



**UNIVERSITY  
OF LONDON**

## **BOARD OF TRUSTEES**

Wednesday, 24 May 2017, at 3.15 pm  
Sackler Research Forum, The Courtauld Institute of Art

### **MINUTES**

#### **PRESENT**

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

#### **APOLOGIES**

Ms Emma Burns	Professor Stuart Reid
Professor David Latchman	

#### **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)  
Mr Tim Gore (Chief Executive Officer, University of London Institute in Paris)  
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 3785 to 3806

#### **Minutes of the Meeting Held on 29 March 2017**

3762 The Board confirmed the minutes of the meeting held on 29 March 2017.

#### **Matters Arising**

3763 The Board noted the updates in the Matters Arising report (BT1107) on the Review of Investment Policy and the Corporate Social Responsibility Statement.

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

3764 The Vice-Chancellor introduced his report to the Board (BT1108, Confidential).

### *Dean and Chief Executive of the School of Advanced Study (SAS) and Pro Vice-Chancellor (Research)*

3765 Professor Rick Rylance, who was currently the Director of the Institute of English Studies, had been appointed to succeed Professor Roger Kain as the Dean and Chief Executive of SAS and Pro Vice-Chancellor (Research). Professor Kain would step down from the role at the end of August 2017.

### *Heads of Member Institutions*

3766 Members noted the following:

- (i) The appointment of François Ortalo-Magné to succeed Sir Andrew Likierman as Dean of the London Business School from the beginning of August 2017.
- (ii) The appointment of Professor Colin Bailey who would become the President and Principal of Queen Mary University of London from the beginning of September 2017, succeeding Professor Simon Gaskell.

### *Bedford Estates - Update*

*BTM 3767 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### *Senate House Library (SHL)*

3768 The Board had been informed at its previous meeting that the SHL Financial Sustainability Working Group was being disbanded to enable staff to take forward a number of ideas and to develop them further. The Vice-Chancellor reported that this matter had recently been discussed by the Collegiate Council, which had agreed that it would consider, at its meeting on 7 July 2017, a final detailed report from the Working Group on the areas and options that had been explored, as well as the ideas now being taken forward and worked into a fully-costed development proposal and transformation strategy.

3769 The Board noted that the Senate House Librarian had recently decided to leave the University. An interim management structure, including an experienced transformation/change manager, would be established and the position of Senate House Librarian would be considered further thereafter.

3770 While disappointment was expressed that the Working Group had not been able to form any firm conclusions about the way forward, and also at the departure of the Senate House Librarian, the Pro Vice-Chancellor (Operations) gave assurances about the work being progressed to secure a sustainable future for the SHL. He highlighted a number of options currently under consideration, including the use of technological solutions such as

radio-frequency identification (RFID) to check out and track books. This, in conjunction with standardisation of the classification system, consequential reduction in duplication of books and a reduction in required storage space, should reduce operational costs and lead to a qualitative improvement of service. The reduction in storage would not only enable additional, enhanced, study facilities for students, but also potentially make space available for the use of specific Member Institutions.

- 3771 It was likely that an increase in the annual subscription would be proposed, which would support the modernisation programme and reflect the enhanced quality of service that would be provided. A business case for an initial investment to support the proposed changes would be presented to the Collegiate Council and the Board at their July 2017 meetings. It was suggested that a discussion in the autumn term on the broader strategy for the SHL would be helpful and that any relevant views and comments on the subject arising from the Collegiate Council should be conveyed to the Board to inform its discussions.

*Student Loans for the University of London Institute in Paris (ULIP)*

- 3772 The Vice-Chancellor reported on a recent change in approach by the Student Loans Company (SLC) in relation to students at ULIP. ULIP had a special arrangement with the SLC, permitting its students to access student finance while studying in Paris and under which students had been assessed as studying in London. However, in mid-March 2017, the SLC had reclassified students at ULIP into the 'Study Abroad' category, recalculating their loan amounts and applying the resulting reduction for the whole year to the final term, leaving a number of students unable to cover rent and other commitments. The University had been unable to persuade the SLC to postpone the changes or to apply them only to the third term. The University had, therefore, offered students a one-off non-repayable grant of 65% of the shortfall, and would consider applications for further hardship funds from students who were particularly badly affected, as well as looking at further support measures for continuing students in 2017-18.

- 3773 The Board expressed concern at the approach adopted by the SLC in deciding to adjust the loan rate mid-year, and the consequent effect on students. The ULIP CEO reported that the SLC had made clear that for future years a special arrangement would entitle UK and EU students studying at ULIP to receive loans for the full tuition fees and a reduced Study Abroad rate of maintenance loan. While the situation moving forward would be transparent, it was not known whether the change would have any effect on future recruitment. ULIP would be undertaking detailed work on living costs, which it would make available to students to assist their financial planning.

*BTM 3774 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

*General Data Protection Regulation (GDPR)*

- 3775 Members noted the information in the Vice-Chancellor's Report on the GDPR, which addressed a request by the Board at its previous meeting for an update

on the regulation and on associated work being undertaken by the University. The Board noted the work being done to implement the GDPR compliance programme.

