

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 6 NOVEMBER 2018 IN ROOM RS109, REGENT STREET.

PRESENT:	Dr P Bonfield (Chair) Mr J Cappock Professor R Dannreuther (Deputy Chair)	Professor A Hughes (Deputy Chair) Professor M Kirkup Professor J Stockdale
IN ATTENDANCE:	Mr C Hinge (minute 18.36) Mrs J Lamarque (Secretary)	Mr I Wilmot (minute 18.35) Mr J Woolston (minute 18.34)
APOLOGIES:	Professor A Linn	

18.32 ANNOUNCEMENTS

18.32.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.

18.32.2 **Apologies:** The apologies were noted as above.

18.32.3 **Requests to discuss starred items:** There were no requests to discuss starred items. However, the Chair reported that he will use the Equality, Diversity and Inclusion report (Document UEB 181106C) to monitor how the University is performing, and will report back to UEB in due course.

18.32.3.1 **ACTION Chair** to inform the UEB Secretary at which UEB meeting this will be discussed.

18.32.4 **Chair's business**

18.32.5 The Chair informed members that he would like the Deputy Vice-Chancellors and the Pro Vice-Chancellors (PVC) and Heads of Colleges to keep a log of the items they are dealing with, to ensure they are primarily working on their key responsibilities. The Chair suggested that a review of UEB activity takes place every three months as a standing agenda item.

18.32.5.1 **ACTION UEB Secretary** to add the three-monthly UEB activity review to the schedule of business.

18.32.6 Members were informed of changes to the membership of the Court of Governors. Members noted that Mr Stephen Hart stepped down as Chair to the Court and Mrs Di Yeo has been appointed as the Interim Chair of Court. Members discussed areas where there may be gaps in expertise following governor retirements and the process for appointing new governors.

18.32.7 The Chair updated members on the roll-out of Being Westminster: Our Strategy 2018-23. He informed members that feedback on the strategy is very good, staff support it, and there is a general willingness to make it work. The Head of Communications has captured all of the feedback and this will be shared with UEB.

18.32.7.1 **ACTION UEB Secretary** to request a strategy feedback report from the Head of Communications for a future meeting.

18.32.8 Members discussed the University website and the need to have a set of templates for the University strategy, to be mirrored for the colleges and schools. Members also discussed

distributed content management. Members noted that this element of the web project has not yet taken place.

18.32.8.1 ACTION University Secretary and Chief Operating Officer (USCOO) to delegate implementation of strategies and distributed content management, and update members on the web projects at the next meeting.

18.32.9 Members were informed that recruitment for the Director of Marketing and Communications will start shortly.

18.33 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

18.33.1 The minutes of the UEB meeting held on 23 October 2018 (Document UEB 181106A) were agreed as an accurate record, subject to changes to minutes 18.25.5 and 18.25.8.

18.33.2 Members reviewed a summary of the actions from the previous meeting (Document UEB 181106B) and confirmed those that were now complete.

18.33.3 **Commercialisation and development proposals (Action 18.23.3.1):** The USCOO informed members that the Equity Committee terms of reference have been drafted and discussed with the Clerk to the Court.

18.33.4 **Safety, Health and Wellbeing (SHW) Annual Report (Action 18.25.9.1):** The outgoing Chair of the SHW Committee has requested the information from the Clerk to the Court and will update members at the next meeting.

18.33.5 **National Student Survey (NSS) task force update (Action 18.26.2.1):** The PVC and Head of College for Westminster Business School has received information from the Professors and Readers Awarding Committee that needs further clarification. He will update members at the next meeting.

18.33.6 **Degree Apprenticeships (Action 18.17.8.1):** The Vice-Chancellor informed members that the process for degree apprenticeships is proceeding well, and is supported by an industry group.

18.33.7 **UEB training and development (Action 18.20.4.1):** The Vice-Chancellor informed members that this is now being arranged by the Director of HR and Organisational Development (HROD) and the Clerk to the Court. The PVC and Head of College for Design, Creative and Digital Industries (DCDI) has recent experience of a team building exercise (a simplified Myers-Briggs) and will share the information with the Director HROD and the Clerk to the Court.

18.34 KEY PERFORMANCE OBJECTIVES (KPO) LEAD INDICATORS REPORT

18.34.1 The Director of Strategy, Planning and Performance (SPP) presented the KPO lead indicators report (tabled Document UEB 181106M).

18.34.2 The Director informed members that the report presents data on a monthly basis to monitor influence our annual KPO performance, breaking indicators down to give a monthly snapshot and making it as simple as possible to give an overview of how we are doing.

18.34.3 Members gave initial feedback, suggesting inclusion of Overseas and Recruitment and that explanatory notes would be helpful.

18.34.4 In response to a member's query on the relevance of figures for Part-Time Visiting Lecturers (PTVLs), the Director reported that last year's recruitment numbers are provided in brackets.

18.34.5 Members agreed that the report is a useful tool, user friendly, and includes good data that needs to be acted on. Members considered the balance of positive and negative data to be helpful.

18.34.5.1 ACTION UEB members to send more detailed feedback directly to the Director of SPP.

18.34.6 The Director informed members that the Qlikview usage statistics are very low despite academic staff receiving training to use the dashboard.

18.35 DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS TO 31 JULY 2018 (INCLUDING FINANCIAL COMMENTARY AND LETTER OF REPRESENTATION TO EXTERNAL AUDITORS AND MANAGEMENT STATEMENT OF ASSURANCE)

18.35.1 Members received and reviewed the Draft annual report and financial statements to 31 July 2018 (Document UEB 181106C), which includes the Financial commentary (Document UEB 181106Ci) and the Letter of representation to the External Auditors and management statement of assurance (Document UEB 181106Cii), presented by the Director of Finance.

