

**MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON THURSDAY 8 NOVEMBER
2022 IN ROOM C1.05, 115 NEW CAVENDISH STREET AND VIA MICROSOFT TEAMS**

PRESENT:	M X Wang (Chair) J Bairamian Dr P Bonfield D Hoyle	C Morgan T Sketchley P Wales
IN ATTENDANCE:	O Adetona (Observer) L Cole (Minute 22.14) A Foderaro (Minute 22.14) C Hinge J Lamarque (Secretary)	E McMillan (Clerk to the Court) N Nelson (Minute 22.11) R Poole I Wilmot ¹ (Deputy Company Secretary)
APOLOGIES:	J Cappock (Company Secretary) D Barratt (attendee)	S Wylie (Deputy Chair)

22.10 ANNOUNCEMENTS

- 22.10.1 The Chair welcomed members and attendees to the meeting, in particular Oyin Adetona, Deputy Director of Finance, who attended as an observer.
- 22.10.2 Members noted apologies for the meeting as recorded above.
- 22.10.3 Members did not declare any conflict of interest for the matters on the agenda.
- 22.10.4 The Chair confirmed there were no requests to raise any items of business not on the agenda. As members had not approved two starred items in advance of the meeting, the Chair informed members they would be discussed at the meeting (see Minutes 22.19 and 22.20).
- 22.10.5 The Chair informed members that Charlotte Morgan would be moving to Audit Committee as Chair, and that Simon Wylie has resigned from the Court. The Chair thanked them both for their contributions to the Committee.

Confidential

22.10.6 **[REDACTED]**

22.11 SAFETY, HEALTH AND WELLBEING UPDATE

- 22.11.1 Niamh Nelson, Head of Safety, Health and Wellbeing (SHW) presented the Safety, Health and Wellbeing Annual Report 2021/22 (Document RES 221108Ai).
- 22.11.2 The Head of SHW highlighted key SHW matters including:
- the ongoing focus on wellbeing in relation to the COVID-19 pandemic
 - new guidance on how to manage the flow of fresh air into buildings whilst still maintaining the thermal comfort level;
 - the Health and Safety Executive's (HSE) focus on stress and musculoskeletal problems;
 - a new HASMAT tool has been developed in the sector from HSE best practice;
 - risk management and control in selected departments to ensure adequate assurance; and
 - development of more proactive key performance indicators to enable managers to better manage SHW risks.

¹ Ian Wilmot attended as Director of Finance and Acting University Secretary and Chief Operating Officer

- 22.11.3 In response to a member's query on the results of the recent Colleague Wellbeing Survey, the Vice-Chancellor confirmed that investing in colleagues' development will make the most difference to our performance.
- 22.11.4 A member asked how the results of the HASMAT tool are disseminated and the Head of SHW explained that they are working with the Heads of Schools to create an action plan
- 22.11.5 A member offered to speak outside the meeting with the Head of SHW on opportunities for culture change that will encourage colleagues to embrace health and safety and take responsibility for their own health and safety.

22.12 ENABLING STRATEGIES

- 22.12.1 Russell Poole, Director of Information Systems and Support (ISS) reported on key elements of the Digital Westminster enabling strategy and the Digital Environment (Document RES 221108Bi).
- 22.12.2 The Director reported on:
- capital project activity;
 - non-pay budgets and increasing software costs;
 - a milestone for the Digital Student Hub; updating the Workload Allocation Model;
 - continuing improvements in cyber security; and
 - supply chain challenges.
- 22.12.3 In response to a member's query, the Director of ISS responded that equipment and software costs are expected to continue to increase, and the University and the sector are taking action to address this challenge.
- 22.12.4 Members noted a report on progress in alignment of the People Strategy KPIs with the University strategy - Being Westminster 2022-29 (Document RES 221108Bii).
- 22.12.5 A member commented on the proportion of colleagues who feel they are not getting sufficient development and Ian Wilmot, Acting University Secretary and Chief Operating Officer, confirmed that colleague development will be a focus in the refreshed People Strategy – Being Me, Being Westminster.
- 22.12.6 Chris Hinge, Director of Estates, Planning and Services (EPS) updated members on delivery of colleague workshops to inform the Built Environment Development Plan and reported the emerging themes.
- 22.12.7 The Director of EPS provided an update on progress in the One Public Estate project at Harrow.
- 22.12.8 In response to a member's query, the Director confirmed that the University is not experiencing the student accommodation problems reported at some other institutions.

22.13 UNIVERSITY FINANCIAL PERFORMANCE

- 22.13.1 The Director of Finance presented the Management Accounts for September 2022 (Document RES 221108C).
- 22.13.2 In response to a member's query on student retention, the Director of Finance confirmed that it is in line with expectations.
- 22.13.3 Members heard that international recruitment has been very successful, and the University has been allocated extra Confirmation of Acceptance for Studies certificates to be used for the January 2023 intake.