#### *Other Updates*

3776 The Vice-Chancellor drew attention to the updates in his report on: the Holocaust Learning Centre; digital developments including the development of a new website; and the list of his activities since the previous meeting (Appendix BT1108A).

#### **Private Bill and Change to the Statutes**

3777 The University Secretary and Director of Human Resources (University Secretary) introduced a report (BT1109) on the University of London Bill. Although the forthcoming General Election had delayed progress, it was hoped that Royal Assent should still be received with sufficient time to enable the grant of university title to participating Member Institutions by the start of 2018-19.

3778 The Board was updated on progress to amend the Statutes to align with the terms of the proposed University of London Act. The proposed revised Statutes were set out at Appendix BT1109A. Consultations on the proposed amendments, with the governing bodies of the Member Institutions, trades unions and other stakeholders, had been undertaken between January and April 2017. Member Institutions had all replied positively and no other group had responded.

3779 In accordance with the requirements of the University of London Act 1994, members voted on the proposed revisions to the Statutes and resolved unanimously to revoke the existing Statutes of the University and to replace them with the proposed new version. This was the first of two resolutions required under the current Act; the Board would be asked to make a second resolution at its July 2017 meeting.

3780 **AGREED**

The Board unanimously approved the proposed resolution:

In accordance with section 3 of the University of London Act 1994, the Board of Trustees resolves to make a statute to revoke the existing Statutes of the University and replace them with the Statutes as set out in Appendix BT1109A (subject to any alterations that the Privy Council may require), which shall come into effect on the date of approval by Her Majesty in Council or the date upon which the University of London Bill 2017 is passed and receives Royal Assent, whichever is the later.

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

3781 The Board received a report (BT1110, Confidential) on the matters considered by the Estates Committee at its meeting on 24 April 2017.

*Accommodation Working Group (AWG)*

3782 The Chair of the Estates Committee, Mr Philip Clark, highlighted progress following the establishment of the AWG at the Board's previous meeting. The recommendations arising from the AWG were expected to inform the University and the Estates Committee on future student accommodation proposals for the next five to ten years, within the context of the demand profiles and preferences expressed by Member Institutions and their students. Work was ongoing to agree the terms of reference and membership of the AWG.

*Security*

3783 The Director of Property and Facilities Management updated the Board on security measures that had been introduced in University buildings, including the Halls of Residence, at the instigation of the Vice-Chancellor's Executive Group. These followed the terrorist incident in Manchester on 22 May 2017 and the subsequent raising of the UK terrorism threat level to 'critical'. The University was liaising with the London Borough of Camden as appropriate.

*University Estate*

3784 The Board noted the updates in the report on a number of University-owned properties. Members were updated on work, including a survey, being undertaken in relation to Handel Mansions, to inform plans for the future of the property, which had been returned to the University on 24 March 2017 at the end of a 35-year lease to the London Borough of Camden. It was the University's intention to use the building for student accommodation.

**Student Homes – New Properties**

3785 The Managing Director of CoSector joined the meeting and introduced a report (BT1119 and Appendix BT1119A, both Confidential) on the future growth of the University of London Housing Services' Head Leasing Scheme, which was branded as 'Student Homes'. The proposal outlined in the report sought to build on the previous successful expansion of the scheme for 2017-18 and subsequent years, including taking on additional properties.

3786 The direct-let model operated alongside partnerships with member and external institutions, assisting the University in working towards its overall targets in this area and helping it to meet significant demand for accommodation of this type. Housing Services had, in the past, had to turn away students where their institution had not signed up to Student Homes, but with the direct-let model, was now in a position to offer these students a housing solution.

3787 The Board noted that approval was requested to increase direct-let properties from 44 to 70 bed-spaces in the first instance. Following discussion about the potential for further expansion, the Managing Director of CoSector reported that an additional increase beyond this level might be possible, as student demand was likely to be high and there was staff capacity to deliver a number

in excess of the additional 26 bed-spaces proposed. The Board was informed also that the credit and void risks associated with Student Homes remained low. In view of these factors, the Board agreed that it was content to approve the expansion of Student Homes' direct-let properties by up to 70 additional spaces for the financial year 2017-18, i.e. to a maximum total of 114 bed-spaces. The Board also approved the process set out within the report to enable properties to be signed up. A report of any properties signed up would be provided to the Estates Committee.

3788 It was suggested that the AWG could revisit Member Institutions' interest in the direct-let scheme as part of its work. Comments were made about the potential contribution of student accommodation to the student experience in London and how this could be enhanced by factors such as good transport links, and residences shared with other University of London students.

3789 **AGREED:**

- (i) The Board approved the expansion of Student Homes' direct-let properties to up to 114 bed-spaces for the financial year 2017-18.
- (ii) The Board approved the process detailed in paragraph 17 of Document BT1119 to enable properties to be signed up. A report of properties signed up would be provided to the Estates Committee.

