UNIVERSITY OF FORWARD THINKING WESTMINSTER

**APPROVED**

Minutes of the Meeting of the University Executive Board held on Tuesday 8 November 2016, Room CG35, Marylebone Road.

PRESENT:

Professor A Bligh
Professor R Dannreuther
Professor D Dernie
Ms S Enright
Mrs K Hayes
Professor M Kirkup
Professor A Linn
Professor G Megson
Professor K Mey
Professor G Petts (Chair)
Mr M Webb

IN ATTENDANCE: Mr A Ashbury (items 16.42 and 16.46 to 16.48)
Ms E Rugg (items 16.42 and 16.46)
Mrs E McMillan (Minutes)

APOLOGIES: Professor A Hughes
Ms A Powell (Secretary)

**16.42 ANNOUNCEMENTS**

16.42.1 **Welcome:** all were welcomed to the meeting of the University Executive Board.

16.42.2 **Apologies:** Apologies were received as noted above.

16.42.3 **Items for information:** The Chair confirmed that there were no requests to un-star items provided for information.

**16.43 CHAIR'S BUSINESS**

16.42.1 **Marylebone 900th anniversary:** the Chair informed members that 2017 is the 900th anniversary of the Marylebone area and the 200th anniversary of the St Marylebone Parish Church. The Chair informed members that local citizens are arranging a festival in celebration in which the University would participate.

**16.44 MINUTES**

16.44.1 **Minutes from previous meeting:** UEB **APPROVED** the minutes of the meeting held on 25 October 2016 as an accurate record. Subject to amendments to one of the names of the attendees, 16.30.1 and 16.31.5.

16.44.1.1 **ACTION: UEB Secretary** to make the corrections prior to publication.

**16.45 MATTERS ARISING**

16.45.1 **Internal Audit executive summary** (16.29.5.1): Members will receive the executive summary of internal audit reviews at the next meeting (22 November).

16.45.2 **Statutory training update:** The Director, Finance and Operations provided a verbal update on completion of statutory training modules by Corporate Services department and faculty. Members heard that 19% of staff in faculties and 3% of staff in Corporate Services had not completed all statutory training modules by the revised deadline of 1 November. UEB **AGREED** that staff must complete all statutory training within a two-week deadline or line managers will invoke the disciplinary process.

16.45.2.1 **ACTION: Director, Human Resources Management** to provide a letter template to Deans and Corporate Services Directors.

16.45.2.2 **ACTION: Deans and Corporate Services Directors** to write to all staff within their faculty/department who did not complete the training to inform them that all statutory training must be completed within two weeks of receipt of the letter and of the consequences of non-completion.

16.45.3 UEB **AGREED** that part-time visiting lecturers who can evidence completion of appropriate professional training since 1 April 2015 will be considered to have completed the relevant statutory training module.

**16.46 LONDON LOCATIONS**

16.46.1 Presented by the Director, HE Policy and Director, Estates Planning and Services. Members considered a discussion paper on two development opportunities that the University may consider in order to benefit from its current London locations.

16.46.2 Members discussed the options and noted that the purpose of either development opportunity would be to extend and grow the University's offer (delivering provision that is distinct and different to that offered currently at existing sites), develop the University's profile, and enhance significantly the student experience.

16.46.3 Members discussed the funding models for the two options and rejected the option where the University would be the financial lead. Members supported further exploration of the second option on the basis that it offers a number of entrepreneurial opportunities and that the University would be a strategic partner in a development funded by another public sector body.

16.46.4 Members raised a number of areas where further information is required in order for UEB to take a decision including the business model, governance, relationship with/impact on the existing estate, the volume of space and how it would be used.

16.46.4.1 **ACTION: Director of HE Policy, Deans of the Faculty of Architecture and the Built Environment, Westminster School of Media, Arts and Design and the Westminster Business School** to develop a business case for the preferred option.

16.46.4.2 **ACTION: UEB Secretary** to circulate the business case for comment between meetings and to add approval of the business case to the agenda of the UEB meeting on 6 December.

**16.47 CONTRACTOR APPOINTMENT – 29 MARYLEBONE ROAD**

16.47.1 Presented by the Director, Estates Planning and Services. Members considered a proposal for the appointment of a contractor for second stage tender exercise and the construction phase of the planned 29 Marylebone Road development. Members received a Stage 1 tender summary and Stage 1 tender report prepared by the project quantity surveyors.

