the Management Accounts for January 2024 and Quarter 2 forecast to Resources Committee.
- 23.128 UNIVERSITY RISK REGISTER AND MITIGATIONS SCHEDULE – PERIODIC REVIEW 2 (INCL. OPERATIONAL RISK REGISTER REVIEWS OUTCOMES)**
- 23.128.1 Ian Griffiths, Risk and Resilience (R&R) Manager presented the University risk register and mitigations schedule periodic review 2 (Document UEB 240228).

- 23.128.2 The R&R Manager reported that there is a good level of completion for the operation risk register, and overall, there is no great change in the risk environment. Risks that meet the criteria for escalation have been flagged.
- 23.128.3 The DVC (Education) confirmed that sourcing a replacement for the Swipe Engage Achieve System (SEAtS) is currently in progress. Additional mitigations are required for ARD-23-LT-23.
- 23.128.4 Once further mitigations are in place, the R&R Manager will discuss with the Academic Registrar and review the residual risk score.
- 23.128.5 In response to a member's query on college risk registers, the R&R Manager confirmed that he does see college risk registers and any risks newly at 15 or above will be flagged in this report.
- 23.128.5.1 ACTION USCOO** to discuss risk ISS-23-DE-55 with the Director of Information Systems and Support (ISS). Director of ISS to quantify the impacts so any budget implications can be determined.
- 23.128.6 Members appreciated the risk review process and the R&R Manager's input.
- 23.128.7 **AGREED** Members recommend the University risk register and mitigations schedule to the Audit and Risk Committee.
- 23.129 SAFETY, HEALTH AND WELLBEING POLICY – STATEMENT OF INTENT**
- 23.129.1 Niamh Nelson, Head of Safety, Health and Wellbeing (SHW) presented the SHW policy statement of intent (Document UEB 240228D).
- 23.129.2 The Head of SHW reported that minor changes had been made to the policy.
- 23.129.3 In response to a member's query the Head of SHW confirmed that students are consulted on matters of safety.
- 23.129.4 Members suggested that there was scope to cluster similar things together, and bullet points should be changed to numbering.
- 23.129.5 Members agreed that the policy should be revised on a yearly basis.
- 23.129.5.1 ACTION UEB Secretary** to add SHW Policy – Statement of Intent to the 2024/25 schedule of business.
- 23.129.6 **AGREED** Members recommend the SHW Policy – Statement of Intent to Resources Committee subject to the minor amendments discussed.
- 23.130 STUDENT HUB BUILDING UPDATE**
- 23.130.1 Alessandra Foderaro, Deputy Director Capital Projects, presented an update on the Student Hub, showing the planned student numbers growth and extra space required for development of new courses.
- 23.130.2 Members heard that the Student Hub will include a One Stop Shop, UWSU presence, social, study, learning and support spaces and improved navigation throughout the block.
- 23.130.3 In response to a member's query on the percentage of increased bespoke teaching spaces, Chris Hinge, Director of Estates, Planning and Services confirmed that there will not be bespoke teaching space, but the Hub will free up space elsewhere.
- 23.130.4 Members also discussed study and shared technology spaces and catering provision.
- 23.130.5 It was agreed that the draft Student Hub business case will be submitted to UEB before submission to the Estates Advisory Group.

- 23.130.5.1 **ACTION** Director of Student and Academic Services and UEB Secretary to arrange a 90-minute Student Hub workshop for UEB members.
- 23.131 STUDENT CONTINUATION**
- 23.131.1 The DVC (Education) reported that UG attrition for Home students is 1.6% compared to 1.1% last year and PG Home is 3.7% compared to 1.8%.
- 23.131.2 99.9% of Personal Tutors (PTs) have been allocated, and 56% of tutors have made notes on the Learner Analytic Dashboard (LAD). All PTs need to be encouraged to use the LAD. All L4 students should have been allocated a 'We Thrive' session.
- 23.131.3 Members heard that Peer Support calls are targeting students who are not engaging, and these are being well received with students signposted to areas of support. SEAtS and learner analytics are both dependent on capacity in Information Systems and Support (ISS).
- 23.131.3.1 **ACTION USCOO** to work with the Director of ISS to ensure there is capacity for both SEAtS and Learner Analytics to work seamlessly.
- 23.131.3.2 **ACTION Heads of College** to encourage PTs to use the Learner Analytics Dashboard.
- 23.132 MINUTES OF THE PREVIOUS MEETING, ACTIONS AND MATTERS ARISING**
- 23.132.1 **AGREED** Members confirmed the minutes of the meeting held on 13 February 2024 (Document UEB 240228E) as an accurate record of the meeting.
- 23.132.2 Members reviewed a summary of the actions from previous meetings (Document UEB 240228F) and noted those that were now complete.
- 23.133 ANY OTHER BUSINESS**
- 23.133.1 Members did not raise any other matters for discussion.
- 23.134 STRESS RISK ASSESSMENT**
- 23.134.1 Members noted the Stress Risk Assessment (Document UEB 240228G).
- 23.135 UPDATED INFORMATION ON HEALTH AND SAFETY MANAGEMENT PROFILE (HASMAR) FOR 2023/24 ACADEMIC YEAR DELIVERY**
- 23.135.1 Members noted the updated information on HASMAP for 2023/24 Academic Year delivery (Document UEB 240228H).
- 23.136 LITHIUM-ION BATTERY GUIDANCE**
- 23.136.1 **AGREED** Members agreed the guidance on the use of Lithium-Ion batteries within the university (Document UEB 240228I).
- 23.137 ASBESTOS MANAGEMENT PLAN**
- 23.137.1 **APPROVED** Members approved the revised Asbestos Management Plan (Document UEB 240228J).
- 23.138 MEETING EVALUATION**
- 23.138.1 Shehma Shabbir, Independent Governor, commented that the meeting covered many different areas, and it was good to see the drive to make changes and improvements, and hear more about what is going on in the sector. Ms Shabbir would be interested in understanding the path to green regarding strategic KPIs, and the timeframe.

23.139 DATES OF FUTURE MEETINGS

Regular meetings are 10.30am to 12.30pm in Room RS109, Regent Street or via Microsoft Teams.

11 March 2024 (UEB dinner)
12 March 2024 (UEB away day)
27 March 2024
16 April 2024
30 April 2024
14 May 2024
24 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