

APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 11  
SEPTEMBER 2018 IN ROOM RS109, REGENT STREET.

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PRESENT:	Dr P Bonfield (Chair) Mr J Cappock Professor R Dannreuther	Professor M Kirkup Professor A Linn Professor J Stockdale
IN ATTENDANCE:	Mr A Dutch (minute 18.3)	Mrs J Lamarque (Secretary)
APOLOGIES:	Professor A Hughes	

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**18.1 ANNOUNCEMENTS**

- 18.1.1 **Welcome:** The Chair welcomed all members and attendees to the meeting.
- 18.1.2 **Apologies:** The apologies were noted as above.
- 18.1.3 **Requests to discuss starred items:** There were no requests to discuss starred items. There were requests from two members for items under Any Other Business.
- 18.1.4 **Chair's business**
- 18.1.5 The Chair reflected on the recent work carried out on the refreshed strategy (agenda item 3.2).
- 18.1.6 The Chair has met with all members of the University Executive Board (UEB) and roles and responsibilities have been agreed for each. Members agreed the time frame for launching the refreshed strategy and announcing the roles and responsibilities of members.
- 18.1.7 Members discussed the process of refreshing the strategy, which would be refined at the Court of Governors away day on 12 September 2018. The Chair confirmed there would be a discussion session on how to improve the strategy to make it distinct to Westminster. The strategy will be submitted for formal approval to the Court meeting on 3 October 2018.
- 18.1.7.1 **ACTION Head of Communications** to work with the Organisational Development team to arrange and host focus groups, of both students and staff, to critique the strategy.
- 18.1.8 Members discussed the target figures in the refreshed strategy, and the need for them to be realistic and based on robust evidence.
- 18.1.8.1 **ACTION Pro-Vice Chancellor (PVC) and Head of College of Liberal Arts and Sciences (LAS)** to confirm research targets.
- 18.1.8.2 **ACTION Deputy Vice-Chancellor (DVC) (Student Experience)** to confirm teaching targets.
- 18.1.8.3 **ACTION DVC (Global Engagement)** to confirm international UG and PGT international targets.
- 18.1.9 The Chair commented on the forthcoming UEB away days, which were originally planned for 24 and 25 September 2018 but would now take place only for the afternoon of 25 September 2018. The session will focus on finalising the strategy and the roles and responsibilities in

the team. The Chair stated that two-day away day session would not ordinarily be necessary in the future.

**18.1.9.1** **ACTION PVC and Head of College of Design, Creative and Digital Industries (DCDI)**, to work with the Director of Human Resources and Organisation Development on the personal and professional development review (PPDR) and report on the outcome of discussions on 25 September.

18.1.10 A member requested that the Vice-Chancellor carry out more unannounced visits at departmental meetings/away days as good feedback has been received from the visits that had already occurred and staff appreciate it.

**18.1.10.1** **ACTION University Secretary and Chief Operating Officer (USCOO)** to pass on the positive feedback to the Organisational Development team and the Head of Communications for their work on the refreshed strategy.

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

18.2.1 The minutes of the UEB meeting held on 14 August 2018 (Document UEB 180911A) were agreed as an accurate record.

18.2.2 Members reviewed a summary of the actions from the previous meeting (Document UEB 180911B) and confirmed those that were now complete.

18.2.3 **Review of UKVI compliance – Tier 2 (Action 17.234.4.1).** The Head of College (DCDI) confirmed that he has reinforced to all staff the requirement to log annual leave and sickness absence. This item will be added to the agenda of the first DCDI College Executive Group meeting on 12 September 2018.

18.2.4 **Management Accounts Pack – April 2018 and Q3 forecast (Action 17.202.9.1).** The Head of College (DCDI) confirmed that he is now in conversation with the USCOO regarding building works at Harrow.

18.2.5 **RATIFIED** Members confirmed the decision taken by Chair's action regarding the entry tariff for all Foundation courses.

## **18.3 STUDENT RECRUITMENT UPDATE – POSITION, LESSONS LEARNT AND FUTURE PLANS**

18.3.1 Members received and considered the student recruitment update (Document UEB 180911C) presented by the Director of Global Recruitment and Admissions (GRA).

18.3.2 The Director updated members on the latest position on student recruitment and presented proposals relating to Clearing, which were endorsed by the USCOO.