### **Update on Strategic Risks**

3790 The Board received a report on strategic risks (BT1111, Confidential) and noted the updates on the two 'red' rated risks.

### **University Federal Subscription and Member Institution Charges for 2017-18**

3791 The Chief Financial Officer presented proposals for the Federal Subscription and the Member Institution Charges for 2017-18 (BT1112, Confidential). He reported that the proposed Subscription and Charges had been circulated to Member Institution Finance Directors and shared with them at a meeting on 27 April 2017. The rationale for the Subscription was set out in Ordinance 10 (Appendix BT1112A). Also attached to the report were a summary of the Federal Subscription and Member Institution Charges for 2017-18 (Appendix BT1112B, Confidential) and the detailed underlying calculations (Appendix BT1112C, Confidential).

3792 The Chief Financial Officer reported on the proposal to increase the Subscription for the first time in ten years; as explained in the report, the Subscription had been reduced for the six years to 2013-14 and then held flat for the subsequent two years to 2016-17. The Charges covered four areas: the SHL, Housing Services, Examinations and the Institute of Advanced Legal Studies Law Library charges. Members noted the short description for each area provided within the report, together with the proposed amounts recoverable from Member Institutions for each activity.

3793 The Collegiate Council had considered the proposed Subscription and Charges at its meeting on 5 May 2017 and recommended them to the Board for approval. It was noted that a detailed review of the Subscription and

Charges had been undertaken ten years previously and that the transparency models now in place enabled consideration on a yearly basis.

3794 **AGREED**

The Board approved the proposed Federal Subscription and Member Institution Charges for 2017-18.

**Finance Report**

3795 The Chief Financial Officer presented the Finance Report (BT1113), including the Management Accounts to March 2017 and the Quarter 2 forecast (Appendix BT1113A, Confidential). The Board noted the information on the Higher Education Funding Council for England (HEFCE) recurrent funding and updated versions of the TRAC and TRAC (T) Returns for 2015-16 (Appendices BT1113B and BT1113C, respectively, both confidential). The Board had been advised at its previous meeting that the original TRAC returns had included an inaccuracy in allocation; following discussions with HEFCE, the University had amended and resubmitted the returns.

**CoSector Progress Report**

3796 The Managing Director of CoSector presented a progress report on CoSector (BT1114, Confidential), including an update on progress against agreed key performance indicators (KPIs) (Appendix BT1114, Confidential). Financial performance was broadly on track. Recent work included a detailed review of all areas of the business, as a result of which the decision had been taken to conclude some activities. For example, the Destinations of Leavers from Higher Education (DLHE) survey operation would be curtailed at the end of the financial year.

3797 Reviews continued across all areas. The effects on the various businesses of fixed overhead costs were highlighted, as were some of the complexities involved in establishing a clear and transparent cost analysis for all areas of work.

3798 Having selectively withdrawn products which were not performing positively, a reduction in overall revenue was projected for the next financial year. However, from 2018-19, revenue growth was planned to remain at around 9%.

3799 The Managing Director of CoSector reported that, with customers increasingly seeking the flexibility and resilience offered by cloud services, a major area of work for CoSector for the 2017-18 financial year would be the management of a successful transition to cloud infrastructure. It was noted, however, that there were challenges associated with withdrawing from the existing data centre.

3800 A further update would be presented to the Board at its July 2017 meeting.

### **Singapore Branch Update**

3801 The Board considered a report on the latest developments in establishing a branch in Singapore (BT1115).

3802 **AGREED**

The Board approved the establishment of a wholly-owned subsidiary 'Senate House Worldwide Limited' and its branch in Singapore.

### **Membership of the Board of Trustees**

3803 The Board received an update on the appointment of Heads of Member Institutions to serve on the Board of Trustees from 1 August 2017 (BT1116). Trustees noted that the Collegiate Council had chosen to reappoint Professor Layzell to serve on the Board for a further term of four years to 31 July 2021.

### **HEFCE Annual Provider Review 2016-17 Outcomes**

3804 Document BT1117 reported the outcome of HEFCE's Annual Provider Review process for the University, as detailed in a letter of 28 April 2017 from the Chief Executive of HEFCE to the Vice-Chancellor (Appendix BT1117A, Confidential). The outcome was in two parts:

- 2.1 HEFCE's risk categorisation on financial sustainability, good management and governance – HEFCE had concluded that the University was not at higher risk and no action was required.
- 2.2 The judgement on quality and standards matters – HEFCE had concluded that the University met the relevant requirements and no action was required.

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

3805 The Board noted a report on action taken under delegated authority since its previous meeting (BT1118).

### **Dates of Future Meetings**

3806 The dates of future meetings had been confirmed as follows (all meetings would commence at 4.00 pm):

**2016-17**

Wednesday, 19 July 2017

**2017-18**

Wednesday, 18 October 2017

Monday, 27 November 2017

Wednesday, 31 January 2018

Wednesday, 21 March 2018

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