

APPROVED

MINUTES OF THE MEETING OF THE UNIVERSITY EXECUTIVE BOARD HELD ON TUESDAY 9  
OCTOBER 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 J Stockdale
IN ATTENDANCE:	Mrs J Lamarque (Secretary)	
APOLOGIES:	Professor A Hughes	Professor A Linn

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**18.14 ANNOUNCEMENTS**

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

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

18.14.3 **Requests to discuss starred items:** There were no requests to discuss starred items.

**Chair's business**

18.14.4 The Chair informed members that the refreshed strategy, transformation programme closure report and the executive roles and responsibilities were approved and signed off at the Court of Governors meeting on 3 October 2018. The wellbeing, health and safety and student experience updates were also well received.

18.14.5 **Personal and Professional Development Review (PPDR).** Members discussed the new PPDR process and the Chair confirmed that the PPDR meetings for UEB members will take place soon so outcomes can cascade down to their staff. Members were informed that union representatives have been involved in the new PPDR process.

18.14.6 PPDR will be discussed at UEB on 23 October 2018. The Pro-Vice Chancellor (PVC) with responsibility for people and culture confirmed that a process will be put in place for this year for target setting, giving more attention to the next cycle, including the key enablers on delivering the refreshed University strategy.

18.14.7 Members discussed supporting the education experience and engaging teaching colleagues in a development programme. There is an expectation for teaching staff to participate in 2019 in the new PG Certificate. Staff members who completed the PG Certificate a long time ago should take the opportunity to update their skills, e.g. in IT.

18.14.8 The PVC confirmed that we are focussing much more on team performance, which has been identified as a gap.

18.14.9 **Research at Westminster.** The Chair informed members that the paper outlining structures in support of research has been publicised and the Pro-Vice Chancellor with responsibility for research is implementing it.

18.14.10 **REF 2021.** Members were informed that the REF 2021 team, headed by the Deputy Vice-Chancellor (DVC) (Education) have met and are working on preparations for the submission.

18.14.11 **Refreshed strategy.** Members discussed engaging the unions with the refreshed strategy and noted that the Vice-Chancellor will attend a joint meeting. The next joint meeting is

scheduled for 7 November 2018; the Chair asked that a meeting be set up within the next week.

- 18.14.11.1 **ACTION University Secretary and Chief Operating Officer (USCOO)** to instruct the Director HR and Organisational Development (HROD) to arrange a joint unions meeting as soon as possible to share the refreshed strategy.
- 18.14.12 **AGREED** An overview of UCU and Unison to be presented at a future UEB meeting.
- 18.14.13 A member queried if there had been engagement on the refreshed strategy with the Students' Union, and the DVC (Education) confirmed that he met with the Students' Union Vice-Presidents on 8 October 2018.
- 18.14.14 The Vice-Chancellor will attend College meetings to discuss the refreshed strategy, where possible.
- 18.14.15 **Safety, Health and Wellbeing Committee.** Members were informed that the PVC and Head of the Westminster Business School will be stepping down as Chair of the Safety, Health and Wellbeing Committee. The USCOO will take on the role of Chair for the Committee. To ensure that there is a senior academic as a link and to act as Deputy Chair to the Committee, the PVC and Head of College of Design, Creative and Digital Industries will join the membership of the Committee.
- 18.14.15.1 **ACTION Committee Secretary** to update the Committee membership list.
- 18.15 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING**
- 18.15.1 The minutes of the UEB meeting held on 11 September 2018 (Document UEB 181009A) were agreed as an accurate record.
- 18.15.2 Members reviewed a summary of the actions from the previous meeting (Document UEB 181009B) and confirmed those that were now complete.
- 18.15.3 **Chair's business (Action 18.1.7.1)** The USCOO confirmed that focus groups on the refreshed strategy had been scheduled.
- 18.15.4 **Chair's business (Action 18.1.8.1, 18.1.8.2 and 18.1.8.3)** The Chair confirmed that the targets for the refreshed University strategy had been provided.
- 18.15.5 **Chair's business (Action 18.1.10.1)** The Chair and the USCOO confirmed that they had passed on the positive feedback to Organisational Development and the Head of Communications.
- 18.15.6 **Integrated Planning Process (Action 18.4.6.1)** the USCOO confirmed that the terminology in the planning document is now aligned to the refreshed strategy.
- 18.15.7 **NSS Task Force (Actions 18.5.2.1, 18.5.2.2 and 18.5.4.1)** An update from the task force update will be a standing item on future UEB agendas.
- 18.15.8 **Display screen assessments (Action 18.13.1.1)** The USCOO confirmed that a news item on display screen assessments had been posted on the intranet on 17 September 2018, and informed members that an all staff email would also be sent in due course.
- 18.15.9 **Student recruitment update (Action 17.245.11.1)** The USCOO confirmed that stop lists had been incorporated into the planning process and transformation work has been carried over.
- 18.15.10 **Access and participation plan (Action 17.191.4.1)** The UEB Secretary has circulated information on the mentoring scheme.

