

APPROVED

**MINUTES OF THE MEETING OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON
THURSDAY 18 FEBRUARY 2021 VIA MICROSOFT TEAMS**

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| PRESENT: | G Morley (Chair) J Bairamian Dr P Bonfield D Hoyle | T Lovell K McLeod P Wales S Wylie (Deputy Chair) |
| IN ATTENDANCE: | D Barratt B Berakhy (Minute 20.24) J Cappock (Company Secretary) P Drohan (Minute 20.29) A Dutch (Minutes 20.26 and 20.27) C Hinge | E McMillan (Clerk to the Court) A Norris (Minute 20.24) L Pacekajute (Observer) R Poole I Wilmot |
| APOLOGIES: | The Venerable Canon D Stanton | |

20.23 ANNOUNCEMENTS

- 20.23.1 The Chair welcomed members and attendees to the meeting.
- 20.23.2 The Chair welcomed observer Laima Pacekajute, who is Board Apprentice to the Court of Governors.
- 20.23.3 Members noted apologies for the meeting as noted above.
- 20.23.4 No interests were declared.
- 20.23.5 The Chair informed members there would be a discussion on the Fee proposals 2022/23, a starred item on the agenda, as members had not confirmed their support in advance of the meeting (see Minute 20.27).
- 20.23.6 The Chair confirmed that there were no requests to discuss business other than that on the agenda.

20.24 EQUALITY, DIVERSITY AND INCLUSION POLICY

- 20.24.1 Andy Norris, Head of Culture and Inclusion, presented the draft Equality, Diversity and Inclusion (EDI) Policy (Document RES 210218A), which is an update to the University's Single Equality Policy.
- 20.24.2 In response to a member's query, the Head of Culture and Inclusion confirmed that the University publishes equality information and data, as specified in the policy, on the public website¹.
- 20.24.3 **AGREED** Recommend to the Court of Governors for implementation from 1 April 2021.

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¹ <https://www.westminster.ac.uk/about-us/our-university/vision-mission-and-values/corporate-socialresponsibility/equality-and-diversity>

<https://www.westminster.ac.uk/about-us/our-university/corporate-information/policies-and-documents-az/annual-reporting>

20.25 SAFETY, HEALTH AND WELLBEING UPDATE

- 20.25.1 John Cappock, University Secretary and Chief Operating Officer (USCOO) briefed members on the work of the Being Safe, Feeling Safe Working Group since the last meeting.
- 20.25.2 The USCOO briefed members on the University's planned approach to returning on-site this semester, which is based on priority need for access and is dependent on the upcoming Government announcement about the lockdown exit plan. The USCOO also outlined the approach to timetabling for 2021/22 and confirmed that a contingency plan will be applied should some social distancing continue to apply.
- 20.25.3 In response to a member's query, the USCOO and the Vice-Chancellor explained the University's approach to student residential accommodation and the expected approach from other accommodation providers.
- 20.25.4 In response to a member's query, the HR Director and the Vice-Chancellor explained resources and communications to support colleagues' wellbeing and reported that the Winter colleague wellbeing survey closes shortly.

20.26 FEE PROPOSALS 2021/22 – ADDENDUM

- 20.26.1 Adrian Dutch, Director of Global, Recruitment and Admissions (GRA), presented an addendum to the fee proposals for 2021/22 about the treatment of EU student fees post-Brexit (Document RES 210218B).
- 20.26.2 The Director of GRA gave a brief outline of the legal position and noted that the proposed scheme will only be implemented if necessary to address competition in the market.
- 20.26.3 Members discussed with the Director of GRA the benefits and risks associated with the proposed scheme and noted that it is intended as a temporary measure.
- 20.26.4 **APPROVED** University to implement the proposed undergraduate tuition fee rebate scheme from April 2021 if required to respond to market conditions.
- 20.26.4.1 **ACTION Director of GRA** to amend the report so statistical information is presented consistently prior to submission to the Court.
- 20.26.4.2 **ACTION Director of GRA** to inform the Committee, via the Clerk to the Court, if a decision is taken to implement the scheme.

20.27 FEE PROPOSALS 2022/23

- 20.27.1 **APPROVED** Members confirmed the proposed fees for 2022/23 (Document RES 210218L).
- 20.27.1.1 **ACTION Director of GRA** to correct the dates in the Approval and Publication Schedule and report the decision to the Court.

20.28 STRATEGIC PERFORMANCE REPORTS

Digital environment

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- 20.28.1 Russell Poole, Director of Information Systems and Support (ISS), presented a report on progress against the Digital Strategy and associated workstreams (Document RES 210218C).
- 20.28.2 In response to a member's query, the Director of ISS explained the process for project prioritisation, resource allocation, review and risk assessment.
- 20.28.3 The Director of ISS informed members of the increased risk in the higher education sector of security threats and ransomware and assured members of the University's actions to mitigate the risk.
- 20.28.4 In response to a member's query, the Vice-Chancellor briefed members on the University's support for remote learning and the USCOO explained the ways in which the University involves students in discussions around the digital environment and their experience.

