



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 19 July 2017, at 3.45 pm
Court Room, Senate House

MINUTES

PRESENT

Sir Richard Dearlove (Chair)	Professor Paul Layzell
Stella Beaumont	Kieran Murphy
Abdul Bhanji	Professor Stuart Reid
Emma Burns	Malcolm Roberts
Professor Edward Byrne	Professor Sir Adrian Smith
Philip Clark	Mark Storey
Professor David Latchman	

APOLOGIES

Jane Andrewartha	Andrew Halper
Professor Simon Gaskell	Rosalyn Wilton

IN ATTENDANCE

Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)
Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)
Damaris Currie (Central Secretariat)
Kim Frost (University Secretary)
Professor Roger Kain (Pro Vice-Chancellor (Research) and Dean and Chief Executive of the School of Advanced Study)
Andrew Murphy (Chief Financial Officer)
James Silcock (Commercial Director, CoSector) *
John G Stewart (Director of Legal Services)
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of the International Programmes)

* present for BTMM 3857-64

Welcome

3807 The Chair welcomed members to the meeting. He reported that this would be the final meeting for Abdul Bhanji and Professor David Latchman, who would both complete their terms of office on the Board at the end of July 2017. Professor Simon Gaskell, who was unable to be present at the meeting, would also complete his term of office at that time. It would also be the final meeting for Professor Roger Kain, Pro Vice-Chancellor (Research) and Dean and Chief Executive of the School of Advanced Study (SAS), who would retire from the role at the end of August 2017.

Minutes of the Meeting Held on 24 May 2017

3808 The Board confirmed the minutes of the meeting held on 24 May 2017.

Business Conducted by Correspondence since the Previous Meeting

3809 Members received a report (BT1121, Confidential) on the Board's approval of a proposal (BT1120, Confidential), circulated to members on 27 June 2017, on a contract for marketing services for the University of London International Programmes.

Matters Arising

3810 The Board noted the update in the Matters Arising report (BT1122) on the establishment of a wholly-owned subsidiary 'Senate House Worldwide Limited' and its branch in Singapore.

Vice-Chancellor's Report

3811 The Board noted the updates within the Vice-Chancellor's Report (BT1123, Confidential). The following matters were highlighted.

Health and Safety

3812 The report provided an update on fire safety on the University Estate, following the tragic fire at Grenfell Tower in north Kensington, London on 14 June 2017. The Vice-Chancellor added that, should further information be required, members should contact the Director of Property and Facilities Management (FM), who would be able to assist. The Chair commented on the fire risks associated with student accommodation generally and the importance of ensuring that appropriate safeguards were in place.

3813 The Vice-Chancellor also highlighted the update in the report in relation to asbestos.

BTM 3814 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Senate House Library (SHL)

3815 The Board noted that, when the current Director of SHL departed the University at the end of July 2017, Nick Barratt, the current Associate Director of Collections and Engagement at the SHL, would become the Acting Director of SHL.

Activities

3816 The Vice-Chancellor highlighted the list of his activities since the previous meeting (Appendix BT1123A).

Space in Senate House

3817 In response to a query regarding the extent of the space available in Senate House for Member Institutions, the Pro Vice-Chancellor (Operations) and Chief Operating Officer ('Pro Vice-Chancellor (Operations)') reported that demand currently exceeded the space available, although further space within the University Estate would become available in due course. The Director of Property and FM confirmed that the University would be able to accommodate staff from The Courtauld Institute of Art during the forthcoming redevelopment of its building.

Recent Appointments

3818 In addition to the matters covered in his report, the Vice-Chancellor highlighted the following recent appointments:

- (i) Professor Bill Sherman, currently director of research and collections at the Victoria and Albert Museum, as Director of the Warburg Institute, with effect from 1 October 2017.
- (ii) Professor Jo Fox, currently Head of Department and Professor of Modern British and European History in the Department of History at Durham University, as Director of the Institute of Historical Research, with effect from 1 January 2018.