**18.16 INTERNAL AUDIT PLAN 2018-19**

- 18.16.1 Members agreed the Internal Audit Plan 2018-19 at the UEB meeting on 11 September (Document UEB 181009C). The Director and Senior Audit Manager from TIAA attended the meeting to discuss the plan, to provide an opportunity for introduction to the team, and to answer any comments or questions in relation to the internal audit plan.
- 18.16.2 Members discussed the value of audit to the university, the strategic direction and objectives as a business, the risks to business, the success of mitigation strategies, reassurance, and awareness of an emerging risk area. Members noted that TIAA can provide an outside view of how we are performing compared to others.
- 18.16.3 Members were informed that TIAA had already met with the Director of Information Systems and Support (ISS) and will meet with other individual review leads to plan audit work.
- 18.16.4 Members discussed the timing of proposed internal audit review work with some suggestions to bring forward reviews to focus on current key risks and priority topics.

**18.17 DEGREE APPRENTICESHIPS**

- 18.17.1 Members received and discussed Degree Apprenticeships (Document UEB 181009D), presented by the DVC (Education).
- 18.17.2 The DVC (Education) thanked the Director of Employability and Westminster Learning Communities, Centre for Teaching Innovation for a very high quality paper and good training material.
- 18.17.3 Members discussed the opportunities and challenges relating to apprenticeship provision.  
  
Members noted there is an approved Level 7 Apprenticeship Standard for the role of 'Academic Professional' and it was suggested that the University's new Postgraduate Certificate in Higher Education should be mapped to this standard. Members noted however that the University must be listed on the register of apprenticeship training providers as a 'main provider' before we could offer such a programme to our staff.
- 18.17.4 Members asked about the size of the market and noted there is more demand than there is supply. Members discussed the different ways of learning, and the shorter, more compressed time frames. Members considered this could prompt thinking on how the University innovates and may impact on our other degrees and courses.
- 18.17.5 A member asked if there was capacity in the Quality and Standards team to deal with Degree Apprenticeships. The increased workload for staff would need to be addressed through the planning process.
- 18.17.6 **AGREED** Members supported Recommendations 1, 3, 4, 6 and 7 in the report.
- 18.17.7 **AGREED** Members supported Recommendation 2 with the DVC (Education) to take on the role of Chair.
- 18.17.8 **AGREED** Members supported Recommendation 5. Queries on line management and the location for new staff would be discussed outside the meeting by the DVC (Education) and the USCOO. If further appointments are necessary, recruitment can go ahead.
- 18.17.8.1 **ACTION Vice-Chancellor** to explore Biosciences and Construction degree apprenticeships and report back to UEB.

**18.18 SUB-COMMITTEE TERMS OF REFERENCE (REVISIONS)**

- 18.18.1 **APPROVED** Updated Terms of Reference and membership for the Partnership Scrutiny Panel and the Safety, Health and Wellbeing Committee to be adopted with immediate effect (Document UEB 181009E).

**18.19 DATES OF FUTURE MEETINGS**

University Planning Committee	16 October 2018
UEB	23 October 2018
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

**18.20 ANY OTHER BUSINESS**

- 18.20.1 The Head of College WBS queried whether he could submit a business case for additional staff resource once student numbers are confirmed.

18.20.1.1 **ACTION** Head of College WBS to discuss outside the meeting with the USCOO.

- 18.20.2 The DVC (Education) suggested that large courses should have an Academic Coach to provide broader academic support and become a Personal Tutor to the whole group.

18.20.2.1 **ACTION** NSS task force to discuss.

- 18.20.3 The Vice-Chancellor queried why so many papers are marked as confidential to UEB members and attendees stating that we should be more open and transparent. In particular, the Vice-Chancellor would like to publish the Degree Apprenticeships paper.

18.20.3.1 **ACTION** UEB Secretary to discuss publication of papers with the Clerk to the Court of Governors.

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- 18.20.4 The Vice-Chancellor informed members he will arrange periodic 30 minute training and development sessions for UEB members, which would also be rolled out to leadership teams. The first training sessions would focus on core values.
- 18.20.4.1 **ACTION Vice-Chancellor** to arrange training and development sessions.