

**UNIVERSITY OF  
FORWARD  
THINKING  
WESTMINSTER**

**APPROVED** Minutes of the meeting of the University Executive Board held on Tuesday 20 June 2017, Room C1.05, New Cavendish Street.

**PRESENT:**

Professor G Megson	Professor M Kirkup
Mrs K Hayes	Professor G Petts (Chair)
Professor K Mey	Professor R Dannreuther (16.246-16.254)
Professor A Hughes (16.250 -16.257)	

<b>IN ATTENDANCE:</b>	Professor S Brookhouse	Mr N Kapoutzis (16.251)
Ms A Powell (Secretary)	Ms F Hudson (16.248)	Mr I Wilmot (16.249-16.250)
Ms L Gordon (16.248)		Dr C Murray (16.249-16.250)
		Mr D Diviny (16.248)

<b>APOLOGIES:</b>	Professor A Bligh	Ms S Enright
	Professor D Dernie	Professor A Linn

**16.246 ANNOUNCEMENTS**

16.246.1 **Welcome:** All were welcomed to the meeting of the University Executive Board.

16.246.2 **Apologies:** Apologies are detailed above.

**16.247 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING**

16.247.1 **AGREED** members confirmed the draft minutes of the meeting held on 06 June 2017 (Document A) as an accurate record, subject to typographical corrections.

16.247.1.1 **ACTION** UEB Secretary to finalise the minutes for publication and circulation to members.

16.247.2 **MATTERS ARISING** Members received and noted the summary of actions and matters arising from previous meetings (Document B).

16.247.2.1 **ACTION** Members to update UEB Secretary with matters arising.

**16.248 Strategic Discussion**

16.248.1 Presented by representatives of Nous. Members considered a revised strategy and academic model (documents C and Ci) and a broad discussion took place which covered:

16.248.2 Results of the staff consultation on university strategy. Some members were concerned that revisions to the vision and mission statements following consultation

would take the University back to the previous 20:20 strategy. The Board discussed the need to achieve a change in culture across the organisation. Members discussed and agreed revisions to the vision and mission statement (vision statement 1 document C). UEB were informed that consultation with students would take place the week commencing 26 June 2017.

- 16.248.2.1 **ACTION** Nous to update vision statement 1.
- 16.248.3 Options for the new academic structure. Members discussed the pros and cons for a three-college model, research institutes and the alignment of research groups, with the inclusion of pedagogic research, to schools and a designate institute. A broad discussion on potential contractual arrangements for research and teaching and models. Members noted the need to consult with stakeholder groups if some of the options were to be taken forward. UEB consideration of the options presented also needed to include data to inform the financial viability of models.
- 16.248.4 **AGREED IN PRINCIPLE** Pathways college options. Members discussed the potential development of virtual foundation colleges and the best structures commercially to achieve this. UEB agreed the pathway colleges in principle, noting that the propositions required further work before UEB could take a decision.
- 16.248.4.1 **ACTION** Deputy Vice Chancellor, Student Engagement to prepare an academic and business proposal articulating possible pathway models outlining the advantages and disadvantages of each option and the costs associate with each option.
- 16.248.5 The proposed directorships for a college structure. Members were cautious about the potential proliferation of senior management roles. The advantages and disadvantages of a smaller college directorship were discussed. Members discussed the potential duplication of work in the area of research, and the potential alignment of enterprise with external engagement.
- 16.248.6 Further consultation: UEB is asked to complete the online survey this week.
- 16.248.6.1 **ACTION** UEB to complete the online survey before 26 June 2017.
- 16.249 Management Information Pack - May 2017 (Q3)**
- 16.249.1 Presented by Director Corporate Planning and Performance. Members received and considered management information reporting on current university performance (Document D).
- 16.249.2 Members noted the performance highlighted in the paper and discussed the Early Release Scheme and forecast levels of bad debt.
- 16.250 Draft University Budget 2017/18**
- 16.250.1 Presented by the Associate Director Financial Planning and Analysis. Members received and noted an update on the budget position for FY17/18 (Document E). The draft budget had been prepared in light of this year's financial performance and plans from phase three of the integrated planning process.
- 16.250.2 Members were informed of the expected deficit before exceptional items. Revisions to the budget would take place once the scale of the Early Release Scheme had been confirmed. Members discussed the arrangements to achieve cost savings for 2017-18

and 2018-19. Members reflected on the need to consider affordable plans for capital expenditure for the estate and IT.

### **16.251 Staff Engagement Survey 2017 Outcomes Report**

16.251.1 Presented by the Head of Leadership and Organizational Development. Members received and considered the outcomes of the annual Staff Engagement Survey 2017 (document F).

16.251.2 Members noted that staff are beginning to show signs of disengagement, and the data reported is similar to data presented in 2010 when the university last experienced a period of change. Members considered the risk associated with disengagement and discussed the proposed actions to be taken.