16.47.2 UEB **AGREED** to commit £330,727 to appoint Overbury to undertake Stage 1 services and enabling works.

**16.48 BUSINESS CASE – MARYLEBONE WORKSHOPS REFURBISHMENT**

16.48.1 Presented by the Dean, Faculty of Architecture and the Built Environment. Members considered a business case in relation to workshops on the P1 Level of the Marylebone site. The recommended option proposes a) works to meet health and safety requirements and b) a refurbishment option to maximise the potential of specialist fabrication facilities on the Marylebone site.

16.48.2 The Dean informed UEB that the Faculty has dismantled the workshops and temporarily housed relevant activities. The Dean emphasised that this solution can be temporary only and that the University must undertake the works to meet health and safety requirements and as a matter of urgency.

16.48.3 Members heard that the Faculty considers that the holistic refurbishment works are necessary also to offer a positive teaching environment, that accords with the rest of the site (in particular the Fabrication Laboratory), to optimise use of the space and to reduce demands on faculty technicians.

16.48.4 Members noted that, due to an administrative error, the business case submitted for consideration does not include project costs.

16.48.5 Members considered that the University should be identifying, scheduling and budgeting for health and safety compliance and refurbishment projects in a timelier manner and that the integrated planning process will support this.

16.48.6 **IN PRINCIPLE** UEB **AGREED** to support the refurbishment work to address identified health and safety issues and bring the workshops back into use; however, members requested additional financial information about the costs.

16.48.7 UEB postponed a decision on the proposed holistic refurbishment works pending receipt and consideration of more detailed information on the costs and benefits of the non-compliance elements. In light of the need to make efficiency savings, UEB requested that the Faculty review the costs prior to submission to ensure that all of the proposed work is necessary to achieve the desired outcomes.

16.48.7.1 **ACTION: Registrar and Secretary, Dean of the Faculty of Architecture and the Built Environment, and Director, Estates Planning and Services** to review and revise the business case with support from the Finance team for the financial elements.

16.48.7.2 **ACTION: Dean of the Faculty of Architecture and the Built Environment** to submit the revised business case and the contractor's proposal for consideration between meetings. UEB will confirm the decision on the business case at the meeting on 22 November.

16.48.8 Due to the need to complete works by June 2017, UEB **AGREED** to propose to the Finance and Property Committee that they consider the full business case via either correspondence, a conference call or a special meeting in late November /early December 2016.

**16.49 BUSINESS CASE – DEVELOPMENT OF A PhD PROGRAMME WITH MACROMEDIA**

16.49.1 Presented by the Dean, Westminster School of Media, Arts and Design. Members considered a proposal to expand the Faculty's strategic partnership with Macromedia University of Applied Arts to include PhDs.

16.49.2 Members noted that the Graduate School already works with Macromedia at PhD level by enabling members of staff at the institution to apply for PhD studies in the Faculty and within the existing University of Westminster research degree awards regulations at all stages.

16.49.3 Members discussed supervisory capacity and noted that the relevant professors at Macromedia have the necessary qualifications for core supervision.

16.49.4 Members SUPPORTED the extension of the partnership to include non-members of staff or progressing Masters students at Macromedia and proactively to recruit research students to enroll via Macromedia on PhD programmes offered by the University of Westminster.

**16.50 BUSINESS CASE – ARTS CATALYST PARTNERSHIP**

16.50.1 Presented by the Dean, Westminster School of Media, Arts and Design. UEB considered a proposal to enter into a strategic partnership with Arts Catalyst, a world-leading art and science initiative and National Portfolio Organisation based in the Kings Cross area of Central London. The proposal presented three funding options.

16.50.2 Members heard that the proposed partnership would be a significant development for the University in supporting the aims of pioneering cross-disciplinary inquiry.

16.50.3 UEB **SUPPORTED** the proposal; however, considered that the Faculty should identify funding for the partnership through the integrated planning process.

16.50.4 Members noted that in the medium term (3-5 years) the partnership has potential to develop into a University research centre. In the meantime, Deans of other faculties who consider that there are benefits for their own subject areas could commit financial support for the partnership through their own integrated planning discussions.

