



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 30 January 2019, at 4.00 pm
Court Room, Senate House

MINUTES

PRESENT

Jane Andrewartha	Andrew Halper
Professor Michael Arthur	Professor Peter Kopelman
Stella Beaumont	Professor Paul Layzell
Abdul Bhanji	Kieran Murphy
Professor Edward Byrne	Andrew Ratcliffe
Philip Clark	Professor Stuart Reid
Sir Richard Dearlove (Chair)	Malcolm Roberts

APOLOGIES

Patrick Loughrey	Rosalyn Wilton
Mark Storey	

IN ATTENDANCE

Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)
Simon Cain (Director of Human Resources)
Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)
Lizzy Conder (Joint Acting Director of Finance (Financial Services, Tax and Treasury))
Damaris Currie (Central Secretariat)
Rosalind Frendo (Director of Compliance and Secretary to the Board)
Mark Harrison (Head of Inclusion) for BTMM 4483-92
Karen Kröger (Joint Acting Director of Finance (Financial Planning and Analysis))
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)
Professor Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of University of London Worldwide)

Presentation

- 4460 The Board received a presentation from the Pro Vice-Chancellor (International) on the Leading Women celebrations held throughout 2018. A very successful concluding event had taken place at St James's Palace on 29 January 2019, hosted by the Chancellor. The Board commended the University on the celebrations and their role in renewing the University's

commitment to education for all. The Heads of Member Institutions (MIs) on the Board commented that the events had been very well received throughout the federation, with many of the MIs participating in and holding their own activities.

Minutes of the Meeting Held on 28 November 2018

4461 The Board confirmed the minutes of the meeting held on 28 November 2018.

Business Conducted by Correspondence since the Previous Meeting

4462 The Board noted a report (BT1306, Confidential) on business conducted by correspondence since its previous meeting in relation to the following:

- (i) a proposal for the award of a University Honorary Fellowship; and
- (ii) the University's response to the Universities Superannuation Scheme (USS) Trustee's Schedule of Contributions and Recovery Plan consultation for the 2017 valuation (see also BTMM 4477-78).

Matters Arising

4463 The Board noted the updates in the Matters Arising paper (BT1307) on: the submission of Annual Accountability Returns to the Office for Students (OfS); the Proposed Flexible Apportionment Arrangement (FAA) with SAUL on behalf of Heythrop College ('Heythrop'); and the People Strategy.

Vice-Chancellor's Report

4464 The Board noted the updates in the Vice-Chancellor's Report (BT1308, Confidential), including the list of the Vice-Chancellor's recent activities and meetings (Appendix BT1308B). Before highlighting a number of matters in more detail, the Vice-Chancellor reported two recent changes of job title. The Academic Promotions and Titles Committee had recently approved that Mary Stiasny should become Professor of International Learning and Teaching and the Remuneration Committee had agreed that Chris Cobb's title would be amended to Pro-Vice-Chancellor (Operations) and Deputy Chief Executive. Both were congratulated by the Board.

University of London Act 2018 and Public Name Consultation

4465 The University of London Act 2018 (Appendix BT1308A) had received Royal Assent on 20 December 2018 and the revised University Statutes, approved by the Privy Council in October 2017, had now come into effect. The process in relation to the application by 12 MIs for university title, and the associated public consultation, were being taken forward. The Director of Compliance and Secretary to the Board ('Secretary to the Board') updated members on the timetable for the consultation and reported that the University was liaising closely with the MIs involved in the process and also co-ordinating as required with the OfS and with the Privy Council.

Facilities Management (FM) Strategy

- 4466 The Vice-Chancellor reported that good progress was being made to deliver the FM Services strategy in line with the implementation plan and he highlighted the considerable work involved.
- 4467 Members noted the update on the boycott of Senate House and other University premises, which was being advocated by a number of branches of the University and College Union (UCU); the University UCU branch was, however, not involved. Concern was expressed that some information about the University that was circulating in relation to the boycott was inaccurate and the Board encouraged the University to engage in proactive communication about its plans for FM Services and to continue to refute any misleading information.