22.14 CENTRE FOR EMPLOYABILITY AND ENTERPRISE

- 22.14.1 Linsey Cole, Director of Business Engagement (BE), and Alessandra Foderaro, Deputy Director – Capital Development (CD), presented an update on the development of a Centre for Employability and Enterprise at 29 Marylebone Road (29 MR) (Document RES 221108J).
- 22.14.2 The Director of BE informed members that employability and enterprise activity is already increasing in preparation for the new building, that the mentoring programme has been nominated for an award, and there has been growth in apprentice numbers.
- 22.14.3 In response to a member's queries, the Deputy Director (CD) reported that there will be more certainty on the reduced time available for construction after discussion with the contractors and confirmed that there are no concerns about lift procurement.
- 22.14.4 A member asked for more details on the risks associated with planning and the Director of BE and the independent (non-governor) committee member who is overseeing the project on behalf of the Committee and the Court commented on the objections received and potential responses.

22.15 FIVE-YEAR FORECAST - OFS WORKBOOK AND COMMENTARY

- 22.15.1 The Director of Finance presented the five-year financial forecast workbook and commentary (Document RES 221108D).
- 22.15.2 The Director of Finance reminded members that the five-year forecast was approved by the Court of Governors on 5 October 2022 and informed them that the workbook and commentary must be uploaded to the OfS portal for validation.
- 22.15.3 In response to a member's query on the impact of rising inflation rates, the Director of Finance commented that whilst there will be challenges the budget includes a contingency fund and that there will be a better view of the impact on completion of the Quarter 1 forecast.
- 22.15.4 In response to a member's query on Scenario Planning the Director of Finance commented that work is progressing well on the submission to the Teaching Excellence Framework (TEF) exercise. A member commented that the good work the University is doing is not yet reflected in the National Student Survey scores.
- 22.15.5 The Clerk to the Court informed members that there will be a pre-Court briefing session on the TEF exercise on 23 November 2022.

22.16 HARROW HALLS PHASE 5 REFURBISHMENT BUSINESS CASE

- 22.16.1 The Director of EPS presented the Harrow Halls Phase 5 refurbishment business case (Document RES 221108E).
- 22.16.2 Members heard that this is an additional request, not in this year's capital plan, to address feedback from students on disparities in the quality of accommodation in the Halls.
- 22.16.3 The Director of Finance reported that refurbishment of the Marylebone Halls has been deferred, with the funding transferred to Harrow, and the Director of EPS briefed members on the improvements planned for the Marylebone Halls.
- 22.16.4 In response to a member's query on appointing contractors, the Director of EPS reported that as this is a continuation of a larger project a tender process is not required, and the University will re-appoint the contractor that delivered the previous phase.
- 22.16.5 **APPROVED** University to allocate **[REDACTED]** for the full refurbishment of the last three Harrow blocks, and minor external improvements.

22.17 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

- 22.17.1 **AGREED** Members confirmed that the minutes of the meeting held on 15 September 2022 (Document RES 221108F) were an accurate record.
- 22.17.2 Members noted an update on actions and matters arising from previous meetings (Document RES 221108 G).
- 22.17.3 **Safety, Health and Wellbeing update (Action 21.51.6.1):** The Deputy Company Secretary confirmed that he had spoken with the Nominated Independent Governor about the Public Interest Disclosure (whistleblowing) procedure and the Report and Support facility.

22.18 ANY OTHER BUSINESS

- 22.18.1 Members did not report any other items of business.

22.19 FINANCIAL REGULATIONS 2022-23

- 22.19.1 The Director of Finance presented the Financial Regulations 2022/23 (Document RES 221108H).
- 22.19.2 The Director responded to members' queries on controls on petty cash floats, use of cheques and inputting supplier bank details, and on insurance for University assets when off site.
- 22.19.3 **AGREED** Members recommend the Financial Regulations 2022-23 to the Court of Governors for approval.

22.20 TREASURY MANAGEMENT – REPORT, STRATEGY AND POLICY REVIEW (INCLUDING INVESTMENT MANAGEMENT POLICY)

- 22.20.1 The Director of Finance presented the Treasury Management report, strategy and policy review (Document RES 221108I), which includes the Investment Management Policy.
- 22.20.2 The Director responded to a member's query on the University's ability to deliver on a commitment not to invest in establishments involved with coal or oil production.
- 22.20.3 A member suggested that the University could engage with the Net Zero Banking Alliance as well as the Net Zero Investment Alliance to address any potential concerns about greenwashing.
- 22.20.4 A member commented that high inflation rates may impact on the University's ability to meet the target for above inflation investment returns and the Director of Finance confirmed that the target will be set within the constraints faced by the University.
- 22.20.5 **AGREED** Members recommend the Treasury Management plan and strategy 2022/23, the Treasury Management policy 2022/23 and the Investment Management Policy 2022/23 to the Court for approval.

22.21 DATES OF FUTURE MEETINGS

*Thursday 19 January 2023 at 4.00pm**
Thursday 16 February 2023 at 4.00pm
Thursday 27 April 2023 at 4.00pm
Thursday 22 June 2023 at 4.00pm

* Provisional - only goes ahead if required to consider urgent major project proposals