



UNIVERSITY OF LONDON

BOARD OF TRUSTEES

Wednesday, 18 March 2015, at 4.00 pm
Council Room, Birkbeck, University of London

MINUTES

PRESENT

Ms Stella Beaumont
Mr David Beever
Mr Abdul Bhanji
Ms Emma Burns
Sir Richard Dearlove (Chair)
Mr Steven Fogel
Professor Simon Gaskell

Mr Edward Hartill
Professor David Latchman
Mr Gerard Lemos
Mrs Suzanne McCarthy
Professor Stuart Reid
Professor Sir Adrian Smith

APOLOGIES

Professor Paul Layzell

IN ATTENDANCE

Ms Maureen Boylan
Mr Martin Burchett
Mr Chris Cobb
Miss Damaris Currie
Mr Kim Frost

Professor Roger Kain
Mr Andrew Murphy
Mr John Stewart
Dr Mary Stiasny
Professor Paul Webley

Minutes of the Meeting Held on 28 January 2015

2851 The Board confirmed the minutes of the meeting held on 28 January 2015.

Matters Arising

2852 The Board received a report on matters arising from the minutes of previous meetings of the Board (BT854) and noted the updates on succession planning and the University Policy on Intellectual Policy Rights.

Vice-Chancellor's Report

2853 The Vice-Chancellor introduced his report (BT855), including a list of his main activities and meetings since 28 January 2015 (Appendix BT855A).

BTM 2854 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

2855 Members noted the update in the report on recent announcements regarding the Heads of College of St George's, University of London and SOAS University of London ('SOAS'). It was noted that, while Professor Webley would be stepping down as Director of SOAS during 2015, he would remain as Deputy Vice-Chancellor.

Federal Structure

BTMM 2856-58 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Warburg Institute

BTMM 2859-65 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Staff Survey 2014

2866 The Director of Human Resources (HR) introduced a report on the Staff Survey conducted in October 2014 (BT858). Attached to the report were the following documents:

- (i) How do we Compare to the Sector? (Appendix BT858A).
- (ii) The University of London Employee Experience (Appendix BT858B).

2867 The Director of HR informed members that there had been a good participation rate for the survey, with 76% of staff taking part – a figure which had exceeded the University's target of 70%. The engagement score of 62% had fallen below the engagement target figure which had also been 70%. The Director of HR reported that, whilst this was disappointing, it compared favourably with engagement scores achieved by many other organisations and sectors. The Director of HR reported that Departments had discussed their own results and were working on action plans. The Vice-Chancellor's Executive Group (VCEG) had also considered the results and had agreed on areas to be targeted by the University-level action plan, as outlined in the report. One of these related to communication, both within Departments and from the centre, and the Board was informed that the interim Head of Communications was developing a new Communications Strategy. More information on the action plans would be provided to the Board in due course.

2868 Members noted some of the key outcomes of the survey which were listed in the report. They highlighted the importance of ensuring that staff worked within an environment where they felt able to raise concerns and challenge decisions. The Director of HR stated that mechanisms were in place for staff to raise matters both publicly, for example, in all staff meetings, and also in confidence. Consideration was, however, being given to further work that could be conducted in this area in response to the outcomes of the Staff Survey.

2869 Some concerns were raised regarding the engagement score, and some of the results when measured against the benchmark scores shown at Appendix BT858A. It was suggested that some of the responses to the survey might partly reflect the fact that the University was in a period of significant change. Members welcomed the development of action plans to address areas of concern and looked forward to receiving more information on progress at future meetings.

Commercial Shared Services/Gamma update and Decision on Next Steps

BTMM 2870-74 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Financial Regulations

2875 The Chief Financial Officer presented a report (BT860) on proposed new Financial Regulations (Appendix BT860A) which he reported were significantly shorter than the existing Regulations and aimed to be more 'user-friendly'. It was noted that the new Regulations were designed to be supported by a number of stand-alone policies.

2876 The Board was informed that the proposed new Financial Regulations had been considered and commented on by the Audit and Risk Assurance Committee which had recommended them to the Board for approval. The Regulations had also been reviewed across the University and agreed by the VCEG at its meeting on 21 January 2015.