Health Education England (HEE)

BTM 4468 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

University of London Institute in Paris (ULIP)

- 4469 The Board was pleased to note that the workshop on 15 January 2019, hosted by the Deputy Mayor of Paris in charge of higher education, research and student life, had been very successful and there had been impressive participation in the event. Plans for ULIP's strategy and direction were being progressed as a priority, including with respect to an appropriate financial model for future activity. A detailed report would be presented to the Board of ULIP at its meeting in March 2019, and the Board of Trustees would receive further information in due course.

Former Member of University Staff

- 4470 On behalf of the University, the Vice-Chancellor expressed his sadness at the recent death of a longstanding former employee of the University. Gail Duggett had been a much-valued member of staff who had worked at the University in a number of roles between 1990 and 2007. Gail's loyalty and dedication to the University over many years had been greatly appreciated and she would be dearly missed by staff.

Transparent Approach to Costing (TRAC)

- 4471 The Vice-Chancellor drew attention to a tabled report on the preparation and outcomes of the 2017-18 TRAC Return (Appendix BT1308C, Confidential). The report requested the Board's approval of the TRAC Return (Annex BT1308C/1, Confidential), as well as its consideration of a suggestion that the University apply for dispensation from some of the TRAC requirements. Members considered the reasons for the proposal and the potential advantages and disadvantages as indicated in the report. It was noted that

the dispensation would increase the number of funding schemes to which the University could apply. In connection with this, the Pro Vice-Chancellor (Research) highlighted the potential benefits of the dispensation in relation to the research and the academic output of the School of Advanced Study. Members noted that the dispensation would only apply to the present year. A decision on whether to apply in future years could be taken in the light of the outcome of the present application and, if received, the impact of the dispensation. The Board was content to support the proposal.

4472 **AGREED**

The Board:

- (i) approved the TRAC Return for onward submission to the OfS;
- (ii) authorised the Vice-Chancellor to sign the TRAC Return; and
- (iii) approved that the University should apply for dispensation from some of the TRAC requirements, as detailed in the report.

Financial Report

Finance Report

4473 The Board considered a report (BT1309, Confidential) on the first forecast (Q1) for the financial year 2018-19 (Appendix BT1309A, Confidential) and the management accounts for the five months to 31 December 2018 (Appendix BT1309B, Confidential). The Joint Acting Director of Finance (Financial Planning and Analysis) reported on early indications that the Quarter 2 forecast would show an improved position on the Q1 forecast, highlighting, in particular, evidence of cost control across the University in response to the University's efficiency programme, as well as enhanced financial performance within University of London Worldwide (UoLW).

4474 Members noted some of the financial challenges for the Central Academic Bodies (CABs), and the Joint Acting Director of Finance (Financial Planning and Analysis) outlined contributing factors, specific to each CAB. Members also commented on the noticeable change in student payment behaviour following the launch of the online payment system for students, and the challenges that this posed in terms of financial forecasting. This matter was being closely monitored by UoLW. The transformation of the UoLW programme portfolio was noted as were early indications of good potential recruitment to new programmes.

4475 Further to suggestions about various methods of target setting that might be considered by the University, it was confirmed that the planning and development of the new University Strategy would encompass careful consideration of appropriate measurements and targets. The Board was assured of the University's proactive approach towards generating efficiencies in the current financial year, including the in-year savings targets agreed by the Vice-Chancellor's Executive Group (VCEG).

