



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 18 May 2016, at 4.00 pm
Court Room, Senate House

MINUTES

PRESENT

Sir Richard Dearlove (Chair)	Mr Gerard Lemos
Ms Stella Beaumont	Mrs Suzanne McCarthy
Ms Emma Burns	Professor Stuart Reid
Mr Philip Clark	Professor Sir Adrian Smith
Mr Steven Fogel	Mr Mark Storey
Professor Simon Gaskell	Mrs Rosalyn Wilton
Professor Paul Layzell	

APOLOGIES

Mr Abdul Bhanji	Mr Malcolm Roberts
Professor David Latchman	

IN ATTENDANCE

Mr Martin Burchett (Director of Capital Projects)
Mr Chris Cobb (Pro Vice-Chancellor (Operations) and Chief
Operating Officer)
Miss Damaris Currie (Central Secretariat)
Professor Roger Kain (Pro Vice-Chancellor (Research) and Dean
and Chief Executive of the School of Advanced Study)
Mr Andrew Murphy (Chief Financial Officer)
Mr John G Stewart (Director of Legal Services)
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief
Executive of the International Programmes)
Ms Sally Townsend (Interim Chief Executive Officer of CoSector)*
Mr Paul Wilkinson (Director of Property and Facilities Management)

* present for BTMM 3401-09

Minutes of the Meeting Held on 16 March 2016

3354 The Board confirmed the minutes of the meeting held on 16 March 2016.

Matters Arising

3355 The Board noted the updates within the Matters Arising report (Document BT990): that the Donation Acceptance Policy had been amended and the new Agreement for a Combined Classics Library had been signed.

Vice-Chancellor's Report

Higher Education Funding Council for England (HEFCE) Grant

3356 The Vice-Chancellor presented his report (BT991, Confidential). He highlighted the details of the HEFCE grant to the University for 2016-17. It was noted that, in previous years, HEFCE had advised on the split of the teaching grant between the School of Advanced Study (SAS) and an element for shared services. The University was seeking guidance from HEFCE regarding whether there would be a similar split for 2016-17.

BTMM 3357-60 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Shakespeare: Metamorphosis

3361 The Vice-Chancellor highlighted the Senate House Library's exhibition *Shakespeare: Metamorphosis*, which commemorated the 400th anniversary of Shakespeare's death with a season of activities and would run from 14 April to 17 September 2016.

BTM 3362 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Honorary Doctorate

3363 The Board congratulated the Chair, Sir Richard Dearlove, on the news that he was to be awarded an Honorary Doctorate by the National Intelligence University, Washington, DC.

Other Matters

3364 The Board noted also the updates in the report on: City University London (City); Honorary Degrees and Fellowships; and the list of the Vice-Chancellor's main activities and meetings since the Board's previous meeting (Appendix BT991A).

Finance Report

3365 The Board received a report on the management accounts for the eight months to 31 March 2016 (BT992 and Appendix BT992A, both Confidential). Members noted that the University was in deficit by £5.1M on its continuing operations for the period compared to a budgeted deficit of £5.6M. Around £0.8M of the current variance related to timing or budget phasing, suggesting that the underlying position was an adverse performance to budget of around £0.3M.

BTM 3366 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3367 The Chief Financial Officer reported that a revised forecast of the year-end position would also be presented to the Board in July 2016.

TRAC (T) Return

3368 The Board noted the TRAC (T) Return which had recently been submitted to HEFCE (Appendix BT992B, Confidential).

BTMM 3369-71 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

University Federal Subscription and College Charges for 2016-17

3372 The Board considered the report on the proposed Federal Subscription and College Charges for 2016-17 (BT993), appended to which were a summary of the Federal Subscription and College Charges for 2016-17 (Appendix BT993A, Confidential) and additional details on the underlying calculations (Appendix BT993B, Confidential).

3373 The Board noted the proposal to hold the Subscription for 2016-17 at £1.76M for the fourth year in a row. It was noted that, as City was joining the Federation in 2016-17, the existing Colleges would see a reduction in the cost of their individual subscription as the charge would be spread across a greater number of institutions. It was noted that this approach aligned with the principle that the Subscription should follow a cost distribution model.

BTM 3374 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3375 The Board noted that the Collegiate Council had considered the proposed Federal Subscription and College Charges for 2016-17 at its meeting on 6 May 2016 and had recommended them to the Board for approval.

3376 **AGREED**

The Board approved the proposed Federal Subscription and College Charges for 2016-17.

Stratford Student Accommodation Development

BTMM 3377-81 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Bloomsbury Precinct Master Plan

3382 The Director of Capital Projects presented the final version of the Bloomsbury Precinct Master Plan (BT995, Confidential and Appendix BT995A). The Board noted that, subsequent to the presentation of the Master Plan to the Development Forum of the London Borough of Camden (Camden) on 27 January 2016, a second presentation had taken place, this time to Camden Councillors on 11 April 2016; the response had been largely positive.

