



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 19 October 2016, at 4.00 pm
Conference Suite, The Garden Halls

MINUTES

PRESENT

Sir Richard Dearlove (Chair)
Ms Jane Andrewartha
Mr Abdul Bhanji
Professor Simon Gaskell
Mr Andrew Halper

Professor Paul Layzell
Mr Kieran Murphy
Professor Sir Adrian Smith
Mrs Rosalyn Wilton

APOLOGIES

Ms Stella Beaumont
Ms Emma Burns
Professor Edward Byrne
Mr Philip Clark

Professor David Latchman
Professor Stuart Reid
Mr Malcolm Roberts
Mr Mark Storey

IN ATTENDANCE

Ms Maureen Boylan (University Secretary)
Mr Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)
Miss Damaris Currie (Central Secretariat)
Mr Kim Frost (Director of Human Resources)
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)
Ms Sally Townsend (Interim CEO, CoSector)*

* present for BTMM 3547-53

Welcome

3521 The Chair welcomed Jane Andrewartha, Andrew Halper and Kieran Murphy who were attending their first meeting as Trustees.

Presentation

3522 The Board received a presentation of two films by City, University of London, following its recent accession to the University.

Functions, Constitution and Membership of the Board of Trustees

3523 The Board noted its Functions, Constitution and Membership (BT1036 and Appendix BT1036A).

Minutes of the Meeting Held on 13 July 2016

3524 The Board confirmed the minutes of the meeting held on 13 July 2016.

Matters Arising

3525 Matters arising from the previous meeting were all covered elsewhere on the agenda.

Vice-Chancellor's Report

3526 The Vice-Chancellor presented his report (BT1037, Confidential and Appendix BT1037A). Further to the matters covered within the report, the following were highlighted.

Retirement of the University Secretary

3527 The Vice-Chancellor informed the Board that the University Secretary, Maureen Boylan, would be retiring on 31 December 2016. Discussions were taking place regarding future arrangements. Noting the tight timescales involved, the Board was content for the Chair to continue these discussions with senior officers with a view to a proposal being presented to Trustees for consideration by correspondence.

Appointment of the Deputy Vice-Chancellor

3528 It was noted that Professor Edward Byrne, the President and Principal of King's College London, had been appointed by the Board, by correspondence, to serve as the Deputy Vice-Chancellor, with immediate effect.

University of London Operating Plan 2016-17

3529 The Operating Plan, which had been agreed by the Vice-Chancellor's Executive Group (VCEG), had been distributed in early October 2016. In line with the University's Strategy 2014-2019, the Plan set out the key projects and activities for 2016-17, reported on progress against agreed corporate key performance indicators (KPIs) and provided information on how the University was managed.

University of London Boat Club (ULBC)

3530 While the Board was pleased to learn that several ULBC athletes and alumni had medalled at the Rio Olympics, it was deeply saddened at the news that ULBC member, Ailish Sheehan, from Goldsmiths, University of London, had passed away following an accident after the 2016 Fédération Internationale

du Sport Universitaire (FISU) World University Championships for Rowing in Poznan, Poland where she had won a bronze medal. The Vice-Chancellor had written to Ms Sheehan's family to convey the University's condolences.

Women 2018

- 3531 2018 would mark the 150th Anniversary of the University's introduction of special examinations for women, the device that had subsequently enabled women to be eligible for the award of degrees. The University planned to celebrate the milestone with a year of events in London and through the International Programmes. The Vice-Chancellor reported that the Collegiate Council, at its recent meeting, had supported a proposal to focus on awarding Honorary Degrees to women in 2018. The Board agreed that it would also support the award of an Honorary Fellowship to a female recipient that year.

Proposed Regional Centre in Singapore

- 3532 The Board noted a proposal, central to a recently signed Memorandum of Understanding with the Singapore Institute of Management (SIM), to establish a joint Regional Centre in Singapore. The Vice-Chancellor reported that, following tax advice from PricewaterhouseCoopers (PwC), it had been concluded that the best method of managing the initiative was to set up a branch of the University, sharing a site with SIM that would be named the University of London-SIM Regional Centre.
- 3533 It was proposed to appoint a local regional manager for the Centre, who would report to the Global Engagement Directorate of the University of London International Academy (UoLIA). Pinsent Masons was advising on a detailed agreement with SIM and on a local contract of employment. A detailed Business Case had been considered by the VCEG and would be provided to the Board for information. It was confirmed that UoLIA would retain educational control for all programmes.

Holocaust Learning Centre

- 3534 Representatives from the Holocaust Commission, UCL and Royal Holloway, University of London (RHUL) had met to consider how best to approach University-wide collaborations in support of the Commission's planned Learning Centre. The University Secretary reported that a broad-based workshop would take place in 2017 aimed at articulating ideas about the content of the Centre that could be communicated to the Holocaust Commission.

SOAS / Paul Webley Wing, Senate House

- 3535 The Board noted that the Paul Webley Wing in Senate House North Block had been formally opened on 7 September 2016 in the presence of the School's Director, a number of Ambassadors and High Commissioners of countries in the Middle East, Asia and Africa, and senior staff from across the University.

