



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 27 May 2015, at 4.00 pm
Court Room, Senate House

MINUTES

PRESENT	Ms Stella Beaumont 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	Mr David Beever	Ms Emma Burns
IN ATTENDANCE	Ms Maureen Boylan Ms Nicola Bradfield+ Mr Chris Cobb Miss Damaris Currie Mr Kim Frost Ms Janet Hoskin+ Professor Roger Kain	Mr Anthony Kemp* Mr Andrew Murphy Mr John Stewart Dr Mary Stiasny Professor Paul Webley Mr Paul Wilkinson

+ present for BTMM 2918-33

* present for BTMM 2949-58

Minutes of the Meeting Held on 18 March 2015

2918 The Board confirmed the minutes of the meeting held on 18 March 2015 subject to the following amendment: the replacement of the words 'existing roles' in BTM 2872 with 'individuals'.

Matters Arising

2919 It was noted that all matters arising from the previous meeting were covered elsewhere on the agenda.

Vice-Chancellor's Report

2920 The Vice-Chancellor introduced his report (BT871). He highlighted the list of Honorary Graduands who had accepted invitations to receive awards at the 2015 Foundation Day Ceremony and the School of Advanced Study (SAS) Graduation Ceremony. Biographical summaries/supporting statements for the Honorary Graduands were attached at Appendix BT871A.

- 2921 The Vice-Chancellor informed the Board of the recent appointment of Professor Rick Rylance as Director of the Institute of English Studies. Professor Rylance, who was currently Chief Executive of the Arts & Humanities Research Council and Chair of the Research Councils UK Executive Group, would take up his appointment in the autumn.
- 2922 The Board noted the update regarding the Institute of Musical Research (IMR) and that, further to discussions at the Board's January 2015 meeting, the IMR brand would be continued at Royal Holloway, University of London through a seminar series; a memorandum of understanding to this effect had been signed in March 2015.
- 2923 Members noted the other matters detailed in the report including the development of a new Senate House Library (SHL) Strategy and a list of the Vice-Chancellor's main activities and meetings since 18 March 2015 (Appendix BT871B). The Vice-Chancellor highlighted the outcome of the recent Quality Assurance Agency Higher Education Review of the Royal Veterinary College, which had received a commended review report.
- 2924 The Board was also updated on recent developments concerning a forthcoming Conference to be held at the University of London Institute in Paris.

Warburg Institute

BTMM 2925-33 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Application to Join the University of London Federation

- 2934 The Board received a report on the Application from City University London ('City') to join the Federation (BT873, Confidential) together with Part 1 of City's Application (Appendix BT873A, Confidential); the full application had been circulated to members previously. The Board noted that the Working Group established by the Collegiate Council to consider the application had met for the first time on 26 May 2015. The Chair of the Working Group, Professor Latchman, reported that the Group was gathering a range of information in connection with the application. It was noted that a preliminary meeting to address City's high-level strategic direction and its underpinning would be held with members of City's Council, its Vice-Chancellor and senior colleagues on 3 June 2015. This would be followed by the main visit to City on 9 June 2015.
- 2935 The Board was informed that the timetable would enable the Working Group to report to the Collegiate Council on 3 July 2015, which would in turn make a recommendation to the Board's meeting on 15 July 2015.
- 2936 The Board was invited to comment or to raise matters it wished the Working Group to consider.
- 2937 Professor Latchman informed members that key issues for the Group would include the benefits to the University should City join the Federation, as well

as any potential risks. The Group would also focus on City's research performance, and members were reminded that City's Vice-Chancellor had indicated previously, in 2010, that City intended to develop its research profile; the Group would consider to what extent this had been achieved.

- 2938 It was commented that City had strengths in practitioner-based areas that should also be considered and which might not be reflected in research ratings. A query was raised about City's structure and whether any constituent parts could leave to establish themselves as separate institutions. Professor Latchman indicated that this matter would be raised with City.
- 2939 The Board noted that City had recorded a deficit for the previous two years, but was forecasting a future surplus. Members suggested that insufficient supporting information about the financial forecasts had been provided by City and that further documentation should be requested and analysed accordingly by the Working Group.
- 2940 The Board agreed that City's links to the City of London should be explored to ascertain how they might benefit the University. A query was raised as to whether City's admission as a College of the University could adversely impact its relationship with the City of London Corporation. The University Secretary advised members that City had discussed its application with the Corporation and had reported that the Corporation was very supportive of the proposal.
- 2941 The Board was updated on media strategy with regard to the application, and noted that no public announcement would be made until the Board had considered the recommendation of the Collegiate Council.
- 2942 The Board was advised that its comments would be transmitted to the Working Group and that, should members have any further matters to raise subsequent to the meeting, they should send them to the Chair of the Working Group in writing, as soon as possible.

