

**MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 2 JULY 2019 IN ROOM RS109, REGENT STREET.**

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PRESENT:	Dr P Bonfield (Chair)	Professor M Kirkup
	Professor R Dannreuther (Deputy Chair)	Professor A Linn
	Professor A Hughes (Deputy Chair)	Professor J Stockdale
IN ATTENDANCE:	Mr D Barratt (Minutes 18.178 and 18.179)	Mrs E McMillan (Minutes 18.180 and 18.181)
	Ms N Haines (Minute 18.182)	Ms K Smalley (Observer)
	Mrs J Lamarque (Secretary)	
APOLOGIES:	Mr J Cappock	

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**18.175 ANNOUNCEMENTS**

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

18.175.2 **Apologies:** Apologies were noted as above.

18.175.3 **Requests to discuss starred items:** The Chair agreed to a request to discuss starred item 3.6, Schedule of Delegations – revisions (Document UEB 190702I).

**18.175.4 Chair's business**

18.175.5 The Chair did not have any items of note and asked members if they had any matters to raise.

18.175.6 **Graduation ceremonies.** The Deputy Vice-Chancellor (DVC) (Employability and Global Engagement) informed members that a briefing notice regarding the arrangements for attending Honorary Doctorate recipients and other VIPs is being amended and would be distributed in due course.

18.175.7 **Workload Allocation Model (WAM) tool.** The DVC (Education) informed members that the WAM Modeller Group had met and agreed that the University would use the WAM modeller tool with the Heads of Schools (HoS) supporting the process. The HoS Group will ensure that WAM modelling is implemented. Members noted that the Information Systems and Support (ISS) department require development support for the system to ensure it functions properly. Such support is subject to approval by the University Secretary and Chief Operating Officer (USCOO).

18.175.7.1 **ACTION DVC (Education)** to discuss ISS support for the WAM modelling tool with the USCOO.

18.175.8 Members discussed membership of the WAM Tariff Group.

18.175.9 **AGREED** WAM Tariff Group to consist of the three Heads of College (HoC) plus one HoS from each College to be appointed by the HoC.

18.175.10 A member queried whether an alternative system to the current WAM modeller tool is being investigated. The DVC (Education) informed members that there is no appetite from ISS to look at an alternative system.

**18.175.10.1 ACTION USCOO** to consider the approach to an alternative system and report back to UEB.

## **18.176 INTRODUCTION – DIRECTOR OF MARKETING AND COMMUNICATIONS**

18.176.1 The Chair welcomed and introduced Karen Smalley, the new Director of Marketing and Communications, and invited her to observe the meeting.

## **18.177 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING**

18.177.1 The minutes of the UEB meeting held on 18 June 2019 (Document UEB 190702A) were agreed as an accurate record.

18.177.2 Members reviewed a summary of the actions from previous meetings (Document UEB 190702B) and confirmed those that were now complete.

18.177.3 **Chair's business – new course development (Actions 18.159.3.1, 18.151.5.1 and 18.168.4.1).** On behalf of the USCOO, the UEB Secretary informed members that this matter was discussed at the recent Executive Operational Leadership Forum (EOLF) and it is likely that there would also be output from the UEB away day on 16 July 2019. Members noted that the USCOO is considering what is required and expects input from the DVCs.

18.177.4 **L2-L5 salary decisions – revised process (Action 18.172.2.1).** The UEB Secretary informed members that the USCOO is meeting with the Deputy Director of Human Resources (Resourcing and Reward) on 3 July 2019 to progress this matter.

18.177.5 **Any other business – Partnership opportunity (Action 18.174.4.1).** The UEB Secretary informed members that the letter to the potential partner has been drafted and is with the Vice-Chancellor for agreement and signature.

## **18.178 PROFESSIONAL DEVELOPMENT PLANNING PRO-FORMA**

18.178.1 Members considered the Professional Development Plan (PDP) pro-forma (Document UEB 190702C), which has two dimensions – self and team.

18.178.2 Members commented that section 1c needed more clarity; the team aspect may not work for all colleagues; and it may be helpful to provide some examples in the Wellbeing section.

18.178.3 **AGREED** Pro-forma to be refined with stakeholders prior to implementation.

**18.178.3.1 ACTION Vice-Chancellor** to forward suggested edits in the policy to the PVC (People and Culture) and/or Director of HR.

18.178.4 **APPROVED** PDP policy and procedure to be implemented with effect from 1 September 2019.

**18.178.4.1 ACTION PVC (People and Culture)** to submit the PDP policy and procedure to the HR Committee and the Court of Governors for their endorsement.