18.3.3 **AGREED** The University will close Clearing as soon as possible including ceasing paid for marketing and promotion of Clearing on the University website.

18.3.4 Members noted that confirmed numbers will not be known until November 2018, and that UCAS will release application information in January 2019.

18.3.5 **AGREED** Members supported the majority of the proposals outlined in the paper (no's 1, 2, 5, 6, 7, 8, 9, 10, 11, 13, 14 and 18).

18.3.6 Members provisionally agreed the proposal relating to removal of all pre-offer interviews (no. 3); however considered it requires further discussion.

**18.3.6.1** **ACTION Director of GRA** to discuss the matter with the Head of College (DCDI) and report back to a future meeting.

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- 18.3.7 Members noted that the proposal relating to portfolios (no. 4) is a work in progress in light of the need for an efficient offer process.
- 18.3.8 Members considered that the marketing based proposals (no's 12, 15, 16 and 17) need to be more joined up.
- 18.3.8.1 **ACTION Director of GRA** to work up a proposition with the PVC and Head of the College of Westminster Business School and report the outcome at a future meeting.
- 18.3.9 **AGREED** All relevant areas have been covered in the proposals.
- 18.3.9.1 **ACTION Director of GRA** to arrange a follow up meeting with the key stakeholders, Professional Services and Marketing.
- 18.4 INTEGRATED PLANNING PROCESS**
- 18.4.1 Members received and considered the Integrated Planning Process (Document UEB 180911E), presented by the USCOO.
- 18.4.2 Members were informed that the first University Planning Committee (UPC) meeting would take place on 18 September 2018.
- 18.4.3 The UPC will be responsible for approving all Work Stream Charters and considering related outputs.
- 18.4.4 **AGREED** Time will be allocated at the first UPC meeting to discuss the template for Work Stream Charters.
- 18.4.5 A member queried whether the Human Resources and Organisational Development (HROD) department has the necessary resources to support workforce planning. The USCOO assured members that the department has the capacity necessary to deliver this activity.
- 18.4.5.1 **ACTION USCOO** to align the wording of the planning document with the terminology used in the refreshed strategy (to avoid terms perceived as outdated – such as 'workforce planning').
- 18.4.6 A member commented that there needs to be a greater focus on estates constraints alongside the focus on workforce planning. It was suggested that the University needs to explore all options of the digital strategy to create clear specifications for what is required.
- 18.4.7 Members suggested that it would be useful for the 12 Heads of School, plus the Associate Heads of School, to have a forum to present their strategies and to bring all the direct reports together at a joint event to share the refreshed strategy and learn together.
- 18.4.7.1 **ACTION Vice-Chancellor and USCOO** to consider arranging such a forum later in the year.
- 18.5 NSS TASK FORCE UPDATE**
- 18.5.1 Members received and considered the National Student Survey (NSS) Task Force update (Document UEB 180911F), presented by the DVC (Student Experience). The Heads of College had been consulted previously and agreed the draft paper.
- 18.5.2 Members discussed a series of proposed actions for the NSS 2019 aligned to four dimensions:
- Getting the Basics Right
  - Communicating More Clearly
  - Strengthening the Student Voice
  - Valuing the Teaching Staff
- 18.5.2.1 **ACTION PVC and Head of College (DCDI) and Director HROD** to produce the PPDR template by 1 October 2018 (re. Action 1 in the paper).

