

**APPROVED**

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 23 OCTOBER 2018 IN ROOM RS109, REGENT STREET.**

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PRESENT:	Professor R Dannreuther (Deputy Chair) Mr J Cappock Professor M Kirkup	Professor A Linn Professor J Stockdale
IN ATTENDANCE:	Mrs J Lamarque (Secretary) Ms S Tuttlebury (Minute 18.23)	Ms A Bush, Oxentia (Minute 18.23) Ms P Wales (Observer)
APOLOGIES:	Dr P Bonfield (Chair)	Professor A Hughes (Deputy Chair)

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**Secretary's note:** This meeting of the University Executive Board was preceded by a presentation on the Green Dot initiative.

**18.21 ANNOUNCEMENTS**

- 18.21.1 **Welcome:** Professor Roland Dannreuther chaired the meeting in the absence of the Chair, Dr Peter Bonfield. The Chair welcomed all members and attendees to the meeting, in particular Ms Philomine Wales who was observing the meeting as part of her induction as a governor.
- 18.21.2 **Apologies:** The apologies were noted as above.
- 18.21.3 **Requests to discuss starred items:** There were no requests to discuss starred items.
- 18.21.4 **Chair's business**
- 18.21.5 The University Secretary and Chief Operating Officer (USCOO) informed members that confirmation of registration with the Office for Students was received on 22 October 2018.

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

- 18.22.1 The minutes of the UEB meeting held on 9 October 2018 (Document UEB 181023A) were agreed as an accurate record.
- 18.22.2 Members reviewed a summary of the actions from the previous meeting (Document UEB 181023B) and confirmed those that were now complete.
- 18.22.3 **Chair's business (Action 18.14.15.10)** Members noted that the Committee Secretary has confirmed that the Committee membership had been updated.

**18.23 COMMERCIALISATION AND DEVELOPMENT PROPOSALS**

- 18.23.1 Members received and considered a report and presentation on formation of spin-out companies (Document UEB 181023C), presented by the Corporate Partnerships Manager, External Relations and the Managing Consultant from Oxentia Ltd.
- 18.23.2 The report and presentation covered:
- the reasons for forming spin out companies and the process of formation;
  - processes to protect intellectual property (IP);

- proposed updates to the IP policy and the process for policy approval;
- the requirement to report into the higher education - business and community interaction (HE-BCI) survey; and
- the key elements to successful exploitation of IP and an overview of the current position.

18.23.3 **AGREED** Establish an Equity Committee as a sub-committee of the University Planning Committee and led by the Pro Vice-Chancellor (PVC) for Marketing and Enterprise. Members supported the proposed membership and it was suggested that the Research Director of the relevant college could be added.

18.23.3.1 **ACTION USCOO** to discuss the governance of the Committee with the Clerk to the Governors.

18.23.4 **AGREED** Members supported the proposal that formation of spin out companies follows a predetermined process; however considered that a more granular end-to-end process is required.

18.23.4.1 **ACTION PVC for Research** to inform staff to contact the Corporate Partnerships team for assistance or information on this subject.

18.23.5 Members noted that governance and the IP policy are important to achieve compliance and that the University has missed opportunities to exploit IP in the past.

## 18.24 **Personal and professional development review (PPDR)**

18.24.1 Members received and considered an update report on development of a new PPDR process (Document UEB 181023D), presented by the PVC for People and Culture.

18.24.2 Members reflected on the current PPDR process and practice in the corporate sector and the PVC presented detailed recommendations for a new scheme that considers individual competencies, needs and performance within the context of team working.

18.24.3 Members discussed reward and recognition, and the perception amongst staff that the current PPDR process does not lead to any tangible outcomes, and that excellence is not recognised or rewarded. Members noted that the success of the proposed scheme will depend on greater engagement of staff and noted that the University of Westminster Staff Awards recognise both individual and team achievements.

18.24.4 The PVC explained how the PPDR will be implemented, noting that it will not be based on an electronic system, which has been problematic in the past. Members discussed potential challenges and barriers to successful implementation and offered suggestions for solutions.

18.24.5 Members considered that the new system must provide a clear process for recording and addressing poor performance.

18.24.6 Members also commented that the process needs to provide for the different development needs of academics and Professional Services staff.

18.24.7 Members discussed the complexities of the staffing structure, for example that some individuals are members of more than one team and whether Part Time Visiting Lecturers are to be included. Members also discussed suitable tools (e.g. Myers Briggs) that might be useful.

18.24.8 **AGREED** The PPDR process for 2018-19 would be the same as 2017-18 - a paper-based exercise. The new process is expected to be ready for late Spring 2019.

18.24.9 **AGREED** UEB will pilot the proposed new team-based process.

- 18.24.10 Members agreed with the general direction of the proposed approach, including proposals for informal team meetings on Wednesday afternoons and the wellbeing activity for staff. It was suggested that the Assistant Heads of School could be trained to be the group leads.
- 18.24.11 **AGREED** The trial model should introduce behavioural frameworks, and an 'off the shelf' competency behavioural model can be used.
- 18.24.12 A member suggested that the proposal could be discussed with Academic Council as part of the consultation process.

