



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 18 October 2017, at 4.00 pm
Court Room, Senate House

MINUTES

PRESENT

Jane Andrewartha	Patrick Loughrey
Professor Michael Arthur	Kieran Murphy
Stella Beaumont	Andrew Ratcliffe
Professor Edward Byrne	Malcolm Roberts
Philip Clark	Mark Storey
Sir Richard Dearlove (Chair)	Rosalyn Wilton
Andrew Halper	

APOLOGIES

Emma Burns	Professor Stuart Reid
Professor Paul Layzell	Professor Sir Adrian Smith

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)
Mark Harrison (Head of Inclusion)#
Andrew Murphy (Chief Financial Officer)
Mark Newton (Managing Director, CoSector)*
Professor Rick Rylance (Pro Vice-Chancellor (Research) and Dean and Chief Executive of the School of Advanced Study)
John G Stewart (Director of Legal Services)
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of the International Programmes)

present for BTMM 3891-93

* present for BTMM 3946-48

Welcome

3891 The Chair welcomed members and attendees to the first meeting of the 2017-18 session, including, in particular, Professor Michael Arthur, Patrick Loughrey, Andrew Ratcliffe and Professor Rick Rylance, all of whom were attending their first meeting of the Board.

Presentation on Diversity and Inclusion

- 3892 The Board received a training session on Diversity and Inclusion led by the Head of Inclusion, which covered: the University's legal obligations and how it would meet them; the role of the Board of Trustees; the role of the Equality and Diversity Committee; and the key objectives of the University Diversity and Inclusion Strategy.
- 3893 Members welcomed the presentation and discussed some of the issues raised. Further to a comment regarding the internationalisation and decolonising of curricula, the Head of Inclusion commented that the Diversity and Inclusion Action Plan, which accompanied the University's Diversity and Inclusion Strategy, included actions to ensure that the University's teaching materials and reading lists were inclusive and diverse. In response to a question on progress to embed the actions within the Action Plan, the Head of Inclusion reported on the work he had been undertaking since his appointment to gather data to identify any areas requiring attention and to introduce associated targets. He was conscious of the need for tangible outcomes and would be happy to share the Diversity and Inclusion Action Plan with the Board when the annual report on Equality and Diversity was presented in January 2018.

Functions, Constitution and Membership of the Board of Trustees

- 3894 The Board noted its Functions, Constitution and Membership as set out in Document BT1145 and Appendix BT1145A.

Minutes of the Meeting Held on 19 July 2017

- 3895 The Board confirmed the minutes of the meeting held on 19 July 2017.

Business Conducted by Correspondence since the Previous Meeting – Reappointment of the Chair

- 3896 Members received a report (BT1146) on the Board's approval by correspondence of a proposal circulated on 20 July 2017, regarding the reappointment of the Chair. Sir Richard Dearlove had originally been appointed as Chair for a three-year period to 31 July 2017, in line with the provisions of the Ordinances at that time. In March 2017, Ordinance 3 had been amended, so that periods of office for the Chair were for four years, consistent with other appointments to the Board.
- 3897 The Board had approved the extension of Sir Richard's current appointment as Chair for an additional year to 31 July 2018 and his reappointment for a further four-year term of office to 31 July 2022.

Matters Arising

- 3898 The Board noted the update in the Matters Arising report (BT1147) on the recent circulation of an equalities data form to all those who had been Trustees during the 2016-17 session.

Vice-Chancellor's Report

3899 The Pro Vice-Chancellor (Operations) presented the report (BT1148, Confidential) in the absence of the Vice-Chancellor, who was attending the Opening, by the Chancellor, of the Emily Wilding Davison Building at Royal Holloway, University of London (RHUL).

3900 Further to the information provided in the report, which also included a list of the Vice-Chancellor's activities since the previous meeting (Appendix BT1148A), the following matters were highlighted.

Governance Update

3901 The revised University of London Statutes had been approved by the Privy Council at its meeting on 11 October 2017 and would come into effect once the University of London Bill received Royal Assent. A date for the completion of the House of Lords stages of the University of London Bill was still awaited; the Bill would then need to pass through the various stages in the House of Commons, before Royal Assent could be granted.