3383 The Board was informed that the final status of the Plan was not as formal as the University might have wished and that Camden had, therefore, been

asked to provide an endorsement or letter of comfort – a written response from Camden was awaited.

3384 Members noted that the Master Plan presented a high-level vision of how the Bloomsbury campus might develop over the next 10-20 years. Individual proposals would require the usual planning, conservation area and listed building processes. The Director of Capital Projects stated that it was likely that a majority of the potential development opportunities would be taken forward by Colleges, although the University might wish to take the lead on some.

3385 The Board welcomed the Master Plan as presenting a cohesive approach to the development of the University Estate. Members were keen to see the development opportunities realised over the coming years (see BTMM 3391 below).

3386 **AGREED**

That the Board approved the Master Plan, as presented at Appendix BT995A.

Update from the Estates Strategy Working Group

BTMM 3387-92 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Proposal to Establish an Estates Committee with effect from 2016-17

3393 The Pro Vice-Chancellor (Operations) presented a report (BT997) on the proposed establishment of an Estates Committee to replace the Estates Sub-group from 1 August 2016. Since its establishment, the Sub-group had evolved to consider a wide range of Estates-related projects and activities, and officers considered it appropriate to review the Sub-group's remit, with a view to its incorporation within the formal governance structure as a Committee of the Board of Trustees. The Board was content with the proposal.

BTM 3394 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3395 **AGREED**

- (i) That the Board approved the establishment, on 1 August 2016, of an Estates Committee to replace the Estates Sub-group, and that the University Ordinances and the Scheme of Delegation should be amended accordingly.
- (ii) That the remit of the Committee should be extended to include the approval of leases and licences, not including Senate House and Stewart House, up to £2M¹.

¹ Post-meeting note: the precise terms of the additional delegation would be included in the amendments to the Scheme of Delegation to be presented to the Board for approval in July 2016.

Estates Matters

3396 The Board considered Document BT998 (Confidential) which provided updates on a number of Estates-related matters and projects. The Director of Capital Projects highlighted the following:

- (i) Good progress continued to be made on the Cartwright Garden Halls Redevelopment Project; it was anticipated that the September 2016 Practical Completion date would be achieved.
- (ii) Some areas of work associated with the SOAS Senate House North Block Project had been delayed, but the University had been informed that they were not on the critical path and that the intended Practical Completion date should still be achieved. The University understood that SOAS did not intend to commence moving in to the site until July 2016, with full use from the start of the 2016-17 academic year. Should there be a short delay in completion, this was, therefore, unlikely to cause major difficulties.
- (iii) Progress was continuing on Programme Beveridge, including Camden's registration of the planning and listed building applications; tenders for the refurbishment had been received and a recommendation was expected by the end of May 2016.

BTM 3396(iv) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

32 Torrington Square

BTM 3397 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Property and Facilities Management (FM) Department

3398 The Board was informed that the Director of Property and FM, Mr Paul Wilkinson, would be leaving the University in the autumn term to become the Corporation of London's City Surveyor. The Board congratulated him on the appointment.

3399 The Pro Vice-Chancellor (Operations) highlighted other forthcoming departures in the Department of Property and FM and assured members of the steps being taken to manage the risks associated with these changes in staffing. The Board stressed the need to manage the transition in staff carefully, highlighting the importance of the Department's work to the University and the volume of activity in this area.

BTM 3400 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

CoSector

CoSector Update

- 3401 The Interim Chief Executive Officer (CEO) for CoSector presented an update (BT999, Confidential) on work in relation to the CoSector Business Plan. At the Board's previous meeting, members had requested information on the proposed form of future progress reports. The Interim CEO stated that future reports would broadly follow the format of the document before the Board.
- 3402 The Interim CEO drew attention to the general update section of the report and highlighted work to develop new services and to win new customers. In particular, CoSector had recently won work to assist Universities UK (UUK) to deliver its transformation programme and staff had met with a potential client for the new CyberSecurity service.
- 3403 The Board noted the information on key performance indicators (KPIs) and the intention that quarterly reports, aligned with the KPIs proposed in the Business Plan, would be provided against the three key areas of Customers, Finance and Staff. The Board considered the KPIs within the report and agreed that further consideration should be given to the measures of success in relation to the Finance KPIs to ensure they were sufficiently focussed.
- 3404 The Board noted that, as Mr Gerard Lemos was standing down from the Board of Directors of CoSector Limited at the end of July 2016, there would be a vacancy for an independent Trustee on the Board of the company. The Board appointed Mrs Rosalyn Wilton to succeed him.
- 3405 **AGREED**
- (i) That further consideration should be given to the measures of success in relation to the Finance KPIs to ensure they were sufficiently focussed.
 - (ii) To appoint Mrs Rosalyn Wilton as the independent Trustee on the CoSector Board of Directors with effect from 1 August 2016.