People, culture and inclusion

- 20.28.5 Duncan Barratt, Director of Human Resources and Safety, Health and Wellbeing ('HR Director'), presented a report on progress against the People Strategy and associated workstreams (Document RES 210218D).
- 20.28.6 In response to a member's query, the HR Director briefed members on how the University incorporates mental health and wellbeing into health and safety training and resources.

Physical environment

- 20.28.7 Chris Hinge, Director of Estates Planning and Services (EPS), presented a report on progress against the Estates roadmap and associated workstreams (Document RES 210218E).
- 20.28.8 The Director of EPS gave an update on estates discussions at the recent University Planning Committee meeting.
- 20.28.9 The Director of EPS informed members that, in addition to the cyber-security work reported by the Director of ISS, the University is working on protection and security for people and assets.

Management accounts report

- 20.28.10 Ian Wilmot, Director of Finance, presented the management accounts report to December 2020 - Period 5 (Document RES 210218F).
- 20.28.11 The Director informed members that work on the Quarter 2 forecast had just been completed and the position is favourable to that in Quarter 1 due to recruitment on courses commencing in January 2021 and continuation rates.
- 20.28.12 The Director of Finance responded to queries on the scale of payments to overseas agents and the recognition policy for tuition fees.

20.29 TREASURY MANAGEMENT – MID-YEAR REVIEW

- 20.29.1 The Director of Finance and the Specialist Finance Project Manager presented a report on the outcomes of the mid-year review (Document RES 210218G).
- 20.29.2 Members discussed the report on the review of alternative options for the management of operational and liquidity cash (Appendix 1), which identifies a need for a change to the Treasury Management Policy if one option is to be taken forward. The Director of Finance confirmed that the University is not proposing to implement this option currently, therefore a change of policy is not required.

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20.29.2.1 **ACTION Director of Finance** to amend Appendix 1 to the report clarifying that the change of policy is not required currently prior to submission to the Court.

20.29.3 Members discussed the approach to investment for strategic cash and how this aligns with the planned capital programme. The Director of Finance confirmed that the options for investment management reported in Appendix 2 could all be implemented using the current Treasury Management Policy.

20.30 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

20.30.1 **AGREED** Members confirmed the minutes of the meeting held on 12 November 2020 (Document RES 210218H) are an accurate record.

20.30.2 **AGREED** Members confirmed the minutes of the joint meeting with the Audit Committee held on 12 November 2020 (Document RES 210218I) are an accurate record. Members noted that the Audit Committee had also confirmed the accuracy of the minutes.

20.30.3 **AGREED** Members confirmed the minutes of the meeting held on 21 January 2021 (Document RES 210218J) are an accurate record.

20.30.4 Members noted an update on actions and matters arising from previous meetings of the Finance and Property Committee and Finance and Resources Committee¹ (Document RES 210218K).

20.30.5 **Pensions options (Action 20.21.11.1)** The USCOO reported that work on the timeline is in process and will be presented to the next meeting of the Committee.

20.30.6 **Format of papers (Action 20.10.5.1):** Members noted that the Committee Chair and the Clerk to the Court of Governors have provided guidance on the format of strategic reports.

20.30.7 **Equality, Diversity and Inclusion Annual Report 2019/20 (Action 20.12.2.1)** Members noted that the Head of Culture and Inclusion revised the report prior to discussion by the Court on 25 November 2020.

20.30.8 **Draft Annual report and financial statements (Joint meeting Actions 4.2.1 and 4.2.2)** Members noted that the Director of Finance made the required amendments prior to submission to the Court.

20.30.9 **Minutes of previous meetings (Action 20.7.3.1)** Members noted that former members of the HR Committee have confirmed the accuracy of the minutes from the meeting held 23 June 2020.

20.31 ANY OTHER BUSINESS

20.31.1 The Chair invited members to send the Clerk to the Court any suggestions for improvement of the reports received by the Committee or how business is conducted at the meeting.

20.32 DATES OF FUTURE MEETINGS

2020/21

Thursday 29 April 2021 at 4.00pm
Thursday 24 June 2021 at 4.00pm

Both meetings are expected to take place via Microsoft Teams

2021/22

¹ Retitled Resources Committee in November 2020

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Thursday 9 September 2021 at 4.00pm
Thursday 9 November 2021 at 5.30pm*
Thursday 20 January 2022 at 4.00pm**
Thursday 17 February 2022 at 4.00pm
Thursday 28 April 2022 at 4.00pm
Thursday 23 June 2022 at 4.00pm

Meetings in 2021/22 will be held in Room RS109, 309 Regent Street and via Microsoft Teams

* Later start time as preceded by attendance at the Audit Committee meeting from 4.30pm

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