Review of the University's Facilities Management Contract

3902 The Director of Property and Facilities Management had undertaken some initial work in relation to the performance of contracted-out services in two key areas: technical performance against the contract requirements; and the pay and conditions of some of the contracted-out staff. The Vice-Chancellor's Executive Group had subsequently agreed to carry out a formal and detailed review of the Facilities Management contracts. The investigative aspects of the review would be progressed as a matter of priority over the autumn term and a proposal would then be made to the Board of Trustees.

Invitation to Member Institutions to Engage with University of London Institute in Paris (ULIP) on Closer Working Opportunities

3903 Further to the Board's suggestion, at its July 2017 meeting, that it would be worth revisiting Member Institutions' interest in involvement and/or collaboration with ULIP, the matter had been raised at the Collegiate Council meeting on 6 October 2017. The Pro Vice-Chancellor (International) and Chief Executive of the International Programmes had also contacted Member Institutions by email.

University of London Digital Update

3904 The project for a new website to replace the current University of London website and that of the University of London International Academy (UoLIA)/International Programmes was nearing completion and the launch was scheduled to take place in November 2017.

Heythrop College

3905 The University had entered into a Memorandum of Understanding with Heythrop College to support the research students continuing on their course after the Member Institution's closure in summer 2018. The Collegiate Council had been content to accept a report on the continuing safeguards in place to secure the academic experience of the taught degree students who would finish their programmes of study in 2017-18.

BTM 3906 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Women 2018

3907 'Leading Women' had been selected as the campaign name for the University's celebrations, during 2018, of the 150th anniversary of women being admitted to sit special examinations at the University. Members noted the work undertaken to identify 150 women to be celebrated across the year as well as the promotion of relevant events and activities. Members commented that the list of women selected should reflect the diversity of the University community and the Pro Vice-Chancellor (International) agreed to feed this back to the group which was planning the events and activities.

3908 In cases where the women were either current or recent students of the Member Institutions, the Head of each Member Institution that they were attending, or had attended, would be contacted before the University wrote to the women to ask for their approval to be included. The Board commented on the need for close co-operation between the University and the Member Institutions regarding their respective communications, and the Pro Vice-Chancellor (International) reported that the University Communications team was liaising closely with their counterparts in the Member Institutions.

3909 As part of the 'Leading Women' celebrations, the University had chosen to name its new Hall of Residence at Stratford (formerly known as Duncan House) as Eleanor Rosa House (subject to approval from the local authority). Rosa Morison had been the Lady Superintendent of Women Students at UCL and Vice Principal of the University of London's College Hall, and Eleanor Grove had been the First Principal of College Hall. The two women had been prolific philanthropists and advocates for women studying at the University and at UCL, and had jointly founded the Grove Morison Memorial Fund, which was still being administered by the College Hall Old Students' Association.

UK National Holocaust Memorial and Learning Centre

3910 The Board noted the update on the UK National Holocaust Memorial and accompanying Learning Centre, to be built next to the Houses of Parliament. Members were informed that ten architects had been shortlisted for the Memorial and their proposed designs for the Centre could be viewed online.

Update on the Teaching Excellence Framework (TEF) for the University of London

BTMM 3911-16 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Operating Plan

3917 The Pro Vice-Chancellor (Operations) drew attention to the University Operating Plan for 2017-18, copies of which had been tabled for members at the meeting (Appendix BT1148B, Tabled). This was likely to be the final Operating Plan associated with the University Strategy 2014-19, as work progressed towards the development of the next University Strategy.

Awards

3918 The Pro Vice-Chancellor (Operations) highlighted the following awards:

- (i) A prestigious award won by the UoLIA 2017 London graduation ceremony live webcast in the Online Event and Live Communications category of the Digital Communication Awards, which had been hosted in Berlin by Quadriga University of Applied Sciences.
- (ii) An award won by Student Central for 'Best venue teamwork: Campus' in the Live Music Business Awards held on 12 October 2017.

3919 In addition, the Board was pleased to note that The Garden Halls had been shortlisted in the University Halls of Residence of the Year category of the Student Accommodation Awards, the winners of which would be announced on 7 December 2017.