- 18.5.2.2 **ACTION DVC (Student Experience)** to add anonymous marking and a more specific statement about lecture capture (re. Action 2).
- 18.5.3 Members confirmed that the USCOO is the owner; however will delegate responsibility for Actions 3 and 4 to the new Marketing Director.
- 18.5.4 Members confirmed that Heads of College will delegate responsibility to Associate Heads of Colleges for Actions 5 and 6.
- 18.5.4.1 **ACTION Heads of College** to determine what support for large courses would have an impact on NSS 2019 and inform the DVC (Student Experience) to support his investigation into the options and different ways of implementing (re. Action 7).
- 18.5.5 Members confirmed they are in favour of renewing staff initiatives such as Athena Swan, and the BME and LGBT networks once resources are available; noted that the introduction of a promotion process for all academic grades will be rolled out over time; and suggested that the staff engagement survey could be run in the New Year (re. Action 8).
- 18.5.6 Members suggested the paper could be more specific to reinforce what the DVC (Student Experience) is expecting of staff.
- 18.5.7 Members considered that assessment and feedback through course representatives is a priority, should be measured and must be done well every month, on every course, for every student. Members considered that mentors are critical for every course.
- 18.6 TERMS OF REFERENCE AND SUB-COMMITTEE STRUCTURE**
- 18.6.1 Members received and considered the revised UEB terms of reference and sub-committee structure and the UPC terms of reference and membership (Document UEB 180911G).
- 18.6.2 The Head of College (LAS) informed members that the College Infrastructure and Resources Committee's function is subsumed by the College Executive Group.
- 18.6.3 **APPROVED** UPC and revised UEB terms of reference to be adopted with immediate effect.
- 18.6.4 **AGREED** The following are to be removed from the formal University governance structure with immediate effect:
- Fee Strategy Committee
  - Global Engagement Strategy Board
  - Information Management Group
  - University of Westminster-Westminster International University in Tashkent Partnership Board
  - College International Committee
- 18.6.5 Members noted that the groups listed above may be retained or disestablished by the relevant senior executive lead according to their view of how best to effectively execute the business of the group and/or to meet contractual agreements. Where appropriate, the senior executive lead is encouraged to deliver the business through managerial authority, consulting with stakeholders as required in order to ensure timely and informed decision making.
- 18.7 RISK MANAGEMENT POLICY AND PROCEDURES – ANNUAL REVIEW**
- 18.7.1 Members received and noted the Risk Management Policy and Procedure Annual Review (Document UEB 180911H).

**18.8 FREEDOM OF SPEECH CODE OF PRACTICE**

18.8.1 **AGREED** Members recommend to the Court of Governors that the Freedom of Speech Code of Practice (Document UEB 180911I) is adopted with immediate effect.

**18.9 INTERNAL AUDIT PLAN 2018-19**

18.9.1 **AGREED** Members recommend to the Audit Committee that the Internal Audit Plan 2018-19 (Document UEB 180911J) is approved.

**18.10 MANAGEMENT ACCOUNTS PACK – JULY 2018**

18.10.1 Members received and noted the Management Accounts Pack for July 2018 (Document UEB 180911K).

**18.11 DRAFT UEB SCHEDULE OF BUSINESS 2017-18**

18.11.1 **AGREED** Members received and agreed the UEB schedule of business 2018-19 (Document UEB 180911L).

**18.12 DATES OF FUTURE MEETINGS**

University Planning Group	18 September 2018
UEB Away Day	25 September 2018 at 12noon – LTS 4.33
UEB	9 October 2018
University Planning Group	16 October 2018
UEB	23 October 2018
UEB	6 November 2018
University Planning Group	13 November 2018
UEB	20 November 2018
UEB	4 December 2018
University Planning Group	11 December 2018
UEB	18 December 2018
University Planning Group	8 January 2019
UEB	15 January 2019
UEB	29 January 2019
University Planning Group	5 February 2019
UEB	12 February 2019
UEB	26 February 2019
University Planning Group	5 March 2019
UEB Away Day	11 and 12 March 2019 – location to be confirmed
UEB	26 March 2019
University Planning Group	2 April 2019
UEB	9 April 2019
UEB	7 May 2019
University Planning Group	14 May 2019
UEB	21 May 2019
UEB	4 June 2019
University Planning Group	11 June 2019
UEB	18 June 2019
UEB	2 July 2019
University Planning Group	9 July 2019
UEB Away Day	16 July 2019 – location to be confirmed
UEB	30 July 2019
University Planning Group	6 August 2019
UEB	13 August 2019

**18.13 ANY OTHER BUSINESS**

18.13.1 The PVC and Head of College of Westminster Business School, who is Chair of the University’s Safety, Health and Wellbeing Committee, informed members that the statistics

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for staff completing their own Display Screen Assessment were very poor. Members noted that the Display Screen Assessment should also include tablets and smartphones, not just PCs and laptops.

18.13.1.1 **ACTION USCOO** to arrange for a communication to all staff on the matter.

18.13.2 The USCOO updated members on the pay round process and informed members that the Unions are consulting on strike action. Members were informed of a proposed 2% pay award to be implemented in October 2018.