



# UNIVERSITY OF LONDON

## BOARD OF TRUSTEES

Wednesday, 28 January 2015, at 4.00 pm  
Court Room, Senate House

### MINUTES

#### PRESENT

Ms Stella Beaumont  
Mr David Beever  
Mr Abdul Bhanji  
Sir Richard Dearlove (Chair)  
Mr Steven Fogel  
Professor Simon Gaskell  
Mr Edward Hartill

Professor David Latchman  
Professor Paul Layzell  
Mr Gerard Lemos  
Mrs Suzanne McCarthy  
Professor Stuart Reid  
Professor Sir Adrian Smith

#### APOLOGIES

Ms Emma Burns

#### IN ATTENDANCE

Ms Karen Barnard\*  
Ms Maureen Boylan  
Mr Martin Burchett  
Mr Chris Cobb  
Miss Damaris Currie  
Mr Kim Frost  
Mr Bob Gilworth\*

Ms Emily Huns\*  
Professor Roger Kain  
Mr Andrew Murphy  
Mr John Stewart  
Dr Mary Stiasny  
Professor Paul Webley

\* Present for BTM 2781

#### Presentation

2781 The meeting commenced with a Presentation on College Careers Services by Bob Gilworth, Co-Director of The Careers Group and Director of College Based Services, Karen Barnard, Director, UCL Careers, and Emily Huns, Head of Careers & Enterprise, Queen Mary University of London.

#### New Year Honours

2782 The Chair, on behalf of the Board, congratulated the Deputy Vice-Chancellor, Professor Paul Webley, on the award of a CBE in the New Year Honours. A list of those connected with the University who had received awards was elsewhere on the agenda (see BTM 2848 below).

#### Minutes of the Meeting Held on 26 November 2014

2783 The Board confirmed the minutes of the meeting held on 26 November 2014.

## **Matters Arising**

2784 The Board received a report on matters arising from the minutes of previous meetings of the Board (BT835). Members noted that a detailed report on the Staff Survey would be presented to the Board in March 2015. The Board also noted the update in the report on the submission to the Higher Education Funding Council for England (HEFCE) of the Annual Accountability Return.

## **Vice-Chancellor's Report**

2785 The Vice-Chancellor introduced his report (BT836, Confidential), including a list of his main activities and meetings since 26 November 2014 (Appendix BT836A).

## ***Future Shape and Structure of the University***

2786 The Board noted that the Governing Bodies of both Heythrop College and St Mary's University (SMU) had confirmed, in late November 2014, their intention to join Heythrop College with SMU, subject to the outcome of due diligence investigations on legal, academic, and financial matters. The Vice-Chancellor reported that Heythrop College had, accordingly, withdrawn its undergraduate programmes from UCAS. Heythrop was a lead College for the Bachelor of Divinity degree offered through the University of London International Academy (UoLIA), and options to maintain the programme in some form were being explored.

*BTM 2787 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

## **REF Results**

2788 The Vice-Chancellor updated members on the outcome of the REF with respect to Colleges of the University. The *Times Higher Education* (THE) Table of Excellence had ranked six Colleges of the University federation in the top 10% of listed higher education institutions (HEIs) and four had been ranked in the top nine in its Table of Single-subject Institutions. The Board welcomed the results and commended Colleges on the outcome.

## **New Appointments**

2789 The Vice-Chancellor reported the recent appointment of Anthony Kemp as Chief Executive Officer of Shared Services and Director of the External Services Department, who would join the University in mid-February 2015. The Board noted also that the new Director of Development, Bill Abraham, had recently taken up his post.