3920 Members were informed that 'Pushing the boundaries', a research project led by Dr David James Cantor from the Refugee Law Initiative, which was part of SAS, had been shortlisted for the Times Higher Education Awards 2017. The winners of the awards would be announced at a ceremony on 30 November 2017.

Bloomsbury Festival

3921 The Board noted that a rangoli installation could be viewed in the Crush Hall of Senate House. This formed part of the Bloomsbury Festival taking place from 18 to 22 October 2017.

BTM 3922(i) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

3922 **AGREED**

- (ii) That the Pro Vice-Chancellor (International) would advise the 'Leading Women' group, which was planning the relevant events and activities, of the Board's comment that the list of 150 women to be celebrated should reflect the diversity of the University community.

BTMM 3923-31 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Reappointment of the Deputy Vice-Chancellor

3932 The Board was content for the Deputy Vice-Chancellor to remain in the room for the item.

3933 The Board considered a report (BT1149) on the proposed reappointment of the Deputy Vice-Chancellor. Professor Edward Byrne had originally been appointed as Deputy Vice-Chancellor for an initial period of one year to 31 July 2017 and he had recently indicated his willingness to be reappointed for a further period of two years.

3934 **AGREED**

The Board approved the reappointment of Professor Byrne as Deputy Vice-Chancellor for a further two years to 31 July 2019.

Report from the Estates Committee

3935 The Chair of the Estates Committee introduced a report (BT1150, Confidential) on the matters considered by the Committee. The meeting scheduled for 18 September 2017 had been cancelled due to absence, and the business had been conducted by correspondence, or carried forward to the Committee's next meeting on 13 November 2017.

3936 Members noted the Statement on Fire Safety on the University Estate appended to the report (Appendix BT1150A), which the University had circulated to members of the Audit and Risk Assurance, Estates and Safety Committees, on 18 July 2017, following the tragic fire at Grenfell Tower in north Kensington, London on 14 June 2017.

3937 The Board was informed that the University would be reviewing Estate Strategy priorities to agree specific projects, investments and funding models for the next three to five years. To support this work, an extraordinary Committee meeting would be held on 19 December 2017, prior to a presentation to the Committee at an Away Day on 22 February 2018.

3938 The Director of Property and FM highlighted a number of matters within the report, including:

- (i) Work to finalise leases with a number of Member Institutions, enabling them to occupy space in Senate House and Stewart House.
- (ii) Work by the University on possible funding models to support the potential development of the land at the north east of Senate House into an intercollegiate teaching block.

BTM 3938(iii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- (iv) The Eleanor Rosa House development (formerly known as Duncan House) remaining on target to receive its first residents for the start of the 2019-20 academic year. It was confirmed that, as with the University's other Halls of Residence, Member Institutions would be contacted to ascertain their interest in the rooms available, before allocations were made.
- (v) The AWG holding the first of its three anticipated meetings on 2 November 2017, with its work expected to be concluded in March/April 2018. The Collegiate Council would consider the AWG's findings and recommendations at its meeting on 4 May 2018, for onward transmission to the Board later that month.

3939 In the context of the discussions that would be progressed by the AWG in relation to student accommodation, it was noted that demand from students for accommodation in London was strong, with Member Institutions reporting increases in student recruitment, indicating the continued attraction of London for both UK and international students. Members highlighted the importance of providing affordable student accommodation to maintain the attractiveness of London as a destination for students, and noted that this matter would be considered by the AWG at its forthcoming meetings.

3940 The Pro Vice-Chancellor (Operations) commended the Director of Property and FM for the work that had taken place in relation to Student Central, which had seen a significant rise in membership over the past year.

BTM 3941 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Strategic Risk Register

3942 The Board considered the updated Strategic Risk Register (BT1151 and Appendix BT1151A, both Confidential). The Chair of the Audit and Risk Assurance Committee reported that the Committee had agreed, at its recent meeting, to recommend the revised Register to the Board for approval.

3943 The Board was informed that the wording of the risk relating to the University Estate (Risk 1) had changed and now related to progress in addressing estates-related issues. Members commented on the overall rating of the risk, which they suggested seemed high. The Board agreed that the Audit and Risk Assurance Committee should be asked to give further consideration to the rating for this particular risk.

