



**UNIVERSITY  
OF LONDON**

## **BOARD OF TRUSTEES**

Wednesday, 25 January 2017, at 4.00 pm  
Court Room, Senate House

### **MINUTES**

#### **PRESENT**

|                              |                            |
|------------------------------|----------------------------|
| Sir Richard Dearlove (Chair) | Professor Paul Layzell     |
| Ms Jane Andrewartha          | Mr Kieran Murphy           |
| Ms Stella Beaumont           | Professor Stuart Reid      |
| Professor Edward Byrne       | Mr Malcolm Roberts         |
| Mr Philip Clark              | Professor Sir Adrian Smith |
| Professor Simon Gaskell      | Mr Mark Storey             |
| Mr Andrew Halper             | Mrs Rosalyn Wilton         |

#### **APOLOGIES**

|                 |                          |
|-----------------|--------------------------|
| Mr Abdul Bhanji | Professor David Latchman |
| Ms Emma Burns   |                          |

#### **IN ATTENDANCE**

Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)  
Mr Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)  
Miss Damaris Currie (Central Secretariat)  
Mr Kim Frost (University Secretary and 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 Mark Newton (Managing Director, CoSector)\*  
Mr John G Stewart (Director of Legal Services)  
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of the International Programmes)

\* present for BTMM 3681-85

#### **Welcome**

3644 The Chair welcomed Dr Ghazwa Alwani-Starr, Director of Property and Facilities Management (FM), who was attending her first meeting of the Board.

#### **Minutes of the Meeting Held on 30 November 2016**

3645 The Board confirmed the minutes of the meeting held on 30 November 2016, subject to the addition of Professor Simon Gaskell to the list of attendees.

## **Matters Arising**

- 3646 The Board noted the update within the Matters Arising report (Document BT1078) on the submission of the Annual Accountability Returns to the Higher Education Funding Council for England (HEFCE).

## **Vice-Chancellor's Report**

### *New Year's Honours*

- 3647 The Vice-Chancellor introduced his report to the Board (BT1079, Confidential). He highlighted also Document BT1090, to be presented later in the meeting (see BTM 3688 below), which listed a number of individuals connected with the University who had been recognised in the New Year's Honours List. Members extended their congratulations to Mr Abdul Bhanji, Deputy Chair of the Board, who had been awarded an OBE for services to education and young people. The Board was also pleased to note that Professor Baron Peter Piot, Director of the London School of Hygiene & Tropical Medicine, had been made an Honorary Knight Commander of the Most Distinguished Order of St Michael and St George in the Foreign and Commonwealth Office Honorary Awards, for services to the global response to AIDS and the Ebola epidemic. Congratulations were extended to all those connected with the University who had received awards.

### *Board of Trustees Away Day*

- 3648 The Vice-Chancellor and the Chair of the Board updated members on plans for the Board of Trustees Away Day in May 2017. One subject to be covered was the future funding of higher education post-Brexit, and it was hoped that the Secretary of State for Exiting the European Union would be able to attend part of the Away Day to provide an update on government policy in this area. Once the timings for this session were finalised, the Vice-Chancellor planned to invite Heads of Member Institutions to attend for the discussion. The Board would be updated as the details of the programme were progressed.

### *Higher Education (HE) and Research Bill*

- 3649 The Board was updated on the key features of the HE and Research Bill, on the possibility of amendments to the Bill, and on related discussions with the Minister of State for Universities, Science, Research and Innovation.

### *Honorary Degrees and University Fellowships*

- 3650 Members were pleased to note that Mr John McConnell had accepted the Board's invitation to receive a University Honorary Fellowship at the 2017 University of London International Academy (UoLIA) Graduation Ceremony in London.
- 3651 The Vice-Chancellor reminded the Board of the previous invitation to Trustees to submit nominations for the awards of University Honorary Degrees and

Fellowships and stated that nominations were welcomed in advance of the forthcoming meeting of the Honorary Degrees and Fellowships Committee.

#### *Other Updates*

*BTM 3652 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

#### **Private Bill and Amendments to Statutes**

3653 The University Secretary and Director of Human Resources (University Secretary) presented a report (BT1080) on the University of London Bill. The private bill had been introduced into the House of Lords on 23 January 2017, with the petitioning stage due to end on 6 February 2017.

3654 The Board noted that a number of amendments to the University Statutes were required to ensure their alignment with the new University of London Act. Members considered the proposed changes (Appendix BT1080A), noting, in particular, that the proposed amendment to Statute 16.4 altered a power of the Board. The Statutes currently stated that the Board 'may...at the request of a College, withdraw from it the status of College'; in future, in accordance with the new Statute 16.4, the Board would be required to withdraw College status following a College's request. Members noted that this change formalised the present situation.

3655 The Board was content with the proposed amendments as presented and agreed that the formal process of consultation required by the current University of London Act 1994 should be progressed. In addition to the proposed amendments, it was noted that the formal title of Queen Mary University of London (QMUL) needed to be updated in Appendix 1 of the Statutes.

