

**APPROVED**

**MINUTES OF THE MEETING OF THE RESOURCES COMMITTEE HELD ON THURSDAY 20 JUNE 2024 IN ROOM RS103, REGENT STREET AND VIA MICROSOFT TEAMS**

---

PRESENT:	M X Wang (Chair) Professor P Bonfield (up to Minute 23.67)	T Sketchley T Toumazis
IN ATTENDANCE:	O Adetona (Minute 23.63) M Chan (Secretary) T Delaitre (Minute 23.67) C Hinge	E McMillan (Clerk to the Court) <sup>1</sup> C Molloy (up to Minute 23.66) <sup>1</sup> C Morgan (Observer) I Wilmot
APOLOGIES:	J Bairamian V Foster P Harding (Attendee)	D Hoyle R Poole (Attendee)
ABSENT:	A Ajayi	

---

**23.62 ANNOUNCEMENTS**

- 23.62.1 The Chair welcomed members and attendees to the meeting.
- 23.62.2 The Chair welcomed Charlotte Morgan, an independent governor and Chair of Audit and Risk Committee, to observe the meeting.
- 23.62.3 Members noted the apologies recorded above.
- 23.62.4 The Chair acknowledged that the meeting did not reach the required quorum. The Chair, in agreement with the members present, opted to proceed with discussions noting that for each decision she would confirm the views of those members present then request confirmation from absent members by correspondence after the meeting.
- 23.62.4.1 **ACTION Secretary** to contact absent members to request confirmation of their view on each decision submitted to this meeting of the Committee.
- 23.62.5 Members did not declare any conflict of interest for the matters on the agenda.
- 23.62.6 The Chair confirmed that there were no requests to discuss the starred agenda items (Minutes 23.73 to 23.80).

**23.63 UNIVERSITY BUDGET 2024/25**

- 23.63.1 Oyin Adetona, Deputy Director of Finance briefed members on the proposed University budget 2024/25 (Document RES 240620A), covering the internal and external considerations and assumptions, and the scenario planning and projections.
- 23.63.2 Members commended the proposal and requested clarifications. The Deputy Director of Finance provided the following explanations:
- There is some flexibility on the staff cost projection as it assumes full staffing.
  - Contingency is included against the tuition fee income.

---

<sup>1</sup> Attended via Microsoft Teams

- 23.63.3 In response to a query about 'low yielding activities', members heard some examples and noted that these are to be determined by Heads of School. Members acknowledged the absence of a central fund for any Colleges in deficit. The University Secretary and Chief Operating Officer (USCOO) emphasised the University's vigilant monitoring of environmental impacts to swiftly implement necessary remedial actions.
- 23.63.4 Regarding a query on the impact of leadership on the business, the Vice-Chancellor (VC) outlined the recent senior leadership changes, emphasising that the new appointees bring diverse expertise and assuring members that the University has a stable senior leadership team who are driving progress and tackling challenges.
- 23.63.5 **PROVISIONALLY AGREED** Members recommend the University budget 2024/25 to the Court of Governors for approval. This decision is subject to confirmation by the absent members.
- [Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The agreement to recommend the University budget 2024/25 to the Court of Governors for approval is confirmed.]*
- 23.64 STRATEGIC UPDATE – PHYSICAL ENVIRONMENT**
- 23.64.1 The Director of Estates Planning and Services (EPS) presented the strategic update on the physical environment (Document RES 240620B).
- 23.64.2 In response to a query about the cost for the University to reach its net zero target, the Director (EPS) explained that the University has a long-term sustainability plan in place. A member added that the cost would depend on several factors, including the timeframe applied, a balance between long-term improvements and immediate solutions, the condition and history of the buildings, and the rapidly evolving technology landscape.
- 23.65 A PROPOSAL FOR USE OF INTERNATIONAL HOUSE**
- 23.65.1 The Director (EPS) presented the proposal for use of International House (Document RES 240620C).
- 23.65.2 Members noted that the University Executive Board's (UEB) main concern was the University's liability associated with the proposed options and that UEB had instructed the Estates team to continue to explore options for use of the property.
- 23.65.3 A member shared his observations on the proposal, including comments on due diligence for potential tenants. The Director (EPS) noted the member's observations and will consider them as part of the work to explore options.
- 23.65.4 Other members shared the following comments on the proposal:
- The letting option appears to provide a low yield compared with other potential options.
  - The building is in poor condition and there are concerns about whether it would provide a safe environment for occupants.
  - Considerable investment will be required for enhancement or re-development.
  - Explorations to explore whether it is possible to convert the property into student accommodation to enhance the student experience at a reasonable cost.
  - The potential advertising value of the scaffold sheeting on the property.
- 23.65.5 **PROVISIONALLY AGREED** Members supported UEB's decision to continue exploring alternative uses for the property, including the sale of the property. This decision is subject to confirmation by the absent members.
- [Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The agreement on supporting the UEB's decision to continue exploring alternative uses for the property, including the sale of the property, is confirmed.]*
- 23.65.6 The Estates team will present a revised proposal for further consideration by the Committee for recommendation to the Court for approval.