**16.51 MANAGEMENT INFORMATION REPORT – SEPTEMBER 2016**

16.51.1 Presented by the Director, Finance and Operations. Members received and considered the report.

16.51.2 Members noted that this is the first management information report for the financial year 2016-17 and it reports on the performance of the first two months results against the financial year 2016-17 budget approved by the Court of Governors in June 2016.

16.51.3 Members heard that the favourable variance in tuition fee income is due to timing differences in income and expenditure recognition and underspends in depreciation charges.

16.51.4 The Director encouraged faculties to review the numbers of part-time visiting lecturers in light of reduced recruitment targets.

16.51.5 The Registrar and Secretary noted that the 'Major Projects: Estates' element of the report has reverted to a previous, less meaningful, format and requested that this is addressed.

16.51.5.1 **ACTION: Registrar and Secretary** to discuss the preferred format with the Director, Estates Planning and Services and colleagues in Corporate Planning and Performance.

**16.52 AUDIT HIGHLIGHTS MEMORANDUM AND MANAGEMENT LETTER 2015-16**

16.52.1 Presented by the Director, Finance and Operations. Members received and considered the memorandum and letter.

16.52.2 Members noted that the University and subsidiary accounts have reported under the new accounting standard, FRS 102, for the first year. This has had a significant impact on the accounting treatment of certain balances/disclosures.

16.52.3 Members noted that the University is working with the External Auditor on an outstanding accounting issue about the treatment of property acquisitions. UEB

supported the view of the Director, Finance and Operations that the University acquired the properties primarily for its own use.

16.52.4 Members discussed the actuarial valuation of the pension liability in respect of the University's share of the Local Government Pension Scheme.

**16.53 LETTER OF REPRESENTATION TO EXTERNAL AUDITORS AND MANAGEMENT STATEMENT OF ASSURANCE/MATRIX**

16.53.1 UEB noted that to date there is no change from the draft letter and matrix UEB received on 27 September 2016.

16.53.1.1 **ACTION: UEB Secretary** to circulate to members the final letter and matrix (as presented to the Court of Governors).

**16.54 DRAFT PREVENT SUBMISSION**

16.54.1 Presented by the Provost. UEB received and noted the draft Prevent duty annual report and appendices for submission to the Court on 23 November 2016 and subsequently to HEFCE.

16.54.2 Members noted that the submission is subject to the revision and update of the annual risk register for 2016.

16.54.3 Members noted that HEFCE has the option to undertake a monitoring visit in January/February 2017; the form of the visit is unknown.

**16.55 FACULTY ACTION PLANS FOR POORLY PERFORMING COURSES**

16.55.1 Presented by the Deputy Vice-Chancellor (Student Experience). UEB received and noted a report from each of the faculties detailing an analysis of the Faculty National Student Survey (NSS) results 2015-16 and an action plan for the improvement of the student experience for 2016-17 and beyond.

16.55.2 Members discussed how faculties can share good practice and identified groups of staff (e.g. Course Leaders, Directors of Learning and Teaching) that could identify and apply the lessons from the reports. Members considered it valuable for Deans to disseminate the report widely within their faculties.

16.55.3 Members noted that there are issues outside of faculties – for instance related to the estate and facilities. The Registrar and Secretary encouraged members to report issues to the estates and IT helpdesks, and to escalate issues to the relevant Director and to the Registrar and Secretary as necessary.

16.55.4 Members discussed how best to engage with students about the improvements and how the Faculty is responding to their feedback in advance of the launch of the NSS for 2017.

16.55.5 Members noted that module evaluation would provide early indicators of success. Members considered that Deans should ensure that all Module Leaders are using the Your Voice Matters function in Blackboard.

16.55.6 UEB **AGREED** to consider an update on the action plans at alternative meetings of UEB commencing 6 December 2016.

**16.56 SUMMARY OF 2016 INTAKE**

16.56.1 Presented by the Director, Communications, Recruitment and External Affairs. UEB received and noted an update on the University's undergraduate (UG) and postgraduate taught (PGT) intake for 2016-17.

16.56.2 Members heard that PGT recruitment figures for January 2017 are positive. Members noted that should the expected increase in PGT recruitment be realised and become a trend then UEB would need to consider the implications for the balance of UG/PGT.