18.35.2 Members were informed that the audit process is nearly complete, and there will be nothing to report on. The pension scheme has improved quite considerably with the benefit of the unrealised pension, and the University has achieved a good outcome against budget. Members heard that the University has a strengthened balance sheet, with an improved liquidity ratio. Members discussed pension liability and the revolving credit facility.

18.35.3 Members agreed that the narrative at the front of the report is good and provides a current, positive, and coherent message, which refers to all the challenges the University has experienced.

18.35.4 Members were informed that specific items had been added to the Letter of Representation, which will be submitted to the Court of Governors who are required to sign it off. The Annual Assurance statement is standard.

18.35.5 The Director of Finance informed members that he is working with the design team to produce the annual report for publication.

18.35.6 Members commended the Director of Finance and his team for their excellent work.

18.36 ESTATE STRATEGY

18.36.1 Members received and reviewed an update on development of the Estate Strategy (Document UEB 181106D), presented by the Director of Estates, Planning and Services (EPS).

18.36.2 The Director informed members that the next step is to hold meetings with the Heads of Colleges for a full level of consultation. The Estate strategy will be linked to the refreshed University strategy and the development of College strategies and there will be another round of consultation in December.

18.36.3 The USCOO commended the Director of EPS for his work; however commented that the paper contained too much detail for the Finance and Property Committee and should be condensed.

18.36.4 Members discussed whether to run workshops with UEB members, governors and Professional Services directors to discuss where there is potential for growth and in which areas the University may reduce activity.

18.36.5 Members discussed international students and student residences and heard that the Student residential strategy will be submitted to UEB on 20 November 2018.

18.36.6 Members discussed the growth potential for various courses if teaching space was expanded and maximised through timetabling. Members also discussed timetable clashes and overbooking and heard that this subject is being looked at separately.

18.36.7 Members agreed that the consultant work has been helpful; however, the strategy needs revisions to reflect the Westminster ethos. Members agreed further consultation is necessary to improve the clarity of what our future University estate needs to be.

18.36.8 Members discussed the various assets and noted that the outcomes of the ongoing student residential review will inform decision making.

18.37 NSS TASK FORCE UPDATE

18.37.1 Members received a verbal update from the Deputy Vice-Chancellor (Education) on NSS task force activities.

18.37.2 Members were informed that a PPDR template is being considered that will include team objectives in relation to NSS, and that review will be focussed on assessment and feedback, rather than teaching. Members noted there will be increased use of the dashboard and greater co-curricular and social activities.

18.37.3 Members discussed the preferred slogan for the upcoming NSS campaign; promotional activities and noted the participation target of 70% for each course. Members commented that the University should mobilise students who are having a really good experience to participate and emphasise that NSS is not just for negative feedback.

18.37.3.1 ACTION DVC (Education) to implement promotional events.

18.37.4 The DVC informed members that there will be NSS champion in the Schools and confirmed the staffing support for the campaign.

18.37.5 Members noted that the Deputy Director HR will present a paper to UEB on a cross-University promotion process.

18.37.6 The DVC reported that there will be a form to collect data from the 660 course representatives' meetings with Course Leaders. Members considered it should be an online form.

18.37.6.1 ACTION DVC (Education) to meet with the Director SPP for assistance on developing the form.

18.37.7 Members discussed how minor estates issues can contribute to lower NSS scores, such as a room where the lights do not work. Members noted that the Student Hub and Campus Service Managers have improved matters.

18.38 TEF4 PARTICIPATION

18.38.1 The DVC (Education) informed members that the University will not participate in TEF 4 and confirmed that the University will participate in TEF 5, which will be at subject level.

18.39 MANAGEMENT ACCOUNTS PACK – SEPTEMBER 2018

18.39.1 Members received and noted the Management Accounts Pack for September 2018 (Document UEB 181106E).

18.40 STRATEGIC RISK REGISTER PERIODIC REVIEW – OCTOBER 2018

18.40.1 Members received and noted the strategic risk register periodic review for October 2018 (Document UEB 181106F).

18.41 FINANCIAL REGULATIONS – REVISED

18.41.1 Members received and noted the revised financial regulations (Document UEB 181106G).

18.42 INTERNAL AUDIT ANNUAL REPORT

18.42.1 Members received and noted the internal audit annual report (Document UEB 181106H).

18.43 EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2017-18

18.43.1 Members received and noted the Equality, Diversity and Inclusion Annual Report 2017-18 (Document UEB 181106I).

18.44 HEALTH AND SAFETY POLICY STATEMENT

18.44.1 Members received and noted the Health and Safety Policy Statement (Document UEB 181106J).

18.45 INTERNAL AUDIT REPORT – IT RISK AND CONTROL (NETWORK CYBER SECURITY)

18.45.1 Members received and noted the IT Risk and Control (Network Cyber Security) report (Document UEB 181106K).

18.46 DATES OF FUTURE MEETINGS

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

18.47 ANY OTHER BUSINESS

18.47.1 The USCOO presented a proposal to extend the delegated authority to suspend and/or dismiss staff to Assistant Heads of School and staff within Professional Services at grade level two (Document UEB 181106L).

- 18.47.2 Members discussed the proposal and considered that whilst there is a case for the extension within Professional Services, due to the line management arrangements discussed, this does not extend to Assistant Heads of School (the equivalent level role for academic staff).
- 18.47.3 **AGREED** Members recommend to the HR Committee and the Court that the delegation of authority is extended to staff within Professional Services at grade level two only, noting the exception of the two Deputy HR Directors due to potential conflicts of interest.
- 18.47.4 The PVC and Head of College for Westminster Business School reported an HR issue in the College relating to the rotation of Associate Head of College roles.