## **23.66 COLLEAGUE WELLBEING AND ENGAGEMENT SURVEY OUTCOMES**

- 23.66.1 The Director of People, Culture and Wellbeing (PCW) briefed members on the initial findings of the Colleague Wellbeing and Engagement Survey, the interim recommendations and the communication plan with the wider University (Document RES 240620D).
- 23.66.2 In response to a query about the response rates for the Vice-Chancellor's (VC) Office and the Centre for Education and Teaching Innovation (CETI), the Vice-Chancellor clarified that the senior leadership team's foremost responsibility is to listen to colleagues' feedback so they did not respond to the survey. He also noted that many colleagues in CETI are on secondment or also work in one of the Colleges so their responses may have been attributed to the Colleges.
- 23.66.3 A member suggested including a headcount for each employee group in the Colleague Survey sample graph (Appendix 2) to enhance clarity.
- 23.66.4 Another member raised concern about the low score on sufficient provision of wellbeing and support services to meet colleagues' needs. The Director (PCW) acknowledged the need for improvement and the Vice-Chancellor emphasised enhancing communication about available services. A member suggested that a web-based service could improve visibility.
- 23.66.5 In relation to a question about dissemination, the Director (PCW) confirmed that the report will be widely circulated to the University community, including Heads of Schools, Professional Services Directors, the Students' Union and other relevant committees.

## **23.67 STRATEGIC UPDATE – DIGITAL ENVIRONMENT**

- 23.67.1 Thierry Delaitre, Head of IT Developments (ITD) briefed members on the University's cyber security approach and measures (Document RES 240620E).
- 23.67.2 A member queried about training to enhance awareness and disciplinary actions for non-compliance. The Head (ITD) reported on the mandatory training for new colleagues, annual cyber and data security refresher training, phishing simulations and the importance of fostering a cyber security-aware culture.
- 23.67.3 In response to a query on cyber security spending and external support, the Head (ITD) explained that the IT operational budget covers hardware, software and cyber security; and that the University engages with external parties for penetration and network services testing and conducts an IT audit through TIAA, the University's internal auditors.
- 23.67.4 Regarding a query about incident records, the Head (ITD) confirmed that the University maintains various registers for tracking different incidents.
- 23.67.5 Members heard that continuous work on business continuity for operational resilience is needed, particularly in cyber security, due to the rapid changing technology landscape.
- 23.67.6 The Chair thanked the Head (ITD) for updating members on the University's approach to cyber security.

## **23.68 COMPLIANCE UPDATE - SAFETY, HEALTH AND WELLBEING**

- 23.68.1 The USCOO briefed members on discussions at the Staying Safe: Business Continuity Group, focusing on the graduation ceremonies in July 2024, the welcome of new students in September 2024 and the updated Legal Register (Document RES 240620F).

## **23.69 RESOURCES COMMITTEE ANNUAL REFLECTION**

- 23.69.1 The Chair outlined the Committee's purpose and remit, noting that discussions across the five meetings this academic year aligned with Being Westminster 2022-2029 and the strategic priorities.
- 23.69.2 The Chair noted that the Committee reviewed the Digital Strategy, People Strategy and Estates Strategy, all of which focused on inclusion, wellbeing, and sustainable development.