Trustees Completing their Terms on the Board

3819 The Vice-Chancellor expressed his gratitude to those members who were leaving the Board at the end of July 2017 (see BTM 3807 above); all three had made significant and extensive contributions to the University during their time as Trustees.

Professor Roger Kain

3820 The Vice-Chancellor also paid tribute to Professor Roger Kain who had led SAS for over seven years and who would step down at the end of August 2017. He highlighted, in particular, Professor Kain's work in successfully steering SAS through the Review of Special Funding by the Higher Education Funding Council for England (HEFCE) in 2011-12, and also in the enhancement of SAS's programme in public engagement.

Private Bill and Change to the Statutes

3821 The University Secretary presented a report (BT1124) on the University of London Bill. As reported at the Board's meeting in May 2017, progress had been delayed by the General Election in June 2017, but it was hoped that Royal Assent would be received in time to enable the grant of university title to participating Member Institutions by the start of 2018-19.

3822 At the previous meeting, the Board had made a first resolution to amend the University Statutes to align with the provisions of the proposed University of

London Act when it comes into effect. The proposed revised Statutes were set out at Appendix BT1124A. In accordance with the requirements of the University of London Act 1994, the Board was now required to make a second resolution.

3823 Members voted on the proposed revisions to the Statutes and resolved unanimously to revoke the existing Statutes of the University and to replace them with the proposed new version subject to and upon the new University of London Act obtaining Royal Assent.

3824 **AGREED**

The Board unanimously approved the proposed resolution, as follows, for the second time:

In accordance with section 3 of the University of London Act 1994, the Board of Trustees resolves to make a statute to revoke the existing Statutes of the University and replace them with the Statutes as set out in Appendix BT1124A (subject to any alterations that the Privy Council may require), which shall come into effect on the date of approval by Her Majesty in Council or the date upon which the University of London Bill 2017 is passed and receives Royal Assent, whichever is the later.

Finance Report

3825 The Chief Financial Officer presented the latest Finance Report (BT1125, Confidential), including the May 2017 management accounts and commentary (Appendix BT1125A, Confidential).

3826 Financial performance to date was in line with the 2016-17 budget. A detailed review was being undertaken as part of the Quarter 3 forecast, which indicated that the year-end outturn was likely to be close to the Quarter 2 forecast of a £4.1M deficit.

3827 The Board considered the operating cash flow, which was less than budgeted, and the Chief Financial Officer reported that he expected this to increase in future years. The Board suggested that it would be helpful for subsequent finance reports to include a more detailed table on cash flow, including a breakdown of cash flow movements in different areas, and information on the expected cash flow for future years.

3828 The Chief Financial Officer clarified the extent to which the variances apparent in the management accounts were a result of timing issues, highlighting those that were, such as that related to the International Programmes examination fees.

3829 **AGREED**

That future finance reports should include a more detailed table on cash flow, including a breakdown of cash flow movements in different areas, and more information on the expected cash flow for future years.

SHL Future Plans

3830 The Board considered a report outlining the future modernisation plans for the SHL and the intended funding model (BT1126, Confidential). The Pro Vice-Chancellor (Operations) was pleased to report that the Collegiate Council, at its meeting on 7 July 2017, had warmly endorsed the proposed plans and had approved the increase in subscription fees predicated on the investment and changes that SHL was proposing in its business case.

3831 The SHL was seeking to make a qualitative improvement to the student experience. The first phase of the plans would see the introduction of Radio-Frequency Identification (RFID) and reclassification of the Open Access book stock. It was anticipated that the resulting de-duplication would liberate approximately one floor of space, enabling an increase in reader spaces and other space for the use of Member Institutions. There would also be the benefit of extended opening hours, thereby increasing access to the collections. The Board welcomed the project and the progress to date. Members mentioned the need for careful management of the process of de-duplication.

BTM 3832 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3833 The Board endorsed the proposals and commended staff on the work undertaken to progress the modernisation programme. Members commented that the positive news about the future plans and the proposed investment should be communicated to staff.

3834 It was agreed that the Board should receive regular updates on progress and implementation of the modernisation plan.