16.251.3 **AGREED** Members agreed to produce a communication plan and which increases the visibility of UEB to staff and addresses the questions presented on page 7 of document F.

16.251.3.1 **ACTION** Head of Leadership and Organizational Development and Director Communications, Recruitment and External Affairs to produce a communication plan which increases the visibility of UEB to staff and addresses the questions presented on page 7 of document F.

### **16.252 Capital and Major Projects Update**

16.252.1 Presented by the Provost. Members received an update on capital and major projects. (Document G). Members discussed:

16.252.2 Central London development plan, noting that the university has a modeling package, which uses current footprint, which can be used to facilitate plans and decisions once a final University strategy is agreed. Members discussed the possibility to decouple potential sale parts of the estate from a larger masterplan, with the intention to speed up the process. Members noted that the Vice Chancellor is meeting with Westminster City Council and will update the Board post meeting.

16.252.3 **AGREED** 29 Marylebone Road: UEB confirmed that the space is intended to be a flexible and usable space with dual use and expressed a need to complete the work. A paper reflecting this intention, and the costs associated with (including the costs of not using the space) should be presented to the Finance and Property Committee.

16.252.3.1 **ACTION** Associate Director, Estates Planning and Services to prepare an update paper for 29 Marylebone Road for presentation to the Finance and Property Committee.

16.252.4 Item 3.1 (document G) – The Board confirmed that there were no plans for the partner to fund the development. Members discussed and agreed to delay the development until final contracts had been agreed. The aim is to plan for a student intake in September 2018. Works should be planned to meet this timeframe.

16.252.4.1 **ACTION** Provost to inform Estates Planning and Services of the revised time scales for item 3.1 in document G

16.252.4.2 **AGREED AND ACTION** Item 6.1 101 Office Space: members agreed, given the situation outlined in the paper to continue to house staff at 101 and to scope work to relocate staff from the basement of 120. Provost to inform Estates Planning and Services.

### **16.253 Integrated Planning Process, phase 3 (UPG3) Outcomes**

16.253.1 Presented by the Provost. Members received and considered a summary of the key outcomes of the third and final round of annual integrated planning process (UPG3) (Document H).

16.253.2 **AGREED** The Board discussed the questions raised in the document and agreed:

- To maintain the University position on entry tariffs, declining the option to reduce them;
- The UPG 3 thumbnails remain relevant for academic session 2017/18 and may require review when a new university strategy is agreed.
- To continue monitoring the forecasts to inform 2018/19 planning cycle. The Board requested the Change Group submits plans for the required savings. The proposals should be developed by the Change Group in consultation with the Transformation Group.

16.253.2.1 **ACTION** the Change Group submits plans for the required savings. The proposals should be developed by the Change Group in consultation with the Transformation Group.

## 16.254 **Recruitment Update**

16.254.1 Presented by the Director Communications, Recruitment and External Affairs. Members received a verbal update on student recruitment. Members noted a reported shortfall in student numbers within one faculty. Members discussed the opportunity and risks associated with attracting student through clearing. Members discussed the expected behaviours and strategies of its competitors. Members revisited a recommendation to increase capacity within one faculty and confirmed that the faculty needed time to improve the quality of its provision, before increasing capacity. It was confirmed that a degree of uncertainty is reflected in the University's budget.

16.254.2 **AGREED** Members discussed possible strategies to secure and convert applicants. The Board requested that a one page proposal outlining the options and the impact of the options is presented to UEB on 18 July and presented to Court on 19 July 2017.

16.254.3 **ACTION** Director Communications, Recruitment and External Affairs to prepare a one page proposal outlining the recruitment options and the impact of the options is presented to UEB on 18 July and presented to Court on 19 July 2017.

## 16.255 **ANY OTHER BUSINESS**

UEB confirmed that the University does not intend to invest in the Wembley Park arrangements, planned in collaboration with Westminster City Council.

## 16.256 **ITEMS FOR INFORMATION ONLY**

### **FACULTY EXECUTIVE GROUP MINUTES\***

16.256.3 Members received and noted for information the minutes of the Faculty Executive Group meetings for Westminster School of Media, Arts and Design held on 07 June 2017.

### **Estates Strategy 2016-2020 Update \***

16.256.4 Members reviewed and noted an update on the estates strategy 2016-2017 (Document J).

### **Space Utilisation Annual Report \***

16.256.5 Members reviewed and noted the annual report (Document K).

**Travel Expenses Policy \***

16.256.6 Members reviewed and noted the revised travel expenses policy (Document L).

**16.257**

**DATES OF FUTURE MEETINGS**

08	June	2017	One day event
13	June	2017	One day event
20	June	2017	10.30
04	July	2017	10.30
18	July	2017	10.30
15	August	2017	10.30