3656 **AGREED**

The Board agreed the proposed changes in principle, and that formal consultation on the amendments should be undertaken.

#### **Duncan House Stratford – Student Accommodation Development**

3657 The Chair of the Estates Committee, Mr Philip Clark, presented a report (BT1081, Confidential) on the financial completion of the Duncan House development and details of the transaction. Information on the background to the project had also been provided for members' information (Appendix BT1081A, Confidential).

3658 The Chair of the Estates Committee informed the Board that the project would contribute significantly to the strategic objective to increase University inter-collegiate student bed spaces, and expressed the view that it represented an excellent long-term investment for the University. The Board joined the Chair of the Estates Committee in acknowledging, and expressing gratitude for, the extensive work undertaken by all staff involved in securing financial completion during what had been a challenging and volatile period economically.

3659 Members reiterated their support for the strategy to increase student bed spaces, and the Deputy Vice-Chancellor commented on significant demand amongst Member Institutions for high-quality, affordable, student accommodation. It was noted that the Estates Committee would be working closely with the Director of Property and FM on how to deliver the target within the Estates Strategy of increasing student bed spaces by *circa* 2,000 beds to 5,000 by 2020.

### **Report from the Estates Committee**

3660 The Board considered a report (BT1082, Confidential) on the issues discussed by the Estates Committee at its meeting on 19 December 2016.

*BTM 3661 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

*University of London Boat House*

*BTMM 3662-63 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

*Birkbeck, University of London*

*BTM 3664 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

*Bedford Estate*

3665 The Pro Vice-Chancellor (Operations) and Chief Operating Officer (Pro Vice-Chancellor (Operations)) reported that, further to the update at the Board's previous meeting, constructive discussions with the Steward of the Bedford Estates were continuing.

*BTM 3666 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **Update on Strategic Risks**

3667 The Board received an update on strategic risks (BT1083). The Strategic Risk Register had recently been reviewed and the draft updated version would be presented for consideration by the Audit and Risk Assurance Committee in February 2017 with a view to its presentation to the Board in March 2017. The Pro Vice-Chancellor (Operations) reported that the updated draft would incorporate a number of changes, as detailed in the report, including the proposed addition of a new risk on Brexit.

### **Equality and Diversity Annual Report for 2015-16**

3668 The Chair of the Equality and Diversity Committee, Mr Andrew Halper, introduced the Equality and Diversity Annual Report for 2015-16 (BT1084). He reported that the membership of the recently established Equality and

Diversity Committee had been drawn from across the University and that the Committee had held a productive first meeting in December 2016. The Annual Report before the Board covered staff only; students of the School of Advanced Study (SAS) and UoLIA were currently covered by separate annual reports to the Boards of SAS and UoLIA, respectively. Future annual reports would cover equal opportunities monitoring and developments in equality and diversity for both staff and students. The Board was informed that different countries' data protection requirements and laws were taken into account when considering the information that could be collected for International Programmes students.

- 3669 The University Secretary highlighted key areas of activity during 2015-16, including:
- (i) *'One University' A Strategy for Diversity and Inclusion at the University of London (2016-2019)*, published in June 2016.
  - (ii) The Board's decision in May 2016 to establish an Equality and Diversity Committee – the Committee had subsequently been established in August 2016.
  - (iii) The participation of seven female staff in the Aurora Programme for female future leaders; positive feedback on the Programme had been obtained.
- 3670 Members noted the recommendations which had arisen from the equal pay audit. The University Secretary highlighted the findings regarding under representation of women in level 10 posts and specifically in the higher paid jobs, and work being undertaken in response.
- 3671 Members considered the additional data and analysis that was appended to the report:
- (i) Analysis of Protected Characteristics in the Workforce (Appendix BT1084A)
  - (ii) Equality and Diversity Data 2015-16 (Appendices BT1084B(i) to (x))
- 3672 It was suggested that future presentations of the data would benefit from the inclusion of information on the numbers of staff and students represented, in addition to the percentages currently provided.
- 3673 Officers were asked whether the University had considered joining the Equality Challenge Unit's Athena Swan Charter. The University Secretary reported that the University was in the process of appointing an Equality and Diversity Adviser who would, as part of his/her role, consider the practicalities of participating in the Charter and the resources that would be required to engage fully with the scheme.
- 3674 **AGREED**  
That future presentations of equality and diversity data would incorporate information on numbers of staff and students in addition to percentages.

## **Progress Report on the People Strategy**

3675 A Progress Report (BT1085) updated members on activity in the previous six months against the targets of the University's People Strategy. The University Secretary highlighted progress for two key activities: the 2016 staff survey; and work to improve completion rates for staff appraisals.

### *Staff Survey*

3676 There had been a response rate of 72% to the 2016 staff survey, which, although below that of the 2014 survey, was above the University benchmark of 66%. The target engagement score of 70% had been met and compared well with other institutions in the sector and beyond. Work was being undertaken to analyse the results and these would be fed back to Departments, which would then develop action plans.

