

APPROVED

**MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON THURSDAY 29 APRIL 2021
VIA MICROSOFT TEAMS**

PRESENT:	G Morley (Chair) J Bairamian Dr P Bonfield D Hoyle	T Lovell P Wales S Wylie (Deputy Chair)
IN ATTENDANCE:	O Adetona (Observer and Minute 20.37) D Barratt B Berakhy (Minute 20.36) J Cappock (Company Secretary) C Hinge	E McMillan (Clerk to the Court) P Murphy (Minutes 20.33 and 20.34) A Norris (Minute 20.36) M X Wang (Observer) R Poole
APOLOGIES:	The Venerable Canon D Stanton	I Wilmot

20.33 ANNOUNCEMENTS

- 20.33.1 The Chair welcomed members and attendees to the meeting.
- 20.33.2 The Chair welcomed Mei Xin Wang (independent governor), Oyin Adetona (Head of Financial Planning and Analysis) and Philip Murphy (member of the Estate Advisory Group and former independent governor) as observers and presenters.
- 20.33.3 Members noted apologies for the meeting as above.
- 20.33.4 No interests were declared.
- 20.33.5 The Chair informed members there would be discussion of the Deviation from Financial Regulations (Minute 20.40), as this was included as a starred item in error.
- 20.33.6 The Chair informed members there would be discussion of Policy Proposals (Minute 20.41) and the UWSU financial statements and strategic plan (Minute 20.42) as members had not confirmed their approval of the relevant recommendations in advance of the meeting.
- 20.33.7 The Chair confirmed that there were no requests to discuss business other than that on the agenda.

20.34 ONE PUBLIC ESTATE DEVELOPMENT PROJECT UPDATE

- 20.34.1 Chris Hinge, Director of Estates, Planning and Services (EPS), and Philip Murphy, a member of the Estate and Digital Advisory Group, presented a report on the One Public Estate project for developments at the Harrow site (Document RES 210429A).
- 20.34.2 Philip Murphy briefed members on the background to the project and introduced the proposed scheme.

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20.34.2.1 **ACTION Clerk to the Court** to circulate the presentation to members after the meeting.

20.34.3 Members and attendees discussed queries on the proposed scheme relating to:

- environmental considerations in planning for the new road system
- what financial information and metrics relating to the project will be available to the Committee
- the level of capital investment required for the building elements of the project and potential sources of funding

20.34.4 On behalf of the University, the Vice-Chancellor thanked Philip Murphy for all his work to progress the project.

20.35 SAFETY, HEALTH AND WELLBEING UPDATE

20.35.1 John Cappock - University Secretary and Chief Operating Officer (USCOO) and Chair of the Being Safe Feeling Safe (BSFS) Group and the Safety, Health and Wellbeing Committee - briefed members on the work of the BSFS Group since the last meeting.

20.35.2 The USCOO informed members about capacity on-site, compliance with COVID arrangements, the number of student residents and the introduction of a third testing facility at 115 New Cavendish Street. Members heard it is likely that testing facilities are likely to transition to vaccination sites in the new academic year.

20.35.3 The USCOO also briefed members on timetabling, planning for international students (some of whom may be required to quarantine on arrival), and measures in place around female students' safety.

20.35.4 The Vice-Chancellor briefed members on his work with London Higher and Universities UK on guidance for safe return onsite and noted that these groups had also discussed the issue of visas and students arriving from red list countries.

20.35.5 Governors were invited to contact the Clerk to the Court if they wanted to take part in the University's Green Dot active bystander training.

20.36 EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN – PROGRESS UPDATE

20.36.1 Andy Norris, Head of Culture and Inclusion, and Berekheth Berakhy, Inclusion, Diversity and Equality (IDE) Officer, presented the Equality, Diversity and Inclusion (EDI) action plan progress update (Document RES 210429B).

20.36.2 The Head of Culture and Inclusion reported on completed actions for 2020 included the establishment of an EDI Committee and the recruitment of the IDE Officer and that priority actions for 2021 are monitoring of the University's 15 Black Lives Matter/EDI commitments, development of the EDI Strategy and submission to the Times Higher Education Sustainable Development Goals impact rankings.

20.36.3 He informed the Committee that this work may result in resource implications and the Clerk to the Court confirmed resourcing at that level will be addressed through the University's usual budget planning process.

20.36.4 In response to a member's query, the Head of Culture and Inclusion gave career development and progression, and recruitment as examples of topics the EDI Committee is working on.

20.37 STRATEGIC PERFORMANCE REPORTS

Management accounts report

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- 20.37.1 Oyin Adetona, Head of Financial Planning and Analysis (FPA), presented the management accounts report for February 2021 (Document RES 210429C).
- 20.37.2 The Head of FPA reported that financial performance is in line with forecast and continues to improve due to better than anticipated January enrolments and less students withdrawing.
- 20.37.3 She reported that there were no matters of concern to bring to the Committee's attention and that the University remains covenant compliant.
- 20.37.4 She highlighted that the increase in self-funded debts is due to the increase in January enrolments and confirmed the University is not experiencing any issues in collecting debts.
- 20.37.5 Members welcomed the clarity and strategic focus of the Head of FPA's report and had no questions.