**18.178.4.2 ACTION USCOO** to ensure the effective launch and implementation of the PDP process and pro-forma.

## **18.179 BEING ME, BEING WESTMINSTER: DRAFT PEOPLE STRATEGY**

18.179.1 The Director of Human Resources and Safety, Health and Wellbeing (Director of HR) tabled an updated draft People Strategy (Document UEB 190702D), which incorporates comments from HR Committee, UEB and the HR team.

18.179.2 The Director of HR informed members that overall feedback was very positive and the People Strategy will be a live document reviewed every year.

18.179.3 Members discussed the Strategy and enhancements suggested included:

- More explicit information on talent management
- Reference to performance management, plus a small section on poor performance
- Explanation of how the University will deliver development opportunities proactively
- Reference to the PDP policy and procedure as a tool to support delivery of the Strategy
- Keep the Being Me, Being Westminster title

18.179.4 Members were informed that all the objectives have measures in the Appendix, which will be finalised once the objectives have been approved.

18.179.5 **AGREED** Recommend People Strategy to the HR Committee, subject to consideration of the enhancements proposed above.

## 18.180 RISK REVIEW – MAPPING TO THE NEW OBJECTIVES

18.180.1 The Clerk to the Court of Governors (on behalf of the Director of Strategy, Planning and Performance) presented a document mapping the 2018-19 risks to the University Strategy: Being Westminster 2018-23 objectives, enablers and outcomes (Document UEB 190702E).

18.180.2 **AGREED** Close risk 4c and amend the following risks:

- 3d – replace ‘student mobility’ with ‘work-based learning’
- 5g – replace ‘2022’ with ‘2023’
- 7a – amend to ‘Impact of Brexit on staff and students’

18.180.2.1 **ACTION** USCOO to instruct the Risk Officer to update the relevant entries in the 2019-20 risk register.

18.180.3 **AGREED** Members identified the following new risks:

- Failure to achieve strong performance in the KEF exercise (Research and Knowledge Exchange/PVC Marketing and Enterprise Risk Owner)
- Impact of implementation of recommendations from the Augar Review (Financial Sustainability/USCOO Risk Owner)
- Digital Environment (USCOO Risk Owner)

18.180.3.1 **ACTION** PVC (Marketing and Enterprise) and USCOO to submit information to the Risk Officer to create the new entries in the 2019-20 risk register.

## 18.181 SCHEDULE OF DELEGATIONS – REVISIONS

18.181.1 A member identified examples of defunct terminology in the document, such as Development and Alumni Relations Office and the Referred Activities Committee. The Clerk to the Court noted the examples and agreed to conduct a further review and update prior to submission to the Court.

## 18.182 RESEARCH RESERVES/MANAGING CONTRIBUTION FROM RESEARCH GRANTS

18.182.1 The Head of Research Office presented a paper on managing the contribution from research projects (Document UEB 190702F), which is part of a sustainable approach to supporting research.

18.182.2 The PVC (Research) updated members on the issues that the paper addresses and provided background to the proposals. Members noted that additional work needs to be done around historical allocation and that some costs, such as operating expenditure around labs, are central.

18.182.3 A member challenged the assertion that the Corporate Partnerships Team should decide how the contribution, surplus and historic reserves from activities is managed and proposed that a proper system is needed and a framework should be applied.

- 18.182.4 Members considered that the matter needs further exploration to provide clarity on issues such as:
- What is the proposed arrangement for charity and other funding?
  - What is allocated to the central funds and what is allocated to the School?
  - What is the future funding model and how is it going to work?
  - How much is in the reserve currently and where is it held?
  - How will colleagues be informed of the facts that explain why the reserve funds are not available to them?
  - How were the funds provisioned?

- 18.182.5 Members considered that the team should identify all historic claims and make updates to remove colleagues who have left the University and that there should be recognition of the relationship between research and knowledge exchange.

**18.182.5.1 ACTION USCOO** to instruct the Director of Finance to lead on this matter, work with the Head of Research Office to resolve outstanding issues, and report back to UEB in August 2019.

- 18.182.6 Members considered that the outcome of the report should be a clear set of rules, with a table to show where all the contributions are held, what to put in the business plan and what the University can afford.

#### **18.183 MANAGEMENT ACCOUNTS PACK – MAY 2019**

- 18.183.1 Members received and noted the Management Accounts for May 2019 (Document UEB 190702G).

#### **18.184 LEAD INDICATORS REPORT**

- 18.184.1 Members received and noted the Lead Indicators Report for June 2019 (Document UEB 190702H).

#### **18.185 DATES OF FUTURE MEETINGS**

University Planning Committee	9 July 2019 (cancelled)
UEB Away Day	16 July 2019
UEB	30 July 2019
University Planning Committee	6 August 2019
UEB	13 August 2019

#### **18.186 ANY OTHER BUSINESS**

- 18.186.1 There were no other items reported.