Update on Red Financial Risk and Associated Management Actions

- 4476 The Board considered a report by the Joint Acting Director of Finance (Financial Planning and Analysis) (BT1310, Confidential), which provided an update on financial risk, particularly in the light of recent proposals for the USS, and detailed the mitigating actions that University management was taking to manage the risk.
- 4477 The Board discussed the significant financial implications of the recent proposals for the USS, including the proposed schedule of contributions and recovery plan; the cost impact on forecasts; and the increase in the pension liability on the University's balance sheet if the USS Trustee proposal to finalise the 2017 valuation was implemented. Members noted also the potential for wage increases. The Board's attention was drawn to the management actions already being implemented by the University, including the aforementioned savings targets and efficiency programme. The Audit and Risk Assurance Committee (ARAC) would be considering the matter in more detail at its forthcoming meeting.
- 4478 Concern was expressed that the USS Trustee had not taken on board, and responded to, all the questions and issues raised by higher education institutions (HEIs) in relation to its proposals, and members stressed the need for HEIs to continue to pursue outstanding queries with the USS Trustee.
- 4479 The Board commented on the uncertain environment facing higher education (HE) more widely, in relation to regulatory changes as well as in the context of pensions and pay, and the financial pressures being felt across the sector. Work on the new University Strategy would be taken forward in the context of this challenging financial landscape. It was noted that the Board would have plenty of opportunity to contribute to the development of the new University Strategy, including a session planned for the summer term 2019 that would involve both the Board and the Collegiate Council. Further to a comment about the potential benefits of additional external input to the development of the Strategy, the Secretary to the Board confirmed that this was already being taken forward.

University Student Clubs and Societies

- 4480 The Board considered a proposal for the funding of the 2018-19 grant to the University's Student Clubs and Societies (SCSs) (BT1318, Confidential). The Collegiate Council had considered the proposal at its meeting on 14 December 2018 and recommended it to the Board for approval. The Joint Acting Director of Finance (Financial Services, Tax and Treasury) confirmed that, in future years, this funding would be considered as part of the annual planning processes for the federal subscription and charges.
- 4481 Further to queries about plans for the University of London Intercollegiate Centre for Wellbeing, the Director of Property and FM confirmed that, although the University's expression of interest had not been taken forward by the OfS, the University was building on the work already undertaken. In the

immediate future, the University would be working with the Directors of Public Health in London to take forward a London-wide mental health and wellbeing needs assessment that would help to inform HEIs across the region. Heads of MIs commented on the need for careful consideration to be given to the financial model that would support the Intercollegiate Centre for Wellbeing, noting that many MIs would already have financial commitments in respect of their own provisions in this area.

4482 **AGREED**

That the Board approved the proposed SCSs Grant Charges to MIs for 2018-19.

Equality and Diversity

Annual Equality and Diversity Report 2017-18

4483 The Board considered the Annual Equality and Diversity Report for 2017-18 (BT1311, Confidential), which the Equality and Diversity Committee (EDC) had approved at its meeting on 11 December 2018 for onward transmission to the Board. Members noted key areas of progress and activity during the 2017-18 academic year, including, *inter alia*:

- (i) The very successful Leading Women celebrations (see BTM 4460).
- (ii) Senate House Library (SHL) exhibitions promoting inclusion in respect of gender and sexual orientation.
- (iii) The comprehensive review of the University's approach to harassment, and the adoption of a range of associated policies.
- (iv) Promotion of the University's commitment to inclusion at a range of external events.
- (v) Groundwork for a new Race Equality Group, which had subsequently been established.

4484 The Board noted that, during the 2017-18 session, the University had offered employees the opportunity to replace their standard black and white lanyard with a new branded rainbow version, an initiative that had proved very popular. In order to receive a rainbow lanyard, staff had been asked for their view on what should be the University's top priority in respect of equality, diversity and inclusion. Encouragingly, the most popular themes identified had been consistent with the eight objectives set out in the University's 'One University' Diversity and Inclusion Strategy, and its associated action plan.

4485 Members noted progress against the eight objectives, which fell under four distinct areas: Leadership, Employment, Student Services and Central Services. Further to a query about how the status of each objective was measured, the Head of Inclusion explained that the Equality and Diversity Committee (EDC) received a report at each meeting on progress against ten actions for each objective; the status of each objective shown in the Annual Report reflected the progress of these actions across the year.

