



University of London
BOARD OF TRUSTEES

Wednesday, 13 July 2011
4.00 pm
Room 104, Senate House

MINUTES

PRESENT

Dame Jenny Abramsky (Chair)	His Honour Judge Grainger
Mr David Beever	Mr Edward Hartill
Mr Abdul Bhanji	Mr Maxwell Hutchinson
Ms Emma Burns	Professor David Latchman
Professor Geoffrey Crossick	Mrs Suzanne McCarthy
Mr Steven Fogel	Professor Sir Richard Trainor
Professor Jonathan Freeman-Attwood	

APOLOGIES

Professor Peter Kopelman

IN ATTENDANCE

Mr Martin Burchett	Miss Damaris Currie
Mr Chris Cobb*	Ms Collette Cushion
Mr Simon Cruickshank	Mr Kim Frost
Mr Richard Cryer	

* present except for BTMM 1294-95

Minutes of the Meeting Held on 25 May 2011

1283 The Board confirmed the minutes of the meeting held on 25 May 2011 subject to the incorporation of the following amendments:

- (i) BTM 1259 'restricted' to be changed to 'restrictive'.
- (ii) BTM 1272 the final sentence to be amended to the following:

'There was discussion of whether these proposals involved purely management decisions in which it would not be proper for the Board to get involved. As things stood, the general view of members was that they did. It was recognised that student welfare and the University's reputation needed to be protected in any changes that were made, and the Board asked to be kept fully informed of the outcome of the consultation and the decision that was made'.

Matters Arising

1284 The Board noted Document BT366 which provided an update on Senate House North Block (BTMM 1256-60 refer).

1285 The Vice-Chancellor updated the Board on another matter arising from its previous meeting: the Consultation on Pastoral Support in the Halls of Residence (BTMM 1271-72 refer). The Vice-Chancellor's Executive Group (VCEG) had considered the results of the consultation and wished to examine fully the range of options available and the implications of any changes. It had therefore decided:

- (i) To suspend the consultation and implementation process immediately and confirm the status quo for the coming year 2011-12.
- (ii) To review and re-examine the range of options available to ensure the availability of appropriate pastoral support for students and to increase the availability of student rooms in the intercollegiate halls, taking into account the suggestions that emerged during the consultation.
- (iii) To receive, by the end of December 2011, proposals on the case for restructuring and the range of options, along with a full consultation and communications plan; this would take account of the University's legal obligations to Wardens and to students and the UK Code of Practice for University-Managed Student Accommodation.

1286 Members were asked to keep this information confidential until interested parties, including the Wardens, had been informed.

Vice-Chancellor's Report

1287 The Vice-Chancellor introduced his report (BT367, Confidential). Members noted the list of his main activities and meetings undertaken since 26 May 2011 (Appendix BT367A).

BTMM 1288-93 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Appointment of Secretary to the Board

1294 Mr Chris Cobb was not present for this item.

1295 The Board noted the appointment of Mr Cobb as the Secretary to the Board with effect from 22 August 2011, as detailed in Document BT368. Mr Cobb's *Curriculum Vitae* was attached to the report for members' information (Appendix BT368A, Confidential).

Merger of The School of Pharmacy and UCL

1296 The Board considered Document BT369, a report on the merger of the School of Pharmacy (SoP) and UCL. Attached to the report was a joint letter, dated 30 June 2011, from the Chair of the Council of the SoP and the Chair of the Council of UCL (BT369A, Confidential) which the Board noted, and a copy of Ordinance 9 (BT369B). Ordinance 9 stated that, in the light of any substantial change in a College's circumstances, the Board could seek written

assurances on such matters as it considered necessary. The Board agreed that, as suggested in the report, it would wish to receive further information on the arrangements for students at the SoP undertaking University of London awards other than the MPharm; information relating to those undertaking the MPharm was already covered within the joint letter from the two Colleges' Chairs of Council.

1297 Members asked about the effect of the change on the University subscription and were informed that, in the next academic year following the merger, the University would no longer receive the flat-rate element of the subscription previously paid by the SoP. There would be less impact in terms of the remaining part of the subscription received from SoP, since this was based on SoP income and staff and student numbers. Following the merger, these would be included in the UCL figures and therefore contribute to the calculation of the UCL subscription.