Proposed Changes to Statutes

- 2943 The Board considered a report on proposed amendments to the University Statutes (BT874). The University Secretary updated members on the process to date, including the consultation with Trades Unions and the Colleges. Notices of the proposed amendments had also been placed on the University's web-site and intranet. The University Secretary informed members that no representations had been received and that the 15 Colleges that had responded had consented to the proposed amendments.
- 2944 The University Secretary drew attention to the proposed changes to the Statutes which were set out at Appendix BT874A; highlighting the following in particular:
- (i) the proposed inclusion of the post of Deputy Vice-Chancellor as an *ex-officio* member of the Collegiate Council and of the Board of Trustees;

- (ii) the proposal to include the post of Chief Executive of the International Programmes as an *ex-officio* member of the Collegiate Council; and
- (iii) the proposed increase in the number of independent members of the Board by two.

2945 It was noted that, if the changes were approved, a proposed amendment to Ordinance 13 in respect of the Deputy Vice-Chancellor, which was also detailed in Appendix BT874A, would follow.

2946 In line with the requirements of the University of London Act, members voted on the proposed amendments to the Statutes and resolved unanimously to make the changes. It was noted that the Board would be asked to confirm its resolution at its meeting on 15 July 2015.

2947 At the end of the item, a member of the Board suggested that when consideration was next given to the effectiveness of the arrangements for the Board, consideration might be given to extending the length of tenure for the Chair of the Board, as set out in Ordinances.

2948 **AGREED**

That the Board resolved to amend the Statutes as set out in Appendix BT874A.

Update on Budget 2015-16 and Future Year Forecasts

2949 The Chief Financial Officer introduced the report (BT875, Confidential), drawing attention to the forecasts for the period to 2018-19 detailed in the graph on page 2.

2950 The Chief Financial Officer explained that the budget that the University would be proposing to the Board for 2015-16 was based on a level of investment larger than previously indicated and with a longer payback period. He highlighted some of the major investments proposed for 2015-16 including: the second year of academic investment in SAS; investment in the SHL for additional staff and collection development; and significant investment in both the Department for External Services and the Development Office.

2951 The Board's attention was drawn to several Estates projects proposed within the capital plan, and outlined within the report.

2952 The Board suggested that the form in which the Budget was presented in July 2015 would be important and that consideration should be given to showing the exceptional investment expenditure separately from regular income and expenditure and also to highlighting that the University was funding the proposed investment itself, rather than through borrowing. Members requested further information in the July 2015 report on areas where opportunities for development had been identified, such as the potential for growth in University of London International Academy student numbers, to provide an indication of the likelihood of realising targets in these areas. The Board indicated that it would also welcome information on the role of

commercial shared services in terms of future investment, as well as more information on work to ensure operational efficiency and effectiveness.

2953 **AGREED**

That further consideration should be given to the presentation and content of the budget and the budget report to be presented in July 2015, as detailed at BTM 2952 above.

Commercial Shared Services

BTMM 2955-58 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Finance Report

2959 The Board received a Finance Report (BT877, Confidential) by the Chief Financial Officer, attached to which was the Monthly Finance Report for the period to 31 March 2015 (Appendix BT877A, Confidential). Members noted the management accounts for the period to 31 March 2015, and details of the Higher Education Funding Council for England (HEFCE) Recurrent Grant for 2015-16. The Board also received and noted the 2013-14 Transparent Approach to Costing for Teaching (T) Return (Appendix BT877B).

University Federal Subscription and College Charges for 2015-16

2960 The Chief Financial Officer presented the proposal for the 2015-16 Federal Subscription and College Charges (BT878, and Appendices BT878A and BT878B, both Confidential). Members noted that the Collegiate Council had considered the proposals at its meeting on 1 May 2015 and had recommended them to the Board for approval.