## **Warburg Institute**

*BTMM 2790-95 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

## **Sustainability of the SAS**

- 2796 The Board considered a report (BT838) by the Pro Vice-Chancellor (Research) regarding the recent consultation on options for the sustainability of the School.
- 2797 The Pro Vice-Chancellor (Research) reported that the SAS Strategic Advisory Group (SAG) had met on 11 December 2014 and, *inter alia*, had offered advice on how SAS might achieve financial sustainability following the recent reductions in funding. Members were informed that a paper outlining options had been circulated for consultation to all Institute Directors and Chairs of Advisory Councils, the Vice-Chancellor's Executive Group, members of the Board of SAS, and members of the SAG. The report on the consultation outcomes which had been prepared for the SAG had been provided for the Board's information (Confidential Appendix BT838A).
- 2798 The Pro Vice-Chancellor (Research) drew members' attention to the unconfirmed minute of the SAG discussion on 11 December 2014 at pages 2 to 3 of Document BT838, which the Chair of the SAG had authorised for use in the report. He highlighted the advice of the SAG in relation to the Institute of Musical Research (IMR) and the Institute of English Studies (IES).

### *IES*

- 2799 The Pro Vice-Chancellor (Research) reported that, during the summer 2014, and in the light of correspondence regarding reserves relating to the IES (highlighted to the Board in July 2014, BTM 2587 refers), considerable work had been undertaken by the Finance and Planning Department and the School to clarify this matter. Investigations had indicated that there was a case for identifying, as belonging to the IES, a sum accumulated by the Institute under its previous guise as the Centre for English Studies in the University of London. These philanthropic funds remained unexpended, and had been accrued at a time when the Institute had not received a share of the SAS Resource Allocation Model-driven HEFCE special funding.
- 2800 The Pro Vice-Chancellor (Research) reported that the SAG had expressed the view that, given this additional financial resource, the IES should continue if this was the wish of the School and the University. The SAG had advised that the IES should have a broader national reach covering more of the subject area of English Studies, with an annual rolling review of the Institute and a major review of progress on this new agenda and on its continuing financial sustainability at the end of a three-year period. The Board noted that the Collegiate Council had endorsed this position. The Pro Vice-Chancellor (Research) reported that the newly-appointed Chair of the IES Advisory Council supported the proposed new agenda for the Institute.

### *IMR*

- 2801 The Board noted the outcome of the consultation in respect of the IMR, and the view of the SAG that, without substantial investment, the Institute did not have the critical mass to pursue major external funding opportunities and become sustainable. Members were informed that the Collegiate Council had

concurred with the recommendation of the SAG that, unfortunately, the IMR should cease operations, and had noted the concern of the SAG that, if this did not occur, there would be a risk to the future sustainability of the School as a whole.

2802 The Pro Vice-Chancellor (Research) reported that, should the Board approve the Collegiate Council's recommendation in relation to the IMR, it was proposed to safeguard its digital resources in the SAS-SPACE repository.

2803 Members noted the intention to offer the IMR brand to the Colleges and, should they not be interested, to UK HEIs. The Pro Vice-Chancellor (Research) was pleased to report that Royal Holloway, University of London (RHUL) had indicated an interest in bringing the brand either to RHUL solely, or jointly with other music departments. RHUL envisaged using the title to host seminar series, with SAS and/or other departments, as appropriate.

2804 The Board considered the proposals and agreed with the conclusion of the SAG that, unfortunately, the IMR was not sustainable and, consequently, should cease operations as an Institute of SAS. However, members welcomed the offer of RHUL to continue the brand of the IMR.

2805 The Pro Vice-Chancellor (Research) advised the Board of the procedure for communicating the outcome of the Board's consideration. It was noted that he would contact those directly affected prior to any wider notification.

2806 **AGREED**

- (i) To approve the recommendations of the Collegiate Council, relating to the IMR, namely:
  - (a) That the IMR should cease operations.
  - (b) That the SAS ensures that the IMR's research resources be available on digital platforms.
  - (c) That the IMR brand be offered to the Colleges of the University and, if there is no interest there, to UK HEIs.
- (ii) To endorse the University's intention to follow up the request of the Principal of RHUL, with RHUL, and to solicit whether there was interest in other Colleges.