2877 In response to a query about arrangements for private consultancy work, members noted that the relevant section within the Regulations did not specify any particular time when work of this type could, or could not, be undertaken; the Regulations were clear, however, that such work could only be undertaken with the agreement of the relevant staff member's Head of Department, and only with the proviso (among others) that it did not interfere with their duties to the University.

2878 **AGREED**
To approve the Financial Regulations at Appendix BT860A.

Finance Report

2879 The Board received a report on the Management Accounts for the period to 31 January 2015 (BT861 and Appendix BT861A, both Confidential). The Chief Financial Officer reported that the Accounts showed that the University had been in surplus by £0.6M for the first six months of 2014-15 compared to a budgeted deficit of £1.4M for that period. Analysis suggested that £1.2M of the variance was temporary, and due to timing or budget phasing.

2880 It was noted that income for the period was behind budget and that most of the variance related to external income. The Chief Financial Officer reported that there were some significant variances relating to the Department of External Services which were being analysed in more detail.

2881 Members noted the updates within the report on the Balance Sheet and on cash flow. With respect to the former it was noted that, as explained within the commentary, increases in debtors and creditors were normal for the time of year.

Dilke House

BTMM 2882-87 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Estates Matters

2888 The Board received a report on a number of Estates-related matters (BT863, Confidential, including details of the Master Plan Study at Appendix BT863A, Confidential).

Project Beveridge: including Senate House Lower Ground Floor

2889 The Board noted that, since its previous meeting, a full tender exercise had been undertaken and that Spacelab had been appointed as the architect and cost consultant for the redevelopment of the lower ground floor of Senate House. The Board noted also a list of the key project milestones which had been agreed with Spacelab. Members were advised that these were dependent on listed building consent being received from Camden Council ('Camden'). The Board would be updated on progress at its May 2015 meeting.

Bloomsbury Precinct Master Plan

2890 The Board was informed that Building Design Partnership (BDP) had been appointed to prepare the Master Plan. Work on the project, which had commenced on 16 March 2015, would take approximately 30 weeks to complete. The University was liaising closely with Camden and BDP was due to meet with Camden shortly. The Board noted the list of key points raised by the Camden planning team, and that BDP would be engaging with and providing regular updates to key stakeholders during the project.

Cartwright Garden Halls Redevelopment Project

BTM 2891 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

2892 The Board was informed that all the relevant "pre-commencement" and "pre-relevant part of the work" Planning Conditions had now been signed off by Camden. The Director of Capital Projects was pleased to report that there continued to be a good relationship with the local community.

Senate House North Block – Institute of Historical Research (IHR) and SOAS Refurbishments

IHR Refurbishment Project

2893 Members noted that the additional open access library space on the second floor was now in full use.

IHR Decant Space in Senate House

2894 The Board was informed that UCL's contractor had completed work on 6 March 2015 and UCL staff had now moved into Senate House.

SOAS Refurbishment Project

2895 The Board was informed that about 80% of the demolition process had been undertaken and that the majority of the noisiest work should be completed by the end of the spring term 2015.

2896 The Director of Capital Projects reported that the agreed 'month ahead' and 'week ahead' report system, whereby information about works and expected noise was posted on the intranet, was working well and that there had been very few complaints about noise or other disturbance. He informed members that, on the only occasion when it had been necessary to ask the contractors to reduce the noise levels, they had been very responsive to the request.

Egham Book Depository

2897 The Board was updated on progress with regard to the Egham Book Depository. Members noted that it had not been possible to reach an agreement for the surrender of the existing lease for a capital sum which would have enabled the University to re-provide the facility elsewhere. Consideration had been given to increasing the size of the existing Depository, but the Director of Capital Projects reported that Runnymede Council had not favoured an extension of the size required by the University, principally due to Green Belt policy. Focus had therefore shifted to increasing capacity within the footprint and height of the existing Depository.

BTM 2898 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Gower Place Medical Practice (GPMP)

2899 The Director of Capital Projects reported on discussions with GPMP about a relocation from its current premises to Student Central. It was noted that any deal would be dependent on NHS capital funding, which was expected to be granted, but had not yet been formally confirmed. The Board noted the broad terms of the proposal which were detailed within the report.