1298 **AGREED**

That the Board would wish to receive further information on the arrangements for students at the SoP undertaking University of London awards, other than the MPharm, the arrangements for which were already covered within the joint letter from the two Colleges' Chairs of Council.

Applications to Exercise Degree-Awarding Powers

1299 The Acting Secretary to the Board introduced a report on the applications from Goldsmiths, University of London and Royal Holloway, University of London to exercise their degree-awarding powers in respect of students undertaking study elsewhere (BT370). In line with the process undertaken for other Colleges which had applied to exercise their degree-awarding powers, both Goldsmiths and Royal Holloway had been asked to submit statements addressing the various points necessary for Collegiate Council and Board of Trustees approval. Their statements were attached to the report (Appendices BT370A and BT370B). The Board noted that both applications had been approved by the Collegiate Council at its meeting on 1 July 2011. Members considered the applications and approved the recommendations in the report.

1300 **AGREED**

- (i) To approve the exercise of degree-awarding powers by Goldsmiths, University of London, only in respect of students undertaking study elsewhere, validated by Goldsmiths.
- (ii) To approve the exercise of degree-awarding powers by Royal Holloway, University of London, only in respect of students undertaking study elsewhere, validated by Royal Holloway.

Warburg Institute

BTMM 1301-05 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Finance Report

- 1306 The Board received a report (BT372, Confidential) incorporating the Monthly Finance Report for May 2011 (Appendix BT372A, Confidential), Schedules of Income and Expenditure to 31 May 2011 by Division (Appendix BT372B, Confidential) and by Category (Appendix BT372C, Confidential), the Group Balance Sheet as at 31 May 2011 (Appendix BT372D, Confidential) and the Cash Flow Statement (Appendix BT372D, Confidential). The Director of Finance informed members that the report had been considered by the Collegiate Council at its meeting on 1 July 2011, and the Collegiate Council had recommended the budget, set out in Appendix BT372B, to the Board. The Director of Finance drew members' attention to the table on page 2 of the report, where income had been separated to distinguish income and expenditure neutral items, which mainly concerned the London Deanery, from other University activity.
- 1307 The Director of Finance reported that the documentation showed an underlying improvement in performance with increased surpluses forecast for 2010-11 and 2011-12. Members' attention was drawn to the details of the capital programme for 2011-12, and to the summary of disposals and capital expenditure included within the budget. Members were advised that the forecast capital spend in relation to the University of London Union should have been listed as £318k on page 9 of the report. The Director of Finance drew attention to the summary of the material points regarding the budgets, and highlighted, in particular, the headline budget figures for the Senate House Libraries (SHLs), and the need for the completion of the reconfiguration of the Library in order to realise savings in this area. Members were informed that the revised budget incorporated a contingency of £1.3M. The Director of Finance stated that he hoped this would not need to be utilised but, should it prove necessary, this would be taken forward on a basis approved by the VCEG.
- 1308 The Board commented on the proposed 2011-12 budget for SAS which represented an improvement on the latest forecast for 2010-11. The Director of Finance informed members that the School was engaged in an active restructuring programme which would improve its underlying performance.
- 1309 Members discussed the budget for the University of London Institute in Paris (ULIP), and were updated on the steps it was taking to eliminate its structural deficit. The Board was informed that a detailed Business Plan for ULIP had been presented to, and approved by, the Collegiate Council at its meeting on 1 July 2011.
- 1310 Concerns were raised in relation to the budget for SHLs and a member reminded the Board that the Strategic Plan for the SHLs was predicated on the deficit being removed at the end of the period of transitional funding from the Colleges. The Director of Finance informed members that SHLs' financial performance had been adversely affected by the prolongation of the Senate House Project which had resulted in delays to the reconfiguration process, preventing the full realisation of its plans. He stressed that, as mentioned

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(excluding Confidential information at BTMM 1288-93, 1301-05 and 1312-22)

previously (see BTM 1307 above), the completion of this process would be a key priority for 2011-12.

1311 **AGREED**

To approve the University budget for 2011-12 as set out in Appendix BT372B.