4486 Members noted the analysis of the key staff and student data and the associated actions. The Head of Inclusion highlighted work to embed the

actions identified in the Equality Impact Assessment of Recruitment and Promotion procedures, with a focus on addressing the under-representation of black and minority ethnic (BME) staff at senior levels; this would also be the focus of the recently established Race Equality Group in 2019.

4487 Members welcomed the report and the scope of the activity being undertaken in relation to diversity and inclusion. It was suggested that the Board should receive more information at a future meeting on progress with regard to external accreditation, for example in relation to Athena Swan. The Head of Inclusion undertook to take this forward.

4488 **AGREED**

That the Board would receive more information at a future meeting on progress with regard to applying for external accreditation, including in relation to Athena Swan.

Gender Pay Gap (GPG)

4489 The Director of Human Resources (HR) presented the GPG Report for 2017-18 (BT1312, Confidential and Appendices BT1312A, Confidential and BT1312B), and members noted the findings of the GPG analysis. The University's mean GPG had been calculated at 13.89% and the median GPG at 11.69%. The mean GPG was marginally lower than the 2017 figure while the median GPG was marginally higher. The Board also noted that the mean GPG was lower than the most recently published HE sector average of 14.3% (as reported by the Universities and Colleges Employers Association) and that of the UK workforce.

4490 The University was committed to addressing the GPG and members noted a range of actions that were being progressed during 2018-19. The Director of HR highlighted continued investment in the Aurora leadership programme and the review of pay of all Level 10 staff with reference to benchmarks agreed by the Remuneration Committee. A review of the pay of staff in Levels 8 and 9 had been completed earlier in the session. Other activity included work to introduce a range of 'family-friendly' policies.

4491 The Board suggested that views should be sought around what would be viewed as 'success' in addressing the GPG, and that equality and diversity-related objectives should be included in the new Strategic Plan. The Director of HR highlighted the intention to set milestones toward achieving equal representation of men and women in Level 10 as part of the Strategic Plan. The Pro Vice-Chancellor (Operations) stressed the University's commitment to addressing not only the GPG but also inequality in respect of race and that it would welcome ideas for additional actions to facilitate progress. Commenting on the Board's responsibilities in this area, the Chair also highlighted the need for the Board to consider the diversity of its own membership as vacancies arose.

4492 **AGREED**

- (i) That views should be sought on what would constitute 'success' in addressing the GPG and seniority pay gap.
- (ii) That equality and diversity-related objectives should be included within the new Strategic Plan.

Contract for Library and Archive Storage Services for SHL

4493 The Joint Acting Director of Finance (Financial Planning and Analysis) presented a proposal for the award of a contract for Library and Archive Storage Services for SHL (BT1313, Confidential). Members noted that the proposed contract included the scope of a one-off project, the Library Reclassification Swing Space Project.

4494 **AGREED**

The Board approved the award of the contract for library and archive storage services to Crown Worldwide Limited as detailed in the report.

CoSector Progress Report

4495 The Board agreed to defer consideration of the Progress Report (BT1314 and Appendix BT1314A, both Confidential) to the next meeting.

Report from the Investments Committee

4496 The Board noted a report on the issues considered by the Investments Committee at its meeting on 5 December 2018 (BT1315). The report included the latest Unified Trust Fund (UTF) information sheet, which was now produced twice a year in response to the Board's request, at its meeting on 21 March 2018, for an overview of the UTF.

Intercollegiate Accommodation Fees

4497 The Board noted a report on the determination of Intercollegiate Accommodation Fees for 2019-20 (BT1316).

New Year's Honours 2019

4498 The Board noted an update on awards in the New Year's Honours list 2019 (BT1317).

Dates of Future Meetings

4499 The Board noted the dates of future meetings as follows (all meetings were scheduled to commence at 4.00 pm):

2018-19

Thursday, 21 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