- 23.69.3 Members agreed that the Committee's discussions should prioritise strategic discussions about future goals, while operational details should be addressed in the papers reviewed prior to meetings.
- 23.69.4 A member suggested creating a glossary of acronyms for clarity. The Clerk to the Court proposed adding a glossary to the Governors Resources Centre and a member suggested acronyms could be added in the footnotes of the papers.

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

- 23.70.1 **PROVISIONALLY AGREED** Members confirmed the minutes of the meeting held on 25 April 2024 (Document RES 240620H) were an accurate record. This decision is subject to confirmation by the absent members.

*[Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The minutes were confirmed as an accurate record of the meeting held on 25 April 2024.]*

- 23.70.2 Members noted the summary of progress against actions and any matters arising from previous meetings (Document RES 240626I).

## **23.71 ANY OTHER BUSINESS**

- 23.71.1 Members did not raise any other items of business.

## **23.72 MEETING EVALUATION**

- 23.72.1 Members noted that the evaluation was covered in the agenda item on Resources Committee annual reflection (Minute 23.69).

## **23.73 POSTGRADUATE RESEARCH STUDENT FEE PROPOSAL 2025/26**

- 23.73.1 **PROVISIONALLY APPROVED** Postgraduate research student fee proposal 2025/26 (Document RES 240620J) to take effect from 1 September 2025. This decision is subject to confirmation by the absent members.

*[Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The approval to the postgraduate research student fee proposal 2025/26 to take effect from 1 September 2025 is confirmed.]*

## **POSTGRADUATE MODULE FEE FOR 2025 ENTRY**

- 23.73.2 **PROVISIONALLY APPROVED** Postgraduate module fee for 2025 entry (Document RES 240620K) to take effect from June 2024. This decision is subject to confirmation by the absent members.

*[Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The approval to the postgraduate module fee for 2025 entry to take effect from June 2024 is confirmed.]*

## **23.74 REDUNDANCY POLICY**

- 23.74.1 **PROVISIONALLY AGREED** Members recommend the updated Redundancy Policy (Document RES 240620L) to the Court for approval. This decision is subject to confirmation by the absent members.

*[Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The agreement to recommend the updated Redundancy Policy to the Court for approval is confirmed.]*

## **23.75 ABSENCE POLICY AND PROCEDURE**

23.75.1 **PROVISIONALLY AGREED** Members recommend the updated Absence Policy and Procedure (Document RES 240620M) to the Court for approval. This decision is subject to confirmation by the absent members.

*[Post-meeting note: One member confirmed approval to all the decisions made at the meeting by correspondence after the meeting. The agreement to recommend the updated Absence Policy and Procedure to the Court for approval is confirmed.]*

## **23.76 29 MARYLEBONE UPDATE**

23.76.1 Members noted the update on the 29 Marylebone Road project (Document RES 240620N).

## **23.77 MANAGEMENT ACCOUNTS REPORT**

23.77.1 Members noted the management accounts report – April 2024 and Quarter 3 forecast (Document 240620O), which had been considered by UEB.

## **23.78 ANNUAL PENSIONS UPDATE**

23.78.1 Members noted the annual pensions update report (Document RES 240620P).

## **23.79 DATES OF FUTURE MEETINGS**

23.79.1 The Chair informed members that the November 2024 meeting had been rescheduled from 12 November 2024 due to a clash with graduation ceremonies.

Thursday 12 September 2024 at 4:00pm  
Wednesday 13 November 2024 at 10.30am<sup>2</sup>  
Thursday 16 January 2025 at 4:00pm<sup>3</sup>  
Thursday 13 February 2025 at 4:00pm  
Thursday 24 April 2025 at 4:00pm  
Thursday 19 June 2025 at 4:00pm

Members may participate in meetings via Microsoft Teams or onsite in Room RS103, 309 Regent Street.

---

<sup>2</sup> The meeting is from 10.30am to 1.30pm. The Committee joins the Audit and Risk Committee from 10.30am to 11.30am.

<sup>3</sup> Provisional – only goes ahead if required to consider urgent major project proposals.