Digital environment

- 20.37.6 Russell Poole, Director of Information Systems and Support (ISS), presented a report on strategic matters relating to the Digital Strategy (Document RES 210429D).
- 20.37.7 The Director of ISS informed members that the University continues to address the challenges of teaching, learning and working online and briefed members on key projects and activities to develop the digital environment.
- 20.37.8 In response to a query from a member, the Director gave an overview of planned investment over the next five years and reported there is a 10-year capital plan for infrastructure and refresh.

People, culture and inclusion

- 20.37.9 Duncan Barratt, Director of Human Resources and Safety, Health and Wellbeing (HR and SHW), presented a report on strategic matters relating to the People Strategy (Document RES 210429E).
- 20.37.10 The Director of HR and SHW informed members that the Human Resources team had been shortlisted for a national award on their work around cultural change and EDI matters.
- 20.37.11 The Director reported that there has been a significant improvement on completion of professional development reviews.

Physical environment

- 20.37.12 The Director of EPS presented a report on strategic matters relating to the Physical Environment and the Estates roadmap (Document RES 210429F).
- 20.37.13 The Director of EPS informed members that the University Executive Board meeting on 11 May 2021 will focus on the estate development plan as part of the mid-term Strategy review and provided an update on the 29 Marylebone Road project.
- 20.37.14 The Director of EPS presented post-occupation reports for Laboratories at 115 New Cavendish Street, Fashion spaces at Harrow, and Harrow Halls Phases 1 and 2 (Document RES 210429G).
- 20.37.15 The Director informed members that the post-occupation reports were in response to an internal audit recommendation and will be produced 12 to 18 months after completion, to allow time to gather user feedback.
- 20.37.16 The Clerk to the Court reminded members of the requirement in the Financial Regulations that post-evaluation reports for major projects should be submitted to the University Executive Board (UEB) and Resources Committee within three months of the project completion date and should

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outline the achievements of the project/s against the key performance indicators set out in the business case.

- 20.37.17 Members discussed the different purposes and requirements of post-occupation and postevaluation reports and a member encouraged the Director of EPS to consider Building Research Establishment Environmental Assessment Method criteria in terms of sustainability and performance in addition to financial performance.
- 20.37.18 The USCOO suggested that the Estate and Digital Advisory Group is a more suitable forum for discussion of post-occupation reports and the format for post-evaluation reports will be refined before submission to Resources Committee.
- 20.37.19 The Committee confirmed that they expect to receive post-evaluation reports only for those major projects that exceed the level for approval by UEB (£1 million).

20.38 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

- 20.38.1 **AGREED** Members confirmed the minutes of the meeting held on 18 February 2021 (Document RES 210429H) are an accurate record.
- 20.38.2 Members noted an update on actions and matters arising from previous meetings (Document RES 210429I).
- 20.38.3 **Pensions options (Action 20.21.11.1):** The USCOO informed members that UEB discussed the pensions options timeline on 13 April 2021 and that the Committee will discuss the timeline when further feedback has been received from the University's consultants on the matter.

20.39 COMMITTEE MEMBERSHIP

- 20.39.1 The Clerk to the Court informed members that independent governor Mei Xin Wang has been appointed as Chair of Resources Committee from 11 July 2021 and that independent (nongovernor) committee member Kate McLeod resigned from the Committee at the end of her first term of office due to other commitments.
- 20.39.2 The Clerk to the Court invited members to identify any gaps in skills, knowledge or expertise that may be addressed by recruitment of one or more replacement independent (non-governor) committee members.
- 20.39.3 **AGREED** The Committee considered it would be helpful to have an expert in digital matters on the Committee and that the individual could also join the Estate and Digital Advisory Group.
- 20.39.3.1 **ACTION Clerk to the Court** to inform the Governance and Nominations Committee of the Committee's request to fill a skills gap in the membership.

20.40 DEVIATION FROM FINANCIAL REGULATIONS

- 20.40.1 The Clerk to the Court reported that the Committee Chair had authorised an exception to the requirement in the Financial Regulations for three written competitive quotations for legal advice relating to a Working Group of the Court and gave the reasons for the exception.

20.41 POLICY PROPOSALS

- 20.41.1 **AGREED** Members recommend to the Court approval of the revised Disciplinary Policy and Procedure (Staff) (Document RES 210427J).
- 20.41.2 **AGREED** Members recommend to the Court approval of the revised Grievance Policy and Procedure (Staff) (Document RES 210427J).

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20.42 UWSU FINANCIAL STATEMENTS AND STRATEGIC PLAN

20.42.1 Members received the UWSU financial statements for 2019/20 (Document RES 210429L).

20.42.2 Members received the block grant bid/strategic plan 2020-23 (Document RES 210429M).

20.42.3 **APPROVED** Members supported the proposed write-off of a **[REDACTED]** debt from UWSU to the University.

20.43 STUDENT ACCOMMODATION FEES 2021/22

20.43.1 Members noted the Student Accommodation Fees for 2021/22 (Document RES 210429K) as approved by UEB.

20.44 ANY OTHER BUSINESS

20.44.1 Members did not raise any other items of business.

20.45 DATES OF FUTURE MEETINGS

2020/21

Thursday 24 June 2021 at 4.00pm

The meeting is expected to take place via Microsoft Teams

2021/22

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