**Lower Ground Space Project: Business Case**

2807 The Pro Vice-Chancellor (Operations) introduced a report on the Lower Ground Space Project, part of Programme Beveridge (Document BT839, Confidential). A Risk Register (Appendix BT839A, Confidential) and Stakeholder Engagement Plan (Appendix BT839B, Confidential) were attached to the report. It was noted that the completion of the project would assist the University to realise its ambition of securing Senate House as an academic hub, one of the key objectives of the new Estates Strategy. This project would create new space within Senate House for administrative and operational staff of the University, releasing other space and facilities that could be improved to enhance opportunities for academic activities.

2808 Members were informed that the transformed space would provide a new, modern, working environment to increase collaboration between teams, and

to provide flexibility to accommodate the changing needs of the University and its staff. The programme would include the development of an activity-based working policy and the introduction of new technology to drive this change forward.

- 2809 The Board noted that an initial pre-planning consultation with the London Borough of Camden Council and English Heritage on an outline proposal had been positive, with both indicating their potential support for the scheme, provided that the character of the building, and the grade II\* listing were maintained.
- 2810 In response to a query regarding the accuracy of the financial estimates at this stage, the Pro Vice-Chancellor (Operations) reported that experienced quantity surveyors had been involved in the financial modelling for the project and that he was content that the figures were robust, subject to any unexpected planning issues arising as the project progressed. The Chief Financial Officer highlighted that, as explained in the report, it was expected that additional income could be generated from the space released on the ground and first floors of Senate House, following the completion of the project. This income would derive from two complementary revenue streams: increased venue hire, and increased leased space; a total aggregate income of *circa* £0.5M per annum was estimated.
- 2811 The Board noted that, should approval for the project be granted, work would begin to develop a full scheme of works. In addition to the design work related to the lower ground floor, work would take place to plan the other projects within Programme Beveridge.
- 2812 Members indicated their support for the proposals. It was noted that the University was undertaking a number of Estates projects and that careful monitoring of progress would be essential. The Board would, therefore, wish to receive updates on the Lower Ground Space Project at each meeting, as it did with other ongoing projects.

*BTM 2813 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **Equality and Diversity Annual Report for 2013-14**

- 2814 The Director of Human Resources (HR) introduced a report (Document BT840) on equality and diversity within the University, attached to which were a number of Appendices:
- (i) Job Type Analysis by Ethnicity (Appendix BT840A)
  - (ii) Ethnicity Analysis by Job Type (Appendix BT840B)
  - (iii) Ethnicity Analysis by Job Grade (Appendix BT840C)
  - (iv) Gender Analysis by Job Type (Appendix BT840D)
  - (v) Gender Analysis by Job Grade (Appendix BT840E)
- 2815 Members were updated on some of the activities that had taken place during 2013-14. The Director of HR reported that the University had been one the first HEIs to participate in the Leadership Foundation's Aurora Women's

Development Programme; positive feedback had been received from staff on the Programme. It was noted that the University also had its own Future Leaders Programme.

- 2816 The Director of HR reported that, in recognition of the fact that it did not have a dedicated member of staff to advise on the promotion of equality and diversity in the workplace, the University had arranged to take a diversity advice service from SOAS University of London.
- 2817 The Director of HR reported that he would be meeting with Emma Burns to discuss further some of the issues raised in the report and how to take matters forward.

### **People Strategy Progress Report**

- 2818 The Director of HR reported on progress with respect to the People Strategy, as outlined within Document BT841, and highlighted a number of key points which members noted:
- (i) The recent appointment of a new Head of Organisational Development and Learning who was taking forward a programme of work to develop the University's Organisational Development offering.
  - (ii) The forthcoming introduction of a number of short, sharp, mandatory training courses for staff, an approach which had proved successful in other organisations.
  - (iii) The introduction of an online induction process that newly-appointed staff could access prior to commencing work.

### **Governance Matters**

- 2819 The Board considered a report (Document BT842) on a number of governance-related matters.

