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**MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON THURSDAY 23 JUNE 2022
VIA MICROSOFT TEAMS**

PRESENT:	M X Wang (Chair) J Bairamian Dr P Bonfield	C Morgan T Sketchley
IN ATTENDANCE:	D Barratt J Cappock (Company Secretary) L Cole (Minute 21.53) C Hinge	J Lamarque (Secretary) E McMillan (Clerk to the Court) T Patki (Observer) I Wilmot
APOLOGIES:	D Hoyle R Poole P Wales	C Wilson S Wylie (Deputy Chair)

21.50 ANNOUNCEMENTS

- 21.50.1 The Chair welcomed members and attendees to the meeting, including Trishna Patki - Governance, Compliance and Risk Administrator - who was observing the meeting as part of her induction to the role.
- 21.50.2 Members noted apologies for the meeting as recorded above.
- 21.50.3 Members did not declare any conflict of interest for the matters on the agenda.
- 21.50.4 The Chair confirmed there were no requests to raise any items of business not on the agenda.
- 21.50.5 The Chair informed members of a Carbon Zero round table discussion that she had attended, noting that carbon emissions are a big issue for the Court to be aware of and there is much work needed to achieve carbon zero.

21.51 SAFETY, HEALTH AND WELLBEING UPDATE

- 21.51.1 John Cappock, University Secretary and Chief Operating Officer (USCOO)/Chair of the Being Safe, Feeling Safe Group, updated members on activities overseen by the Group since the last meeting.
- 21.51.2 The USCOO reported that the University risk assessment around COVID-19 and respiratory infections has been updated and aligned to government guidelines.
- 21.51.3 The USCOO reported that the buildings are very quiet with no behavioural issues, and the building maintenance schedule is continuing.
- 21.51.4 The USCOO informed members that expectations will be set at the start of term regarding student activities, and there will be more focus on onsite activities.
- 21.51.5 A member commented that she attended a seminar as part of her role as the Court's nominated Designated Officer and suggested a meeting with the USCOO on how to reinforce the message

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that the University is a listening organisation. The USCOO confirmed that he has regular meetings with the Director of Human Resources and Organisational Development (Director of HR) and the Pro Vice-Chancellor (People and Culture) and can convey the commitment to the Unions.

- 21.51.6 The Director of HR informed members that a colleague report and support portal has been available since January 2022 and explained this is a separate, confidential way for colleagues to report issues and receive support.
- 21.51.6.1 **ACTION Clerk to the Court** to arrange a meeting between the nominated Designated Officer and the USCOO.
- 21.51.7 In response to a member's query on independent certification of maintenance of systems, the Director of Estates, Planning and Services confirmed that the University uses an outsource model for legionella, fire safety etc.
- 21.52 ENABLING STRATEGIES**
- 21.52.1 Members noted a report from the Director of Information Systems and Support (ISS) outlining progress against key elements of the Digital Westminster strategy and the digital environment (Document RES 220623A). Members were invited to send any questions about the report directly to the Director of ISS.
- 21.52.2 Duncan Barratt, Director of HR, updated members on:
- work led by the Organisational Development team on the people strategy (Being Me, Being Westminster), including more training opportunities for personal growth and development
 - realignment of the professional development review process with the financial and academic year, and with corporate and individual key performance indicators
 - a review of internal coaching networks and how to embed coaching in our culture
 - sustainable workforce planning
 - outcomes from the recent Wellbeing and Engagement Survey
- 21.52.3 In response to a member's query on industrial action, the Director of HR confirmed that locally relationships are quite positive; however, both Unions are expected to run a campaign if the pay award is not agreed at a national level.
- 21.52.4 Chris Hinge, Director of Estates, Planning and Services (EPS), updated members on the built environment development plan and reported on a series of workshops starting in September 2022 to inform design and development of the 10-year estates plan.
- 21.52.5 The Director of EPS also reported on the next phases of education-led timetabling, which allows students opportunities to personalise their timetable and is a radical change in the University's use of buildings and space.
- 21.52.6 Members also received a brief update on the Student Hub, which will be incorporated into the wider built environment and student accommodation.
- 21.52.7 The Director of EPS suggested that the Head of Sustainability is invited to update the Committee on sustainability activities.
- 21.52.7.1 **ACTION Committee Secretary** to add the presentation to the schedule of business and invite the Head of Sustainability to the next meeting.
- 21.52.8 In response to a member's query, the Director of EPS confirmed that a consultancy review report on the type of space in the University estate and how it is used is complete and incorporates timetabling information. Members noted that an expected outcome from the report is improvement in the utilisation of space.