3835 **AGREED**

- (i) That the Board endorsed the proposed way forward.
- (ii) That the Board approved the increase in subscription fees.
- (iii) That the Board approved, in principle, the proposed investment.
- (iv) That the Board delegated responsibility for approving the final business case for the Library Modernisation Project to the Vice-Chancellor on the advice of the Planning and Resources Group.
- (v) That the Board should receive regular updates on progress and implementation of the modernisation plan.

Proposed University Budget for 2017-18 and Future Year Forecasts to 2020-21

3836 The Chief Financial Officer presented a report on the proposed budget for 2017-18 (BT1127, Confidential). He reported on the detailed scrutiny and review of the draft budget that had occurred prior to its submission to the

Board. A deficit budget of £2.8M for 2017-18 was proposed, as the University continued the investment underpinning the University Strategy 2014-19.

- 3837 The Board noted the financial projections for the three years 2018-19, 2019-20 and 2020-21 (Appendix BT1127A, Confidential). The Chief Financial Officer reported that a return to surplus at the operating level was now expected in 2020-21, which was later than predicted in the previous year's projections. Contributing factors included several Departmental strategies and financial plans not having yet reached maturity; some financial improvements taking longer to realise than previously anticipated; lower estimates for philanthropic income; and the weakness in Sterling that had occurred following the EU Referendum result in June 2016.
- 3838 The Chief Financial Officer highlighted the information on individual Departments' financial performance and their proposed budgets, and also the risks and opportunities associated with the proposed budget. He believed that the budget and associated management plans struck the right balance between ambition and prudence. The investment returns would be kept under review, and if they did not materialise as planned, action would be taken as necessary.
- 3839 The Board scrutinised the report in detail. Members commented on the significant contribution of the University of London International Academy (UoLIA) to the University and the proposed investment in this area. Clarification was sought on the process of monitoring success against the proposed programme development and investment and how the Board would be updated. The Pro Vice-Chancellor (International) and Chief Executive of the International Programmes ('Pro Vice-Chancellor (International)') outlined the comprehensive process that applied to programme development and the detailed scrutiny that was undertaken before any decision was taken to proceed with a new programme.
- 3840 The Board noted that the governance structure for UoLIA included the Board of UoLIA and a dedicated Finance Committee, and that there was close monitoring of the programmes on an ongoing basis.
- 3841 In view of the detailed scrutiny afforded by the existing governance arrangements for UoLIA, the Board agreed that it would be content to receive a summary of the information provided to the UoLIA Finance Committee and the Board of UoLIA later in the session.
- 3842 The Board noted that it had been necessary to make a number of assumptions when planning for future years. Should adjustments be required, a careful process of assessment and planning would take place.
- 3843 The Board commented on investment in Information and Communications Technology (ICT), and was informed of a number of new and innovative developments taking place within UoLIA. The Board expressed an interest in receiving more information about the work in this area, and it was agreed that a report would be presented to a future meeting.