Memorial Service for Professor Webley

3536 A Commemoration event for Professor Webley would take place at Senate House on 2 November 2016, to which all members were invited. The event would celebrate Professor Webley's contribution to scholarship, to the Universities of Exeter and London and to SOAS.

3537 **AGREED**

- (i) That the Chair and senior officers would continue discussions regarding the appointment of the University Secretary and that a proposal would be circulated to the Board for consideration by correspondence.
- (ii) That the Board would support the award of an Honorary Fellowship to a female recipient in 2018.

Private Bill

3538 The Board received an update on the Private Bill (BT1038). The University Secretary reported that the consultation on the proposed wording of the Bill had gone well. The Charity Commission, Privy Council and the Higher Education Funding Council for England (HEFCE) had all responded positively, with minor queries for clarification. The Department for Education had been generally supportive but had not favoured the proposal to remove the Privy Council as the final element in the process by which the University amended its Statutes.

3539 The draft Bill had been amended accordingly, following the consultation, as presented at Appendix BT1038A, and had been considered and supported by the Collegiate Council at its meeting on 30 September 2016. Work continued to identify an MP to sponsor the Bill through its parliamentary stages; it was noted that the potential sponsors identified in the report were not in a position to take this forward.

3540 **AGREED**

The Board approved the draft Private Bill to be deposited in Parliament on 28 November 2016.

Duncan House

3541 The Board noted that there was no written report for this item – Document BT1039 had been withdrawn.

BTMM 3542-44 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Report from the Estates Committee

3545 The Board considered a summary of the issues discussed by the Estates Committee at its meeting on 19 September 2016 (BT1040, Confidential). The following matters were highlighted.

BTM 3545(i) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- (ii) The Garden Halls. The Board was informed that practical completion had not yet been achieved but that most works had now been completed. Members noted the update in the report on the delays that had occurred and the contingency plans that had been implemented. The Board was informed that all students allocated a room in The Garden Halls were now in residence and that feedback from students living there had been very positive. The Board noted the significant efforts of staff during the period in question and requested that its gratitude be expressed to those concerned. The contributions of the following staff members in particular were noted: Andrew Howarth; Saule Kauneckaite; Steve Knibbs; Julian Lee; Robert Miller; Paola Serrano; and David Stephens.
- (iii) The updates on the SOAS Senate House North Block and on a number of lease agreements, which were noted by the Board.

3546 The Pro Vice-Chancellor (Operations) informed the Board of recent discussions about a potential opportunity in the Whitechapel area of London. Discussions were at a very early stage and the Board would be updated further in due course.

CoSector Progress Report

3547 The Board received a report (BT1041, Confidential) from the Interim Chief Executive Officer (CEO) of CoSector, who drew attention to the updates on progress against agreed KPIs (Appendices BT1041A to C, Confidential) which indicated that all were on target. An analysis of 'Efficiency Effectiveness' was also appended to the report (Appendix BT1041E, Confidential).

BTMM 3548-51 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Board Practice 2016-17

Board Away Day

3552 The University Secretary presented a proposal (BT1042) for an Away Day for the Board to be held at The Courtauld Institute of Art on 24 May 2017. This followed discussions at the Board's previous meeting on the ideas emanating from the recent review of the Board's effectiveness, when Trustees had indicated that they would welcome the opportunity for broader and more in-depth strategic discussions. The Board supported the proposal and members were invited to submit suggestions for the content of the Away Day.

3553 **AGREED**

That an Away Day should be arranged to take place on 24 May 2017, as outlined in the report.

Board Apprenticeship

- 3554 The University Secretary presented a report (BT1043 and Appendix BT1043A) on a Board Apprenticeship scheme run by Board Apprentice Global Limited (BA). London Higher was working with BA to support the development of a series of apprenticeships across London higher education institutions (HEIs). The University had joined the scheme with the Chair's agreement, and had indicated its interest in recruiting an apprentice for the 2017-18 session. It was hoped that the scheme would help to increase diversity by widening the pool of candidates.
- 3555 The Board welcomed the University's involvement in the scheme.

Academic Quality Assurance

- 3556 The Board considered Document BT1044 which provided details of a new reporting requirement on the assurance of academic quality. The University Secretary explained the background to the reporting requirement which followed a fundamental review by HEFCE of academic quality assurance processes, principally those delivered by the Quality Assurance Agency (QAA). Under the process set out within HEFCE's revised *Operating Model for Quality Assessment*, governing bodies were required to make a statement of assurance for submission with the other annual returns at the beginning of December. Details of the required statement had been provided with the report.
- 3557 The Board was informed that, in view of the relatively short notice that had been provided to HEIs of the new procedure, HEFCE would be expecting many institutions to gain only partial assurance in 2016, in conjunction with an action plan indicating how the governing body would reach a position where it was able to give full assurance. In order to be able to provide the necessary assurances, the Board would need to consider how best to engage with the University's academic arrangements.
- 3558 Members noted that the distinct areas of academic activity for the University were the three Central Academic Bodies (CABs), each of which had its own Board. Summaries of the quality assurance mechanisms for UoLIA and the School of Advanced Study had been provided for Trustees' information (Appendices BT1044A and BT1044B). Members noted that the academic quality procedures for the University of London Institute in Paris were complicated by the fact that they had been defined by RHUL until 2015-16 and were being provided by Queen Mary University of London from 2016-17. The Board noted the annual reporting procedures for each of the CAB Boards as detailed in the report.
- 3559 Members agreed that the Boards of the three CABs were best placed to provide the required assurance of academic quality to Trustees. Members noted that the membership of the CAB Boards included academic expertise as well as lay membership in the form of an independent Trustee. It was suggested that the constitution of the Boards going forward could be considered in the light of the assurance that they would need to provide, to