3944 **AGREED**

To approve the Strategic Risk Register, subject to the Audit and Risk Assurance Committee giving further consideration to the rating for Risk 1.

University Draft Financial Performance for 2016-17

3945 The Chief Financial Officer presented a report on the draft financial performance for the University for 2016-17 (BT1152, Confidential). The draft net operating deficit for 2016-17 was £3.9M, compared to a budgeted deficit of £3.5M, which reflected the continuing investment that was supporting the University Strategy. It was noted that the figures were provisional and subject to adjustment until the completion of Deloitte LLP's year-end audit. The Chief Financial Officer drew attention to the key variances to the budget as detailed within the report, and highlighted also the year-end cash balance, which represented an improvement on the figure that had been included in the original budget.

CoSector Progress Report

3946 The Managing Director, CoSector, joined the meeting to present the latest progress report on CoSector (BT1153, Confidential). He drew attention to CoSector's year-end outturn performance for 2016-17, which was close to target. Members noted a late addition of historic bad debt provision, which had been posted to the final accounts subsequent to the Board's previous meeting. Nevertheless, the 2016-17 outturn represented a significant improvement on the results for 2015-16. Highlights included: an uplift in the sales pipeline for the Research Data Management Hosting business following a restructuring and re-pricing exercise; and the implementation of the new business development structure in the Recruitment and Internships team, following which the business had generated a net profit in June and July 2017.

3947 The Board was informed that work had commenced on a detailed strategy for growth. Members noted that it would be important to identify the areas where growth could be achieved, where it could be accelerated, and where there was scope for product innovation. Noting that growth might be achieved in a variety of ways, the Managing Director commented on the potential for market growth within the HE sector, in some areas of business.

3948 The Board noted the update on Key Performance Indicators (KPIs) (Appendix BT1153A, Confidential) and asked about progress in addressing the KPI concerning staff sickness. The Managing Director reported that there was a steadily decreasing trend and that the figures included a couple of instances of long-term sickness and therefore needed to be viewed in this context.

Energy Performance Contract

3949 The Board considered a report on a proposal for an Energy Performance Contract (EPC) (BT1154, Confidential), including:

- (i) Energy Performance Contract: Investment Grade Proposal (Appendix BT1154A, Confidential).
- (ii) Questions raised by the Estates Committee with corresponding responses (Appendix BT1154B, Confidential).

3950 The Board was content with the proposal, as presented.

3951 **AGREED**

The Board approved the EPC for the University, as detailed in Appendix BT1154A.

Criminal Finances Act 2017: Impact on the University

3952 Members noted a report (BT1155) advising the Board of the introduction of the Criminal Finances Act 2017 and the preparatory action taken by the University, including a Statement on Tackling Tax Evasion, which had been approved by the Audit and Risk Assurance Committee at its recent meeting (Appendix BT1155A).

Report from the Investments Committee

3953 The Board noted a summary of the issues discussed by the Investments Committee at its meeting on 13 September 2017 (BT1156 and Appendices BT1156A to BT1156C, all Confidential).

Acceptance of Donations and Bequests

3954 The Board noted a report on gifts, donations and bequests made to University Departments and activities during the 2016-17 session (BT1157, Confidential).

Memberships of Committees of the Board of Trustees for 2017-18

3955 Members noted the memberships of the Board's Committees for 2017-18, as detailed in Document BT1158.

Minutes of the Collegiate Council Meeting on 7 July 2017

3956 The Board noted the Minutes of the Collegiate Council Meeting held on 7 July 2017 (BT1159, Confidential).

Action Taken Under Delegated Authority

3957 The Board noted a report on action taken under delegated authority (BT1160).

Dates of Future Meetings

3958 The Board noted the dates of future meetings as follows (all meetings were scheduled to commence at 4.00 pm unless otherwise indicated):

2017-18

Monday, 27 November 2017

Wednesday, 31 January 2018

Wednesday, 21 March 2018 - Board of Trustees Away Day. Timings would be confirmed in due course

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