- 3844 Members noted expenditure in the area of development and sought clarification about the projections for philanthropic income. The Chief Financial Officer reported that the estimates within the budget and financial forecasts were conservative. Regular reports would continue to be made to the Board on monies raised.
- 3845 The Board noted the proposed budget for the University of London Institute in Paris (ULIP). The 2016 Business Plan was broadly on track, although there had been some adverse movement due to the weakening of Sterling relative to the Euro following the outcome of the EU Referendum, and a one year delay to the launch of two programmes. The Board noted that, while Brexit brought some challenges for ULIP, it also afforded potential opportunities for ULIP. In this context, the Board suggested that it would be worth revisiting, with Member Institutions, their interest in involvement and/or collaboration with ULIP. The Pro Vice-Chancellor (International) reported that ULIP was keen to capitalise upon the new opportunities arising from Brexit and would welcome any expressions of interest from Member Institutions in working with ULIP. It was agreed that, in the first instance, this matter should be raised with the Collegiate Council in the autumn term.
- 3846 Clarification was sought about the potential effect on recruitment of the decision of the Student Loans Company (SLC), reported at the May 2017 Board meeting, to reclassify ULIP students in the 'Study Abroad' category and to recalculate the amount of loan to which they were entitled. The Board was informed that, while the new rate was lower than that offered to London-based students, it was above the rate for students based elsewhere in the UK. The fact that the SLC had now formalised the arrangement for ULIP students was beneficial as it enabled ULIP to provide clear advice to applicants.
- 3847 The Board commended the Chief Financial Officer on the clarity and detail of the report. Members were content to approve the proposed budget and the future forecasts as presented. The Board also approved the Financial Forecast Return for submission to HEFCE at the end of July 2017 (Appendix BT1127B, Confidential).
- 3848 **AGREED**
- (i) That the Board approved:
 - (a) the University Budget for 2017-18.
 - (b) the future year financial forecasts for 2018-19, 2019-20 and 2020-21.
 - (c) the HEFCE Financial Forecast return to be submitted at the end of July 2017 (Appendix BT1127B, Confidential).
 - (ii) That the Board would receive, at a future meeting, a summary on progress against the UoLIA budget and on the delivery of planned programme development.
 - (iii) That the Board would receive an update at a future meeting on ICT developments within UoLIA.
 - (iv) That, in the context of Brexit, Member Institutions' interest in involvement and/or collaboration with ULIP should be explored. In the first instance, this would be raised with the Collegiate Council in the autumn term.

Report from the Estates Committee

3849 Philip Clark, the Chair of the Estates Committee, introduced a report (BT1128, Confidential) on the matters considered by the Committee at its meeting on 19 June 2017. Members' attention was drawn, in particular, to the following:

- (i) The potential for development of the Senate House North-east block (formerly known as the Fourth Quadrant) as a source of valuable core teaching and student facing space. It was envisaged that a shared teaching block could be developed on the site, which would be open to all Member Institutions who wished to use it. Possible funding models were being explored.

BTM 3849(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- (iii) The update on the University of London Boat Club (ULBC) and Boat House. The University Secretary had gathered feedback from Member Institutions as part of his recent review of the ULBC; a range of comments had been received and there had been general agreement regarding the value of ULBC and the Boat House in providing a means for the elite rowers of the Members Institution clubs to come together and compete. Further thought was being given to the governance of the ULBC. The Estates Committee had requested that consideration be given to different operational models for the ULBC and to different ways for the University to work more closely with it to support the ULBC's aims and ambitions. At its recent meeting, the Collegiate Council had supported the possibility for the University to have closer involvement with the ULBC. It was anticipated that the Estates Committee would consider the matter again in the autumn term and that a report would then be presented to the Collegiate Council. The Board would be updated further to those discussions. Members noted the international reputation of the ULBC and its potential to attract elite rowers.

- (iv) The Chair of the Estates Committee commented on significant progress made by the Department of Property and FM in a number of areas and the scope of the work being undertaken; he highlighted, in particular, work in relation to the regularisation of leases, Programme Beveridge (the renovation of the lower ground floor of Senate House), and the process of restructuring within the Department.

3850 A number of proposed leases were detailed in the report; the Board considered and approved the proposals as recommended.

3851 **AGREED**

- (i) To approve the proposed new leases to be granted to:
 - (a) Royal Holloway, University of London for space within Senate House, as detailed at paragraph 7.1 of BT1128, Confidential.
 - (b) The London School of Hygiene & Tropical Medicine for space within Senate House, as detailed at paragraph 7.2 of the report.

- (c) Birkbeck, University of London for space within Student Central, as detailed at paragraph 9 of the report.
- (ii) To approve, in principle, and to delegate authority to the Chair of the Estates Committee to approve, on behalf of the Board, the following proposed new leases to be granted to:
 - (a) UCL for space within Student Central, as detailed at paragraphs 11-12 of the report.
 - (b) UCL for space within The Garden Halls, as detailed at paragraph 13-14 of the report.