### **Succession Planning**

- 2820 It was noted that the Nominations Committee would be meeting in March 2015 to consider applications for membership of the Board and a number of committees and groups. The University Secretary reported that there had been a good response to an advertisement for the various vacancies, placed recently in *The Sunday Times*.

### **Higher Education Code of Governance**

- 2821 The Board noted that, following a sector-wide consultation, the Committee of University Chairs had published a new Code of Governance in December 2014 (Appendix BT842A). Officers would be analysing the Code against University practice and would report to the Board in May 2015. The University Secretary informed members that this analysis and any arising actions would inform a future Effectiveness Review of the Board during 2015-16.

### ***Proposed Changes to Statutes***

2822 The Board considered proposals for a number of amendments to the Statutes set out at Appendix BT842B. Two substantive changes were highlighted:

- (i) the inclusion of the post of Deputy Vice-Chancellor as an *ex-officio* member of the Collegiate Council and of the Board of Trustees; it was noted that this would, in turn, prompt minor consequential changes; and
- (ii) the inclusion of the post of Chief Executive of the International Programmes as an *ex-officio* member of the Collegiate Council.

2823 The University Secretary highlighted the formal process for the approval of revised Statutes, which was set out in the 1994 University of London Act, and detailed in the report together with an estimated timetable. Members noted that the process included formal consultation with College Governing Bodies and recognised Trades Unions within the University.

2824 The Board indicated that it was content with the proposed amendments, and for the approval process to be taken forward. It was noted that, if there were no substantive objections or delays, it might be possible to amend the Statutes by the start of the 2015-16 session.

2825 **AGREED**

- (i) That the Board was in favour, in principle, of the proposed amendments to the Statutes.
- (ii) That formal consultation on the proposed amendments should be undertaken.

### **Finance Report**

2826 The Board considered the Finance Report (BT843, Confidential), including the Monthly Finance Report for November 2014 at Appendix BT843A (Confidential). The Chief Financial Officer reported that, although the forecast surplus was currently higher than the budgeted surplus, at this stage of the year any significant variances were largely due to timing. He stated that the high cash position reflected the timing of payments from students of the UoLIA and students in the Halls of Residence. A detailed review would be undertaken to provide a formal revised forecast position which would be presented to the Board's next meeting.

2827 The Chief Financial Officer drew attention to a report on the Transparent Approach to Costing (TRAC) Return for 2013-14 (Appendix BT843B, Confidential). A detailed explanation of TRAC was provided at Annex BT843B/1. The Board was informed that the TRAC Return (Annex BT843B/2, Confidential) had been reviewed by the TRAC Steering Group at its meeting on 20 January 2015. Members noted also the commentary on the TRAC Return set out in the report.

2828 **AGREED**

To approve, and authorise the Vice-Chancellor to sign, the 2013-14 TRAC Return for onward submission to the HEFCE by 31 January 2015.

**Bloomsbury Precinct Master Plan**

2829 The Board noted current progress on the Master Plan set out in Document BT844, Confidential. Following the tender process, all bidders had been invited to attend interviews and to present their bid. A second round of interviews with preferred consultants would take place shortly.

**Estates Matters**

2830 The Board considered a report on a number of estates-related matters (BT845, Confidential).

*BTMM 2831-34 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

**Senate House North Block**

2835 Members noted the updates in the report on the Institute of Historical Research (IHR) and SOAS University of London Refurbishments.

**33 Torrington Square**

*Professor Latchman was not present in the room for this item.*

*BTM 2836 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

**Lease of Rooms 251 and 253**

2837 The Board considered and approved the grant of a lease to Academia Europaea for rooms 251 and 253 in Senate House.

*BTM 2838(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

2838 **AGREED**

(i) To approve the final terms for the lease of the site between 32 Torrington Square and the Warburg Institute, as detailed in the report and at BTM 2836 above.

**Update on Strategic Risks**

2839 The Board received a report on Strategic Risks (BT846, Confidential). Members noted the work being undertaken with regard to the sustainability of Senate House Library (SHL) including the development of a new SHL Strategy and Plan, which would be developed in conjunction with the overall

SAS planning and budget process. Work would also be undertaken during the session in relation to federal charges and book-storage projects.