## **18.25 SAFETY, HEALTH AND WELLBEING ANNUAL REPORT 2017-18**

- 18.25.1 Members received and reviewed the Safety, Health and Wellbeing (SHW) Annual Report 2017-18 (Document UEB 181023E), presented by the outgoing Chair of the SHW Committee.
- 18.25.2 Members were informed that there are improvements to the safety record, but noted that this does not necessarily reflect an improvement in health and safety. Members noted difficulties in obtaining sickness absence statistics due to temporary reductions in HR capacity.
- 18.25.3 Members noted a concern about the impact of the transformation process, for example on staff coming forward to act as fire marshals and first aiders. Members were informed that there will be a staff engagement survey carried out in Spring 2019; however, a move to a new provider will not allow direct comparisons to previous surveys.
- 18.25.4 Members were informed there has been incremental improvement in all safety management requirements, auditing, and inspections. The Health and Safety Executive (HSE) has given clearance on the ongoing legionella problems and are happy with the way that it is being managed. There have been no incidents that required reporting to the HSE.
- 18.25.5 Members noted that all staff are required to do a Display Screen Equipment self-assessment; however, there has been a poor take up. Members noted the resource implications should significant support and equipment be required.
- 18.25.6 Members noted that the priorities for 2018-19 included supporting colleagues and students following the transformation process, and the establishment of a UUK working party looking at mental health. Members noted a concern that the SHW team may not be receiving as much data as previously, and as a result there is a compliance risk.
- 18.25.7 The outgoing Chair of the SHW Committee commended the SHW team for their achievements and thanked the Head of Safety, Health and Wellbeing for the report.
- 18.25.8 Members requested further information, in particular more detailed information for the fire alarm incidents at the Harrow site.
- 18.25.9 Members noted that the Court of Governors received a health and safety briefing session last year where governors were asked to report their top three concerns to the Clerk; however, UEB are not aware of the outcome of that exercise.
- 18.25.9.1 **ACTION Outgoing Chair of the SHW Committee** to request a copy of the summary of the Court's top three concerns from the Clerk to the Court of Governors

## **18.26 NATIONAL STUDENT SURVEY (NSS) TASK FORCE UPDATE**

- 18.26.1 The Deputy Vice-Chancellor (DVC) (Education) updated members on the NSS action plan for 2019, providing confirmation of the following actions taken:
- Line managers have set key performance objectives and key performance targets for all staff in relation to teaching excellence as benchmarked by the NSS.
  - PPDR templates have been developed for next year.

- The Interim Director of Marketing and the Associate Head of College (Education and Students) for Liberal Arts and Sciences are working together to ensure better communication about the importance of the NSS survey and encouragement for students to use the survey as an opportunity to reflect on the entirety of their studies.
- Associate Heads of College (Education and Students) and Students' Union (UWSU) staff are managing election and training for Course Representatives.
- UWSU are developing a simple form to review, monitor and audit the new academic representation arrangements.
- The USCOO is considering a proposal for three Academic Tutor/Teaching Fellow posts to support large courses from 1 January to 31 December 2019.
- The University's LGBT network has been re-established and the BME Network have been meeting with the Vice-Chancellor.
- The DVC (Education) will present a paper to UEB in January or February 2019 on integration of the promotion process for lecturers, senior lecturers and principal lecturers with the Reader and Professor process.

18.26.2 Members considered that career progression pathways (research and teaching; teaching and scholarship) need to be better communicated rather than new policies put in place. Members discussed the application form for Professorship and support for mentoring schemes for colleagues considering making applications for Professorship. Members considered that there should be localised support and information as unsuccessful applications cannot be resubmitted for three years.

18.26.2.1 **ACTION** Head of College for Westminster Business School to raise the matter with the Professors and Readers Awarding Committee.

## 18.27 SICKNESS ABSENCE AND ILL HEALTH POLICY

18.27.1 **AGREED** Members reconfirmed the Sickness Absence and Ill Health policy and procedures for submission to HR Committee on 6 November 2018 (Document UEB 181023F).

## 18.28 VALUE FOR MONEY ANNUAL REPORT AND PLAN

18.28.1 **ENDORSED** Members supported the recommendations in the Value for Money Annual Report and Plan (Document UEB 181023G).

## 18.29 TREASURY MANAGEMENT REPORT, PLAN AND STRATEGY

18.29.1 Members received the Treasury Management Report, Plan and Strategy (Document UEB 181023H).

18.29.2 **AGREED** Members recommend the proposed Treasury Management plan and strategy 2018-19 and the updated Treasury Management Policy 2018-19 for approval by the Finance and Property Committee on 15 November 2018.

## 18.30 DATES OF FUTURE MEETINGS

UEB	6 November 2018
University Planning Committee	13 November 2018
UEB	20 November 2018
UEB	4 December 2018
University Planning Committee	11 December 2018
UEB	18 December 2018
University Planning Committee	8 January 2019
UEB	15 January 2019

UEB	29 January 2019
University Planning Committee	5 February 2019
UEB	12 February 2019
UEB	26 February 2019
University Planning Committee	5 March 2019
UEB Away Day	11 and 12 March 2019 – location to be confirmed
UEB	26 March 2019
University Planning Committee	2 April 2019
UEB	9 April 2019
UEB	7 May 2019
University Planning Committee	14 May 2019
UEB	21 May 2019
UEB	4 June 2019
University Planning Committee	11 June 2019
UEB	18 June 2019
UEB	2 July 2019
University Planning Committee	9 July 2019
UEB Away Day	16 July 2019 – location to be confirmed
UEB	30 July 2019
University Planning Committee	6 August 2019
UEB	13 August 2019

### 18.31 ANY OTHER BUSINESS

18.31.1 The Chair asked for presenters of papers to be reminded that they should not bring additional slides or handouts as members will have read the paper submitted.

18.31.1.1 **ACTION UEB Secretary** to remind presenters when sending out the call for papers.

18.31.2 Members received feedback from independent governor Ms Phil Wales who was observing the meeting. All members agreed that the presentation on the Green Dot initiative was very interesting and is a great resource to have. Ms Wales commented that the crossover between Professional Services and academic leaders in UEB was interesting.

18.31.2.1 **ACTION USCOO and Vice-Chancellor** to consider whether to re-establish what was previously the Senior Executive Group and to be renamed the Professional Services and Academic Group.