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21.53 CENTRE FOR EMPLOYABILITY AND ENTERPRISE PROJECT UPDATE

- 21.53.1 Linsey Cole, Director of Business Engagement (BE), presented an update on the development of a Centre for Employability and Enterprise at 29 Marylebone Road (29 MR) (Document RES 220623B).
- 21.53.2 Members heard that the project is progressing within budget, noting that construction costs have increased due to inflation and changes to the building; however, costings include an allowance for inflation.
- 21.53.3 The Director of BE reported that to achieve planning permission the back of the building had to be redesigned to enable appropriate vehicle access, and that further resident and local stakeholder engagement has been undertaken; the project has been well received with significant positive responses from residents.
- 21.53.4 Members noted that it is expected the building will open later than originally planned in Spring 2024.
- 21.53.5 Members were informed that the full planning application will be submitted in June 2022, and procurement is the next priority for the project team.
- 21.53.6 Members were informed that the adjacent building is being developed, and the University will work with the owners, particularly around resident engagement.

21.54 [Redacted] (Confidential)

21.55 UNIVERSITY FINANCIAL PERFORMANCE

- 21.55.1 Ian Wilmot, Director of Finance, presented the management accounts for April 2022 (Document RES 220623D), which includes the Quarter 3 forecast.
- 21.55.2 The Director of Finance reported strong financial performance, with recruitment better than expected, particularly on international and PG applications, a surplus of more than 6%, and an increase in expected pension provision.
- 21.55.3 Responding to a query raised at the previous meeting, the Director of Finance confirmed that the increase in other debtors was due to a timing issue and the Period 10 figures will be in line with the previous year.
- 21.55.4 In response to a member's query, the Director of Finance confirmed that other operating income is driven by student halls and commercial lettings. He reported that some commercial lettings are expected this summer, with commercial activity increasing further next financial year.

21.56 UNIVERSITY BUDGET 2022/23

- 21.56.1 The Director of Finance presented the proposed University budget for 2022/23 (Document RES 220623E).
- 21.56.2 The Director informed members that tuition fees making up about 82% of income and that applications are strong, particularly in the Westminster Business School.
- 21.56.3 The Director informed members of the budget for staff costs and reported that other operating expenses show a 6% savings target, with opportunities for further efficiencies.
- 21.56.4 Members heard that it is a prudent budget, with contingency of £5m, and generating approximately £28m cash to support a capital expenditure budget of £19.5m for estates projects and just under £8m for IT projects.

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- 21.56.5 In response to a member's query, the Director of Finance reported that rising inflation levels are a significant risk in planned capital investment activity and also put pressure on other operating expenses.
- 21.56.6 The Director informed members that departments are reviewing their now and are confident they can deliver activities within their allocated budgets.
- 21.56.7 The Director of Finance reported on areas where potentially savings could be made in the event of economic difficulties.
- 21.56.8 **AGREED** Members recommend the University budget for 2022/23 to the Court of Governors.

21.57 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

- 21.57.1 **AGREED** Members confirmed the minutes of the meeting held on 28 April 2022 (Document RES 220623F) are an accurate record.
- 21.57.2 Members noted an update on actions and matters arising from previous meetings (Document RES 220623G).
- 21.57.3 **Pensions options (Actions 20.51.4.1 and 20.21.11.1)** The Director of Finance informed members that the University had received the pre-year end briefing note from the LPFA¹ and as it includes a quite significant reduction in liability, the University expects to report a reduction in the LPFA contribution this year.
- 21.57.3.1 **ACTION Committee Secretary** to close the action; the Director of Finance will report to the Committee on strategic matters relating to pensions annually.

21.58 ANY OTHER BUSINESS

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

21.59 DATES OF FUTURE MEETINGS

Thursday 15 September 2022 at 4.00pm
Thursday 8 November 2022 at 5.30pm*
*Thursday 9 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

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

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

¹ London Pension Fund Authority