- 2840 Members were informed that discussions about the 2015-16 budget had commenced and consideration was being given to how best to mitigate risks relating to any potential further reduction in HEFCE funding for SAS.

### **University Policy on Intellectual Property Rights**

- 2841 The Board considered the proposed University Policy on Intellectual Property Rights (BT847 and Appendix BT847A). Queries were raised regarding the intellectual property rights associated with work undertaken by postgraduate students. The Director of Legal Services informed members that this was covered under Part E of the Policy which, it was noted, did not distinguish between undergraduate and postgraduate students. In general, this indicated that, where a student created intellectual property in the course of their studies, the student retained the intellectual property rights. However, it was suggested that there was some inconsistency between this approach and that within paragraph 46 which stated that, where this intellectual property was capable of protection under registered or unregistered design right, patent or database rights, those rights would rest with the University. The Director of Legal Services informed members that further consideration would be given to this aspect of the Policy, and that the Board would be updated at its next meeting on any amendments made in the light of members' comments.

2842 **AGREED**

To approve the University Policy on Intellectual Property Rights subject to further consideration being given to Section E in the light of the Board's comments.

### **Proposed Amendments to Ordinances**

- 2843 The Board considered a report on proposed changes to Ordinances 7 and 18 (BT848). A copy of the proposed revised Ordinance 18 *Suspension and Termination of Registration of Students in Debt*, with revisions tracked, was attached as Appendix BT848A, with a 'clean' copy at Appendix BT848B. Members noted also, proposed amendments to Ordinance 7, paragraph 13, to provide greater clarity with regard to the appointment and reappointment of Deputy Chairs of Committees, set out in paragraph 1.1 of the report.

2844 **AGREED**

To approve the proposed amendments to Ordinances 7 and 18 set out in paragraph 1.1 of BT848 and Appendix BT848A, respectively.

### **Annual Services Statement to Colleges – All Colleges**

- 2845 The Board welcomed and noted the 'Annual Services Statement 2013-14 - All Colleges' (BT849 and Appendix BT849A), which summarised the services and facilities provided to Colleges by the University during 2013-14. Members noted that each College had been sent a bespoke statement covering the specific services provided to it by the University in 2013-14; copies would also be circulated to members of the Board shortly.

### **Remuneration Committee Annual Report 2014-15**

2846 The Board noted the Annual Report of the Remuneration Committee for 2014-15 (BT850).

### **University of London Institute in Paris (ULIP) Students' Union**

2847 The Board received a report on the ULIP Students' Union (SU) (BT851). The Board noted the Annual Accounts of the SU for 2013-14 which had been considered and approved by the Board of ULIP, at its meeting on 2 December 2014, for onward submission to the Board of Trustees. It was also noted that the Board of ULIP had approved a number of amendments to the ULIP SU Constitution at that meeting.

### **New Year Honours 2015**

2848 The Board noted Document BT852, which provided an update on awards in the New Year Honours List 2015.

### **Action Taken Under Delegated Authority**

2849 Members noted the action taken under delegated authority since that reported to the Board's meeting on 26 November 2014, set out in Document BT853 (Confidential).

### **Dates of Future Meetings**

2850 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

#### **2014-15**

Wednesday, 18 March 2015 (to be held at Birkbeck, University of London)

Wednesday, 27 May 2015

Wednesday, 15 July 2015

#### **2015-16**

Wednesday, 14 October 2015

Wednesday, 25 November 2015

Wednesday, 27 January 2016

Wednesday, 16 March 2016

Wednesday, 18 May 2016

Wednesday, 13 July 2016

#### **2016-17**

Wednesday, 19 October 2016

Wednesday, 30 November 2016

Wednesday, 25 January 2017

Wednesday, 29 March 2017

Wednesday, 24 May 2017

Wednesday, 19 July 2017