Redevelopment and Expansion of Student Accommodation

BTMM 1312-22 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Business Change Programme

1323 The Director of Human Resources introduced a report on the Business Change Programme (BCP) (BT374). Attached to the report were the following appendices:

Appendix BT374A Detailed Financial Analysis of BCP Initiatives and Costs

Appendix BT374B Comparison between previous BCP reports and this revised approach

Appendix BT374C Restructuring of the Estates and Facilities Division

Appendix BT374D BCP Projects

1324 Members were reminded that, as previously reported (BTM 1172 refers), the interim Programme Sponsors had recently undertaken a review of the BCP. The Director of Human Resources informed members that the paper had been presented in a different format from previous reports to the Board, as the authors had wished to distinguish clearly those projects which had been driven forward as part of the BCP from those which could be considered part of standard business.

1325 Members noted the recommendations approved by the VCEG which were set out at paragraph 16 of the report, and a query was raised as to whether the Board could expect future reports on the BCP. The Director of Human Resources confirmed that this would not be the final report to the Board. However, at the discretion of the new Chief Operating Officer and University Secretary, Mr Cobb, it was possible that the BCP might take a different form moving forward. The Chair invited Mr Cobb to comment and he stated that, notwithstanding the fact that he considered the BCP to have been a successful project to date, it was likely he would wish to take matters forward on a different basis focussing more, for example, on an ongoing process of cultural change and on value for money.

1326 **AGREED**

To endorse the recommendations of the VCEG, detailed at paragraph 16 of BT374.

London Science and Creativity Park

- 1327 Members considered a report from Mr Neil Gregory, Consultant to the London Science and Creativity Park (LSCP) Steering Group, updating the Board on the progress of the project (BT375). Higher Education Funding Council for England (HEFCE) funding was due to end by 31 December 2011, and the Vice-Chancellor had been working with the LSCP on a model of sustainability for the project. The Vice-Chancellor drew attention to the possible future arrangements for the project outlined in paragraphs 11-13 and reported that options for larger premises for the Centre for Creative Collaboration (C4CC) were being explored, which could assist in providing more flexibility in terms of available space and hopefully help secure income streams with a variety of partners. Discussions were taking place with Islington Council in connection with this. Work on a business plan was continuing and it was intended that a formal proposal for decision would be presented to the Board in January 2012.
- 1328 The Board discussed the report and the need for a robust business plan was stressed. It was suggested that further consideration might be given to the level of funding contributed by the Colleges involved with the project, although it was noted that they were not the only users of the C4CC.
- 1329 The Board noted the plans to continue with the LSCP project, *pro tem*, pending the outcome of discussions with the participating and other interested Colleges, possible commercial sponsors and Islington Council.

Risk Appetite

- 1330 The Board received a report setting out the current risk appetite position of the University (BT376). It was noted that the report had also been considered by the Audit and Risk Committee and the Chair of the Committee, Mrs Suzanne McCarthy, stressed the importance of the information within the report being applied to, and embedded within, the work of the University.
- 1331 Members welcomed and commended the report, and agreed that risk appetite should be taken into account in the planning of all projects. It was also agreed that the risk appetite position should be subject to annual review.
- 1332 **AGREED**
To approve the approach set out within the report.

Strategic Risk Register

- 1333 The Board received a report on the recent review of the University's Strategic Risk Register (BT377). The revised Register was attached to the report for the Board's consideration and approval (Appendix BT377A). The Board was advised that, at its recent meeting, the Audit and Risk Committee had agreed that the Register should be drafted 'from scratch'; this periodic exercise had last been undertaken in January 2010. As part of the drafting process, the Committee had also requested that further consideration be given to the

format and presentation of the Register with a view to making it more accessible and precise.

- 1334 **AGREED**
To approve the Strategic Risk Register.

Reappointment of External Auditors

1335 The Board considered a report (BT378, Confidential) on the appointment of the University's External Auditor, a process HEFCE required all higher education institutions to undertake on an annual basis. It was noted that the Audit and Risk Committee, at its meeting on 22 June 2011, had agreed to recommend, to the Board, the reappointment of Deloitte LLP and the proposed fee set out in the report.

- 1336 **AGREED**
To reappoint Deloitte LLP as the University's External Auditor and to approved the proposed fee as detailed in the report.