### *Staff Appraisal*

3677 Appraisal completion rates showed a year-on-year increase since 2013-14. The University Secretary was pleased to report that, since the production of the Progress Report, the completion rate for appraisals covering the 2015-16 session had increased to 88%.

## **Finance Report**

3678 The Chief Financial Officer introduced the Finance Report (BT1086, Confidential), drawing attention to the appended financial report for the four months to 30 November 2016 (Appendix BT1086A, Confidential). The Finance and Planning Department was undertaking a review of expected outturns with Departments and would update the Board at its next meeting. Commenting on the fact that the planned deficit budget for 2016-17 reflected the continued investment that underpinned the 2014-19 University Strategy, the Board suggested that it would be helpful for more detail on financial performance in relation to Capital Projects to be presented during the session and for the accounts to make clear how generated cash was being reinvested. It was further suggested that the opening and closing cash balances should be provided in future reports.

3679 The Board received an update from the Chief Financial Officer on the Transparent Approach to Costing (TRAC) Return for 2015-16. A detailed explanation of TRAC had been provided for members' information (Appendix BT1086B). The Board was informed that Appendix BT1086C, the 2015-16 TRAC Return, had been withdrawn from the meeting as it was in the process of being finalised. The TRAC Steering Group had considered the draft TRAC Return at its meeting on 23 January 2017, following which a number of adjustments had been required in line with Financial Reporting Standard (FRS) 102. The Board therefore agreed to delegate authority to the Vice-Chancellor to approve the TRAC Return on its behalf for submission to HEFCE. The final version of the TRAC Return would be presented to the Board's meeting in March 2017, for the Board's information.

3680 **AGREED**

- (i) That future reports would take account of members' suggestions regarding the presentation of financial information to the Board (see BTM 3678 above).
- (ii) The Board delegated authority to the Vice-Chancellor to approve the 2015-16 TRAC Return on its behalf for submission to HEFCE.

**CoSector Progress Report**

- 3681 The Managing Director of CoSector, Mr Mark Newton, joined the meeting for the item. Introducing the progress report on CoSector (BT1087, Confidential), he reported on an improving financial position, with CoSector on target to meet its budgeted outturn at the end of 2016-17. The Board was updated on work to improve the accuracy of budget phasing for future years.
- 3682 The Managing Director of CoSector reported that detailed reports on progress against the CoSector key performance indicators (KPIs) had been reviewed by the Board of Directors of CoSector. Information on the KPIs, provided for the Board within Appendix BT1087A (Confidential), showed that the majority were rated 'green', with the exception of the KPI for turnover, which was down on target, and that for sickness absence, which was running above the University average. Data on the latter was being reviewed and the Board was informed of associated action being undertaken, including recent training programmes for line managers, which had been well received. Other forthcoming training for staff included a performance management session, which would be held shortly.
- 3683 The Board was updated on other work within CoSector, including a number of prospective collaborations and partnerships that were being explored. Potential opportunities in Further Education were also noted by the Board.
- 3684 Members commented on the value of regularly reviewing where staff time was being invested and how that translated into income and business secured by CoSector. The Managing Director of CoSector confirmed that this would be among the areas covered at a forthcoming away-day, which would consider opportunities and priorities for longer-term growth.
- 3685 Members thanked the Managing Director of CoSector for his report and welcomed the progress being made.

**Membership of the Board of Trustees**

- 3686 The Board received an update on the appointment of Heads of Member Institutions to serve on the Board of Trustees from 1 August 2017 (BT1088). At its meeting on 6 December 2016, the Collegiate Council had agreed to appoint Professor Michael Arthur (UCL) and Mr Patrick Loughrey (Goldsmiths, University of London) to serve on the Board with effect from 1 August 2017, both for an initial period of four years. The appointments would fill the two vacancies which would arise when Professors Gaskell and Latchman completed their terms of office on the Board on 31 July 2017.

### **Report from the Investments Committee**

3687 The Board noted a summary of the issues discussed by the Investments Committee at its meeting on 7 December 2016 (BT1089, Confidential). Members commented on the current asset class split of the investment portfolio and the weighting towards Equities and noted that this would be considered as part of the Committee's Review of the University's Investment Strategy. The Chair of the Committee assured the Board that the review would take account of the way in which the unit holders used the monies generated by the Unified Trust Fund.

### **New Year's Honours 2017**

3688 The Board noted an update on awards bestowed in the New Year's Honours list 2017 (BT1090).

### **Action Taken Under Delegated Authority**

3689 The Board noted a report on action taken under delegated authority since its previous meeting (BT1091).

### **Dates of Future Meetings**

3690 Members noted the dates of future meetings of the Board as follows  
(all meetings would commence at 4.00 pm, unless otherwise indicated):

#### **2016-17**

Wednesday, 29 March 2017, to be held at City, University of London

Wednesday, 24 May 2017 (as part of the Board's Away Day at The  
Courtauld Institute of Art)

Wednesday, 19 July 2017