People Strategy – Progress Report

3852 The Board considered an update on progress against the People Strategy (BT1129). The University Secretary highlighted the following:

- (i) The programme of training that had been provided to staff in relation to Programme Beveridge.
- (ii) Work in relation to equality and diversity, including the recent appointment of a Head of Inclusion. This followed the establishment of the Equality and Diversity Committee at the beginning of the session. The Committee had agreed a new comprehensive format for the annual Equality and Diversity report that would be presented to the Board of Trustees each January. In connection with this, the University Secretary informed the Board of a proposal to collect and report on diversity data for Board members in the same way that this was collated and analysed for staff. Members would be contacted shortly with a view to collecting the relevant information. It was noted that, for both staff and Trustees, a 'prefer not to answer' option was available for all of the categories on which data was collected.

3853 The Board asked about feedback from staff following the staff moves in June 2017 to the lower ground floor of Senate House (Programme Beveridge). The University Secretary reported that the moves had gone well. He highlighted the opportunities that the new environment and ways of working provided for closer interaction between Departments. This responded directly to one of the outcomes of the most recent staff survey about the scope for improving communication and inter-departmental working. The Pro Vice-Chancellor (International) reported that the use of the new staff cafe in the lower ground floor by staff in Stewart House as well as those based within Senate House was also facilitating improved staff integration.

3854 There had been some comments about the temperature and lighting levels within the lower ground floor, and adjustments to the latter had been made. A survey to gather feedback following the moves would be undertaken at the end of the calendar year.

BTM 3855 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Update on Strategic Risks - Red Risks

3856 The Board considered a report on strategic risks (BT1130, Confidential) and noted the updates on the two 'red' rated risks pertaining to SHL and Income from Estates.

CoSector Progress Report

3857 The Commercial Director, CoSector, joined the meeting to present a progress report on CoSector (BT1131, Confidential). He reported that financial performance remained on track and that the 2017-18 budget had been finalised. Improvements had been made to the underlying business models of Internships and Research Data Repositories (ePrints), and 2017-18 would also see benefits arising from the closure of the loss-making Destinations of Leavers from Higher Education (DLHE) survey operation as well as further reductions in the CoSector central overheads and marketing costs. The Commercial Director highlighted the financial update and the revenue increase between April and May 2017. He reported that the period since May 2017 had seen further improvement and a small surplus was now predicted. Work to realign cost centres should result in further savings moving forward.

3858 The Board asked about confidence in achieving the stated target operating surplus of 10% of turnover by 2020-21. The Commercial Director reported that the target was challenging. He drew attention to current performance within external revenue and commented on work to achieve future growth in this area, including early, promising, results from the new sales team. In response to a question regarding mechanisms for benchmarking performance, the Commercial Director explained that, due to the diverse and complex nature of CoSector's business, benchmarking was undertaken against a range of different companies.

3859 The Board noted the update on Key Performance Indicators (Appendix BT1131B, Confidential).

CoSector Board

3860 The Board considered a proposal to change the CoSector Board of Directors into an Advisory Board (Appendix BT1131A). This followed a recent discussion at the meeting of the CoSector Board on 27 June 2017. The Pro Vice-Chancellor (Operations) explained that the CoSector Board had originally been conceived as equivalent to the boards of commercial organisations. This placed additional responsibilities on those serving on the Board, as company directors with duties under company law; however, the 'Non-Executive' members of the Board of Directors were not paid and they did not have the close involvement that they would get in another commercial organisation.

3861 The proposal was for the CoSector Board to become an Advisory Board with oversight responsibility for all of CoSector's activities, operating within the University's governance framework. Whilst the 'Executive' Directors would remain on the Advisory Board, together with two members from the Board of

Trustees, the 'Non-Executive' Directors would be replaced by up to four external Advisory Members. Steps would be taken to review and amend, as necessary, the Articles of Association and the Shareholder Agreement to facilitate the changes to the CoSector Board. In the meantime, it was proposed that it should adopt its advisory role in an informal capacity.

3862 The Board of Trustees endorsed the proposed way forward. Members commented on the need to ensure that the membership of the Advisory Board continued to include sufficient independent members to provide external expertise, scrutiny and advice. The Board received assurances in this respect.