ensure that Trustees were confident that the correct expertise was available. The Board agreed that Ordinance 11 *Central Academic Bodies* should be amended as proposed in the report to give the Boards specific delegated authority to provide assurance to the Board of Trustees in the terms required by HEFCE.

- 3560 A member of the Board suggested that consideration should be given to whether full assurance could be provided at this stage and also that the previous QAA report for the University might provide a starting point for discussions on quality assurance and a means of measuring recent changes in academic quality arrangements. Members were informed that the Boards of the CABs would consider the best method of responding to the new requirement. A further report would be made to the Board at its November 2016 meeting.

3561 **AGREED**

To amend Ordinance 11 as proposed in the report, following consultation with the Collegiate Council.

University Draft Financial Performance for 2015-16

- 3562 The Chief Financial Officer presented a report on the draft financial performance for 2015-16 (BT1045, Confidential). The University's draft net operating deficit for 2015-16 had been £1.9M, which reduced to £1.6M after accounting for the sale of the Guilford Place toilets. This compared favourably with a budgeted deficit of £3.9M, although adjustments to be made following the adoption of FRS 102 were expected to increase the deficit by approximately £1M; the key reasons for the variance were provided within the report.
- 3563 Members were informed that income for 2015-16 was below budget at £150.7M, but had increased by 3.8% over the previous year, and that expenditure was £7.8M lower than budget; information on contributing factors had been provided. In response to a question about estates-related expenditure, the Chief Financial Officer highlighted the breakdown of expenditure on projects during the year, which showed this to be significantly below budget. A key factor had been the later than expected commencement of the construction work for Programme Beveridge due to delays in receiving planning permission. Members were informed that the figures for estates expenditure covered both operational and project costs. It was suggested that, for clarity, consideration might be given to showing revenue in this area separately.
- 3564 Members noted the table on page 7 of the report which showed the main cash movements during 2015-16 and provided a comparison with those for 2014-15. The year-end cash was higher than budgeted with a significant proportion of the variance relating to the lower than budget capital spend. The Chief Financial Officer reported that the University was working to enhance debtor management and to maximise working capital.

Update on Strategic Risks

- 3565 The Board noted the update on Strategic Risks (BT1046) and that, at this early stage in the session, no changes to the risk scores were proposed.

Annual Report of the Academic Promotions and Titles Committee

- 3566 The Board noted the Annual Report of the Academic Promotions and Titles Committee for the 2015-16 session (BT1047, Confidential and Appendix BT1047A).

Report from the Investments Committee

- 3567 Members discussed a report (BT1048, Confidential) on the Investments Committee meeting held on 14 September 2016, noting details of the Committee's ongoing review of the University's Investment Strategy. As part of the review, the Committee had considered the asset allocation at its recent meeting and had concluded that the current asset class split should be maintained. Members noted that the current strategy was designed to secure a distribution for the Unified Trust Fund of 4% *per annum*. A number of other areas, including the structure and management of the Equity portfolio and the University's position on investment in tobacco, were due to be considered by the Committee at forthcoming meetings as part of the review.

Acceptance of Donations and Bequests

- 3568 Members noted a report on gifts, donations and bequests made to University Departments and activities (BT1049, Confidential).

Memberships of Committees of the Board of Trustees for 2016-17

- 3569 The Board noted the memberships of the Committees of the Board of Trustees for 2016-17 set out within Document BT1050.

Note of a Disciplinary Committee

- 3570 The Board received the note of a Disciplinary Committee hearing held in accordance with the requirements of Ordinance 17 *Code of Student Discipline* (BT1051, Confidential). Members noted the report.

Minutes of the Collegiate Council meeting on 1 July 2016

- 3571 Members noted the Minutes of the Collegiate Council meeting held on 1 July 2017 (BT1052, Confidential).

Action Taken Under Delegated Authority

- 3572 The Board noted an update on action taken under delegated authority since its previous meeting (BT1053).

Dates of Future Meetings

3573 Members noted the dates of future meetings of the Board as follows (all meetings to commence at 4.00 pm):

2016-17

Wednesday, 30 November 2016

Wednesday, 25 January 2017

Wednesday, 29 March 2017 to be held at City

Wednesday, 24 May 2017 (as part of the Board's Away Day at The Courtauld Institute of Art (BTMM 3552-53 above refer))

Wednesday, 19 July 2017