2900 As the University was keen to conclude the agreement with GPMP once confirmation of NHS funding was received, the Board confirmed that it was content to approve the principle of the transaction and to delegate authority to the Estates Sub-group to approve the final terms should an agreement be reached prior to the Board's next meeting.

18-20 Gower Street

2901 The Board considered and approved the grant of two leases for space in 18-20 Gower Street, as detailed within the report.

BTM 2902 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

ICT Strategy 2015-18

- 2903 The Pro Vice-Chancellor (Operations) introduced a proposed ICT Strategy (BT864 and Appendix BT864A). The Strategy aimed to achieve:
- (i) High levels of customer satisfaction in relation to specific internal IT support services.
 - (ii) A common set of ICT standards for staff.
 - (iii) A common development framework through which all ICT systems would be managed.
 - (iv) A holistic approach to systems and data architecture to provide effective and integrated systems and information.
- 2904 The Pro Vice-Chancellor (Operations) confirmed that the Strategy presented no immediate financial implications; some related projects were already in progress and business cases for new projects would be developed in due course.
- 2905 The Chair of the Audit and Risk Assurance Committee welcomed the recognition of ICT-related risk within the Strategy. It was stressed that security risks and threats in the area of ICT should not be underestimated.
- 2906 A query was raised about the strategy for taking forward development in areas such as innovation in education. The Board was informed that the ICT Strategy was designed to cover matters relating to core ICT infrastructure and that other areas of development would be covered within additional supporting documentation.
- 2907 **AGREED**
To approve the ICT Strategy at Appendix BT864A.

Annual Review of the University Health and Safety Policy

- 2908 Mr Hartill, Chair of the Safety Committee, introduced a report (BT865) on proposed amendments to the University Health and Safety Policy. This followed a review of the Policy which had been undertaken by the Safety Committee at its meeting on 26 February 2015.
- 2909 The Safety Committee had recommended changes to the Policy to clarify the respective roles of Heads of Departments and Departmental Safety Co-ordinators in relation to risk assessments, as well as some minor technical amendments to update links to pages on the University intranet. A copy of the Policy showing the proposed amendments had been provided at Appendix BT865A.
- 2910 The Board noted that consideration continued to be given to arrangements for internal executive responsibility for health and safety. This currently resided with the HR Department, although there had been discussions on whether it

would be better located within Property and FM. The Board would be updated on any developments, as appropriate.

2911 **AGREED**

To approve the proposed amendments to the University Health and Safety Policy (as set out in Appendix BT865A).

Update on Strategic Risks

2912 The Board noted Document BT866 (Confidential) which provided an update on Strategic Risks.

Acceptance of Gifts, Donations and Bequests

2913 Document BT867 provided details of gifts, donations and bequests made to University Departments and activities. Members noted the report.

Report from the Investments Committee

2914 The Board received the Report from the Investments Committee (BT868). It noted that two independent Trustees who served on the Committee, Mr Beever, as Chair, and Mr Hartill, would be completing their terms of office on the Board of Trustees, and the Committee, on 31 July 2015. The University Secretary informed members that the Nominations Committee would be meeting at the end of April 2015 as part of the final round of the selection process for new members of the Board, and would make recommendations for consideration by the Board at its meeting in May 2015. This followed a comprehensive shortlisting process, more information on which had been provided in the Matters Arising paper (BTM 2852 above refers).

Unconfirmed Minutes of the Collegiate Council Meeting on 12 December 2014

2915 The Board noted the Unconfirmed Minutes of the December 2014 meeting of the Collegiate Council (BT869, Confidential).

Action Taken Under Delegated Authority

2916 Members noted the action taken under delegated authority set out in Document BT870 (Confidential).

Dates of Future Meetings

2917 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

2014-15

Wednesday, 27 May 2015

Wednesday, 15 July 2015

2015-16

Wednesday, 14 October 2015

Wednesday, 25 November 2015

Wednesday, 27 January 2016
Wednesday, 16 March 2016
Wednesday, 18 May 2016
Wednesday, 13 July 2016

2016-17

Wednesday, 19 October 2016
Wednesday, 30 November 2016
Wednesday, 25 January 2017
Wednesday, 29 March 2017
Wednesday, 24 May 2017
Wednesday, 19 July 2017