3863 The Board confirmed its wish to continue to receive regular progress reports on CoSector.

3864 **AGREED**

The Board endorsed the proposed changes to the CoSector Board outlined in paragraph 4 of Appendix BT1131A.

Appointment of Trustees

3865 The Board considered a report (BT1132 and Appendix BT1132A, both Confidential) on proposed appointments to the Board of Trustees. Members approved the appointment of Andrew Ratcliffe as an independent member of the Board and the reappointment of Emma Burns, also as an independent member.

3866 There would be a vacancy for the Deputy Chair of the Board when the incumbent, Abdul Bhanji, completed his term of office on the Board at the end of July 2017. The Board agreed to delegate authority to the Chair to appoint a new Deputy Chair.

3867 **AGREED**

(i) That the Board approved the appointment of Andrew Ratcliffe as an independent member of the Board of Trustees for a four-year period, with effect from 1 August 2017 to 31 July 2021.

(ii) That the Board approved the reappointment of Emma Burns as an independent member of the Board of Trustees for a final year, from 1 August 2017 to 31 July 2018.

(iii) That the Board delegated authority to the Chair to appoint a Deputy Chair of the Board.

Ethical Acceptance of Donations Policy and Terms of Reference for the Ethical Acceptance of Donations Committee

3868 The Board received a report proposing that the Ethical Acceptance of Donations Panel become a formal Committee of the Board of Trustees - the Ethical Acceptance of Donations Committee (BT1133).

3869 The Ethical Acceptance of Donations Policy, approved by the Board in March 2017, included a requirement to establish a panel to review prospective donors. The Vice-Chancellor reported that, at a recent meeting of the Development Advisory Group, it had been suggested that the panel should be more formally constituted as a Committee of the Board, so that it sat within the formal governance structure of the University. It had also been suggested that the membership should be broadened to ensure the inclusion of legal and academic expertise. The proposed Terms of Reference and Constitution for the Committee were set out within the report, together with proposed revisions to the Ethical Acceptance of Donations Policy to reflect the establishment of the Committee. The Board was content with the proposals. It was suggested that some revision of the wording of the Policy and the Constitution of the Committee might be required to clarify the breakdown of membership. The Board delegated authority to the Chair of the Board to agree any amendments. A member of the Board suggested that the review process should combine rigour with flexibility to accommodate appropriate scrutiny of different kinds of donor.

3870 **AGREED**

The Board approved:

- (i) the proposed amendments to the Ethical Acceptance of Donations Policy to establish the Ethical Acceptance of Donations Committee as a formal Committee of the Board; and
- (ii) the Terms of Reference and Constitution for the Ethical Acceptance of Donations Committee (which would be included in Annex 1 of Ordinance 6 *Delegation of Functions*).

Both approvals were subject to any amendments required to clarify the constitution of the Committee. The Board authorised the Chair of the Board to approve the changes as required.

Membership of the Uniac Internal Audit Consortium

3871 The Board considered a report on the Audit and Risk Assurance Committee's consideration of the review of Uniac's performance as the University's internal auditors (BT1134, Confidential) and approved the recommendation of the Committee regarding continued membership of the Uniac Consortium.

3872 **AGREED**

The Board approved the University's continued membership of the Uniac Consortium, subject to maintaining a watching brief of the quality of the auditors' performance and of costs against other providers.

Reappointment of External Audit Service Providers

3873 The Board considered a report on the proposed reappointment of Deloitte LLP as the University's External Auditors (BT1135, Confidential).

3874 **AGREED**

- (i) The Board agreed to reappoint Deloitte LLP as the University's External Auditors for the 2016-17 external audit, and to approve the proposed fee as set out in the report.
- (ii) The Board approved the extension of Deloitte's appointment up to and including the audit for the financial year ending 31 July 2019, subject to an annual review by the Audit and Risk Assurance Committee of Deloitte LLP's performance and effectiveness.

Report from the Investments Committee

3875 The Board noted a report on the issues discussed by the Investments Committee at its meeting on 7 June 2017 (BT1136, Confidential).