2961 **AGREED**

To approve the proposed Federal Subscription and College Charges for 2015-16.

Developing the Residential Portfolio

2962 The Director of Property and Facilities Management (FM) presented a report (Document BT879 and Appendix BT879A, both Confidential) outlining the current residential portfolio for students in London together with options that the University could consider to expand its provision. He highlighted the shortage of student accommodation and that students were increasingly prepared to consider longer travelling times, providing greater scope in terms of the sites that could be considered for development.

2963 The Board was informed that a number of decisions would be required over the coming months, including in relation to plans for Lillian Penson Hall and Clandon House. The Director of Property and FM commented on other potential residential opportunities in the wider Estate. Work to identify other potential sites within London would also be progressed.

2964 The Board noted that a report to the July 2015 meeting of the Collegiate Council would seek confirmation of the number of additional beds required, to ensure that there had been no significant change to Colleges' requirements since an Accommodation Working Group had reported to the Collegiate Council in 2012¹. The Board would be updated in due course.

Condition Survey Works

BTM 2965 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

2966 **AGREED**

To authorise the Vice-Chancellor to approve the projects and associated expenditure required for the condition survey works. The Vice-Chancellor would seek advice from a member or members of the Estates Sub-group as he considered appropriate.

Dilke House

BTMM 2967-69 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Estates Matters

BTM 2970 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

2971 The Director of Property and FM highlighted the following:

Programme Beveridge

- (i) Programme Beveridge was progressing well. A series of site visits had taken place during May 2015 with a view to submitting a pre-planning application to Camden Council in June 2015. Members noted a table within the report showing the key project milestones. The Director of Property and FM stressed that continued engagement with staff would continue to be an important part of the process.

BTM 2971(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Nominations Committee

2972 The Board considered a report (BT883, Confidential) from the Nominations Committee which had met on 29 April 2015 to consider the appointment of new Trustees to fill the vacancies due to arise in August 2015 following the retirements of Mr Edward Hartill and Mr David Beever. Following interviews, the Committee had recommended the appointment of Mr Philip Clark and Mr Malcolm Roberts, *Curricula Vitae* for whom were attached to the report (Appendix BT883A, Confidential).

¹ Post-meeting note: subsequent to the meeting it was decided that this report would be submitted to the Collegiate Council in the Autumn term 2015.

2973 **AGREED**

- (i) To appoint Mr Philip Clark as an independent member of the Board of Trustees, for four years in the first instance, with effect from 1 August 2015.

- (ii) To appoint Mr Malcolm Roberts as an independent member of the Board of Trustees, for four years in the first instance, with effect from 1 August 2015.

Update on Strategic Risks

2974 The Board noted Document BT884 which provided an update on Strategic Risks. In relation to the sustainability of the SHL, the Pro Vice-Chancellor (Operations) highlighted the work being undertaken on a new SHL Strategy and Annual Plan, recruitment activity, and work on book storage.

2975 The Board noted that, in relation to funding for SAS, the University was concluding discussions regarding the formulation of the 2015-16 SAS budget. Although the HEFCE grant settlement for 2015-16 had shown a small increase, there remained concerns over future funding levels as SAS funding was not ring-fenced.

Report from the Investments Committee

2976 The Board considered a report (BT885) on the issues discussed by the Investments Committee at its meeting on 11 May 2015.

2977 **AGREED**

That Newton Investment Management Limited be reappointed as the Investment Manager for the Equities part of the Unified Trust Fund portfolio for the forthcoming year to 31 July 2016.

HEFCE Assessment of Institutional Risk

2978 The Board received a report (BT886) on the outcome of HEFCE's assessment of the accountability, risk and sustainability of the University, based on the annual accountability returns submitted for 2013-14, as detailed in a letter of 31 March 2015 from the Chief Executive of HEFCE to the Vice-Chancellor (Appendix BT886A).

2979 The Board noted that HEFCE had concluded that the University was not at higher risk, and was meeting the accountability obligations set out in the Financial Memorandum (until 1 August 2014, and thereafter in the Memorandum of Assurance and Accountability) between HEFCE and institutions and other HEFCE guidance.

Action Taken Under Delegated Authority

2980 Members noted the action taken under delegated authority set out in Document BT887 (Confidential).

Dates of Future Meetings

2981 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

2014-15

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