Student Homes – New Properties

BTMM 3406-09 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Proposal to Establish a Single Equality and Diversity Committee

- 3410 The Pro Vice-Chancellor (Operations) reported that, at present, the arrangements to meet the legal obligations placed on the University to encourage and support staff and student equality and diversity were handled in a variety of ways. Those for students were managed separately within UoLIA and SAS, while equality and diversity for staff were handled by the

Human Resources Department. Document BT1001 (Confidential) provided more detail on the respective arrangements within these Departments.

- 3411 Members were informed that one particular aspect of the care and management of students with a disability would change in 2016-17 when there would be significant revisions to the delivery and provisions of the Disabled Students' Allowance (DSA), resulting in additional responsibilities and costs for higher education providers.
- 3412 The Board was informed that, as explained in the report, it was proposed to establish a committee of the Board with responsibility for Equality and Diversity issues across the University, to promote equality and diversity among staff and students and to help ensure the University met its obligations in this area. Examples of the Terms of Reference for College Equality and Diversity Committees had been provided for the Board's information (Appendix BT1001A). The Board expressed its support for the proposal.
- 3413 **AGREED**
- (i) To establish an Equality and Diversity Committee as a committee of the Board, to promote equality and diversity among staff and students and to ensure the University met its obligations and used its resources efficiently to do so.
 - (ii) To approve the proposed terms of reference, constitution and quorum of the Committee set out at paragraphs 11 to 13 of BT1001.

Update on Strategic Risks

- 3414 The Board considered a report on Strategic Risks (BT1002, Confidential) and noted the updates therein. In relation to Risk 2 (on the sustainability of the SHL), it was noted that, as mentioned previously, the Collegiate Council SHL Financial Sustainability Working Group was planning to report by the end of calendar year 2016 (BTM 3369(iii) above refers).

BTM 3415 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 3416 It was noted that the forthcoming staff departures in the Property and FM Department, referred to earlier in the meeting (BTM 3399 above refers), would be highlighted in the documentation submitted to the Audit and Risk Assurance Committee for its June 2016 meeting.

Naming Policy

- 3417 The Board considered a proposal to establish a policy and procedure for the naming of University of London 'assets' such as buildings or spaces, scholarships, positions (i.e. Professorial Chairs), collections, prizes or other related assets (BT1003). The Pro Vice-Chancellor (Operations) informed members that legal and tax advice was being sought in relation to the Policy and that some amendments might be required in response.

3418 **AGREED**

The Board approved the Naming Policy, subject to any minor textual amendments and amendments required further to legal and tax advice received, and delegated authority to the Vice-Chancellor to approve the amendments.

Amendments to the Trust Funds Committee Constitution

3419 The Board considered a report (BT1004) on proposed amendments to the constitution of the Trust Funds Committee which was set out in Ordinance 6, Annex 1. It was noted that the Trust Funds Committee had proposed the following changes:

- (i) that the constituency 'The Deputy Director Finance and Planning' be removed and replaced with 'One College senior manager who is either a Director of Development or has responsibility for trust fund management'.
- (ii) that the quorum be amended to 'three members of whom one must be an independent member'.

3420 The Board approved the amendments. The Board was informed that Mr Kristoffer Tiffen, Committee Services Co-ordinator, would shortly be leaving the University, and members noted the valuable work he had undertaken to rationalise the administration and management of the trust funds.

3421 **AGREED**

The Board approved the amendments to the constitution and quorum of the Trust Funds Committee as set out within paragraphs 8.1-8.2 of Document BT1004.

HEFCE Assessment of Institutional Risk

3422 The Board received a report together with a letter from the Chief Executive of HEFCE to the Vice-Chancellor detailing HEFCE's assessment of the accountability, risk and sustainability of the University, based on the annual accountability returns submitted for 2014-15 (BT1005 and Appendix BT1005A).

3423 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 Memorandum of Assurance and Accountability and other HEFCE guidance.

Report from the Investments Committee

3424 The Board noted a report from the Investments Committee which provided a summary of the issues discussed by the Committee at its meeting on 9 March 2016 (BT1006).

3425 **AGREED**

That the Board would receive an update on annual investment performance at a future meeting.

Action Taken Under Delegated Authority

3426 The Board noted action taken under delegated authority, as set out in Document BT1007 (Confidential).

Dates of Future Meetings

3427 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

2015-16

Wednesday, 13 July 2016. The meeting would be preceded by a tour of the completed, refurbished, North Block of Senate House, and by a presentation from the Senate House Librarian on the SHL and the *Shakespeare: Metamorphosis* exhibition.

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