3876 At its March 2017 meeting, the Board had agreed that a survey of the investment policies of Member Institutions should be undertaken within the context of ethical investment, as part of the review of the University's Investment Strategy, and that the Collegiate Council's views should be sought. Member Institutions had been asked to provide their investment policies, and a report on the findings would be prepared for consideration by the Investments Committee and the Collegiate Council to consider for onward transmission to the Board of Trustees. The Board noted the need for any decisions made as a result of the review to be in a form that enabled their effective implementation by the Investments Committee and reflection in the University's Statement of Investment Policy.

3877 **AGREED**

The Board approved an investment of 70% of the monies of the Unified Trust Fund (UTF), to be split evenly between Longview Partners LLP's Equity Total Return Fund and Schroders' QEP Global ESG (Environmental, Social and Governance) Fund.

Committees of the Board of Trustees

3878 The Board considered a report (BT1137, Confidential) on Committee memberships, which also set out proposed amendments to the Constitution of the Audit and Risk Assurance Committee, the Terms of Reference of the Safety Committee and the Mode of Operation of the Estates Committee.

3879 **AGREED**

- (i) The Board approved the appointments to the committees/boards, as set out in the report.
- (ii) The Board authorised the Vice-Chancellor to approve, on behalf of the Board, appointments to outstanding vacancies at the appropriate time (including the appointment of any members of the Board to serve on boards of the Collegiate Council should such vacancies arise).

- (iii) The Board approved the proposed amendment to the constitution of the Audit and Risk Assurance Committee, as detailed in paragraph 6 of the report.
- (iv) The Board approved the proposed amendment to the Terms of Reference of the Safety Committee, as detailed at paragraph 24 of the report.
- (v) The Board approved the proposed amendment to the Mode of Operation of the Estates Committee, as detailed at paragraph 26 of the report.

Scheme of Delegation

3880 The Board considered the proposed updated Scheme of Delegation for 2017-18 (BT1138 and Appendix BT1138A).

AGREED

3881 The Board approved the updated Scheme of Delegation.

Note of a Disciplinary Committee

3882 The Board noted Document BT1139 (Confidential, Reserved), the note of a hearing by a Disciplinary Committee held in accordance with the requirements of Ordinance 17 *Code of Student Discipline*.

Annual Report of the Academic Promotions and Titles Committee

3883 The Board noted the Annual Report of the Academic Promotions and Titles Committee (BT1140, Confidential and Appendix BT1140A).

Minutes of the Collegiate Council Meeting on 5 May 2017

3884 The Board noted the Minutes of the Collegiate Council Meeting held on 5 May 2017 (BT1141, Confidential).

Queen's Birthday Honours

3885 The Board received a report on awards in the 2017 Queen's Birthday Honours List (BT1142).

Action Taken Under Delegated Authority

3886 The Board noted a report on action taken under delegated authority (BT1143).

Sealings

3887 The Board noted a report on documents sealed during the period 5 July 2016 to 7 July 2017 (BT1144).

Dates of Future Meetings

3888 The Board noted the dates of future meetings as follows (all meetings were scheduled to commence at 4.00 pm):

2017-18

Wednesday, 18 October 2017
Monday, 27 November 2017
Wednesday, 31 January 2018
Wednesday, 21 March 2018
Wednesday, 23 May 2018
Wednesday, 18 July 2018

2018-19

Wednesday, 17 October 2018
Wednesday, 28 November 2018
Wednesday, 30 January 2019
Wednesday, 27 March 2019
Wednesday, 22 May 2019
Wednesday, 17 July 2019

2019-20

Wednesday, 16 October 2019
Wednesday, 27 November 2019
Wednesday, 29 January 2020
Wednesday, 25 March 2020
Wednesday, 20 May 2020
Wednesday, 15 July 2020

Tributes

3889 The Chair paid tribute to Professor Kain who, as mentioned at the start of the meeting (BTM 3807), was attending his final meeting of the Board. He thanked Professor Kain for his skilled leadership of SAS over the preceding seven years.

3890 Tributes to those members of the Board who would complete their terms of office at the end of July 2017 would be paid at an event following the meeting.