16.56.3 Members noted that the NSS would extend to PGT students in due course.

**16.57 STAFF AWARDS PROPOSAL**

16.57.1 Presented by the Director, Communications, Recruitment and External Affairs. UEB considered the development of an annual staff awards ceremony.

16.57.2 UEB **SUPPORTED** the approach including:

- the importance of a transparent nomination process
- award categories that describe the Westminster experience and our aspirations and ambitions as a community and are sustainable over a number of years (members suggested the addition of academic enterprise)
- an internal panel to consider nominations comprising a Dean, Corporate Services Director, Corporate Services manager, member of Corporate Services staff, lecturer, researcher and student
- the University's Nominations Committee to decide on the recipient in each award category
- the Chancellor to decide on the recipient of the Chancellor's Award
- recipients to receive an award certificate
- recipient of the Chancellor's Award to receive a commemorative medal

**16.58 STUDENT RETENTION**

16.58.1 Presented by the Deputy Vice-Chancellor (Student Experience). UEB received and noted a briefing on student retention performance and planned activity.

16.58.2 Members noted the Deputy Vice-Chancellor's intention to establish a Retention Steering Group, reporting to the Teaching Committee and onwards to Academic Council as appropriate, with objectives as outlined in the paper.

**16.59 ANY OTHER BUSINESS**

16.59.1 **Employee relations:** The Provost provided a verbal update on negotiations with UCU.

16.59.2 **Staff development budgets:** The Dean, Westminster Business School requested confirmation of the date when the Director will release the staff development budget for use by faculties.

16.59.2.1 **ACTION: Director, Finance and Operations** to discuss with Deans outside of the meeting and confirm arrangements to Deans at the earliest opportunity.

16.59.3 **Quintin Hogg Trust – bid process and schedule:** The Director, Communications, Recruitment and External Affairs advised members that the Director, Development and Alumni Relations and the Executive Officer (Business Operations) will confirm the process and schedule once the Trust has confirmed the application process. Members requested guidance regarding resubmission from previous applicants.

**16.60 ITEMS FOR INFORMATION ONLY**

16.60.1 **Annual sustainability assurance report (ASSUR)*:** UEB received and noted the ASSUR report prior to submission to the joint Audit Committee and Finance and Property Committee meeting on 10 November 2016 and subsequently to the Court and HEFCE.

16.60.2 **Annual assurance return (Annex A)*:** UEB received the draft Annual Assurance Return prior to submission to the Court meeting on 23 November 2016 and subsequently to HEFCE. Members noted that the Vice-Chancellor would sign off assurance statements relating to the student academic experience, student outcomes, and standards for awards following the joint meeting of Academic Council and the Court on 23 November 2016.

16.60.3 **Internal audit protocol*.** UEB received and noted the internal audit protocol 2016-17 prior to submission to the Audit Committee.

16.60.4 **Knowledge exchange strategy*.** UEB received and noted the strategy prior to submission to HEFCE.

16.60.5 **Faculty Executive Group (FEG) Minutes*:** UEB received and noted for information minutes from the Faculty of Science and Technology meeting held on 17 October 2016.

**16.61 DATES OF FUTURE MEETINGS**

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|---|---|---|---|
| 22 | November | 2016 | 10.30 hrs |
| 06 | December | 2016 | 10.30 hrs |
| 20 | December | 2016 | 10.30 hrs |
| 17 | January | 2017 | 10.30 hrs |
| 31 | January | 2017 | 10.30 hrs |
| 14 | February | 2017 | 10.30 hrs |
| 28 | February | 2017 | 10.30 hrs |
| 14 | March | 2017 | 10.30 hrs |
| 27 & 28 | March | 2017 | Two day event |
| 11 | April | 2017 | 10.30 hrs |
| 25 | April | 2017 | 10.30 hrs |
| 09 | May | 2017 | 10.30 hrs |
| 23 | May | 2017 | 10.30 hrs |
| 06 | June | 2017 | 10.30 hrs |
| 13 | June | 2017 | One day event |
| 20 | June | 2017 | 10.30 hrs |
| 04 | July | 2017 | 10.30 hrs |
| 18 | July | 2017 | 10.30 hrs |
| 15 | August | 2017 | 10.30 hrs |