Bribery Act 2010

1337 The Board considered a report (BT379) setting out the University's proposed response to the Bribery Act 2010, including proposed Policy and Guidance for staff. Mrs McCarthy informed the Board that the Bribery Act had been discussed at the recent meeting of the Audit and Risk Committee and would be referred to in the new Strategic Risk Register.

- 1338 **AGREED**
To endorse the Policy and Guidance as set out within the report.

New Scheme for Scholarship Fund

1339 The Board considered Document BT380, a report advising members of the University's discussions with the Charity Commission on a new scheme for the Scholarship Fund. The new scheme, approved by the Charity Commission, was attached as Appendix BT380A. The Board approved the recommendations set out in the report for the new scheme.

- 1340 **AGREED**
- (i) That, in accordance with the provisions of the Scheme approved by the Charity Commission for England and Wales for the University of London Prize Fund, the University of London Studentship Fund and the University of London Research Fund, Heads of Colleges and the Dean of SAS be authorised to make awards for prizes, for studentships and for research from the income from the new Scholarship Fund, allocated to Colleges and SAS on the basis of student numbers.
 - (ii) That within each allocation, awards might be made at any level and for any subject and these might be varied from year to year.

- (iii) That the name of any former benefactor, as listed in the new Scheme, might be associated with any award made.
- (iv) That Colleges and SAS should report annually to the Board of Trustees that the allocations made for each of the three activities had been disbursed in accordance with the above provisions.

Deputy Chair of the Board of Trustees

1341 The Board agreed to reappoint Mr Abdul Bhanji as Deputy Chair for the 2011-12 session.

1342 **AGREED**

That Mr Bhanji should be reappointed as Deputy Chair of the Board of Trustees for the 2011-12 session.

Estates Matters

1343 The Director of Estates and Facilities introduced his report which advised the Board of proposals regarding energy procurement and sought approval for two leases in respect of Connaught Hall (BT381, Confidential). He drew members' attention to the details of the proposal that the Energy Procurement Specialist (EIC) be granted authority to purchase energy on behalf of the University as set out within the EIC Memorandum of Understanding at Appendix BT381A. The Board considered and approved the proposal. Members also agreed the two leases detailed within the report.

1344 **AGREED**

- (i) To grant EIC full authority to purchase energy on behalf of the University on the terms set out in Appendix BT381A, for an initial three-year period, but subject to annual review.
- (ii) To approve the grant of leases as follows:
 - (a) a one-year lease of ground floor room 33 and the basement computer room at Connaught Hall to Hollins University from 1 August 2011 as detailed in paragraph 8.1; and
 - (b) a two-year lease of two offices at Connaught Hall to the University of Maryland from 1 August 2011 as detailed in paragraph 8.2.

Membership of Committees

1345 The Board considered and approved the proposals for memberships of a number of its Committees which were set out within Document BT382. It was also agreed that the Vice-Chancellor should approve appointments to any outstanding vacancies at the appropriate time.

1346 **AGREED**

- (i) To approve the appointments to the Committees as set out in the report.
- (ii) To authorise the Vice-Chancellor to approve, on behalf of the Board of Trustees, appointments to outstanding vacancies at the appropriate time.

Amendments to Ordinances

1347 The Board received a report on the textual amendments which would be required to the Ordinances to reflect the job-title of the newly appointed Chief Operating Officer and University Secretary (BT383). Members approved the proposed amendments set out within the report at Appendix BT383A.

1348 **AGREED**

To approve the amendments to the Ordinances as highlighted in Appendix BT383A, and to authorise the Vice-Chancellor to approve any further consequential changes.

Senate House Project Phases 2 and 3

1349 The Board received a report on the current position regarding the Senate House Project Phases 2 and 3, including a budget summary for the project (BT384, Confidential). The Board noted the report.

Benefactions

1350 Document BT385 set out details of the gifts and bequests which the University had received from benefactors during 2010-11. Members noted the report.

Academic Promotions and Titles Committee 2010-11

1351 The Board received and noted Document BT386, a report on business transacted by the Academic Promotions and Titles Committee during 2010-11.

Action Taken Under Delegated Authority

1352 The Board noted the action taken under delegated authority since that reported to its previous meeting on 25 May 2011, as detailed in Document BT387 (Confidential).

Sealings

1353 Members received and noted a report from the Vice-Chancellor on sealings of documents (BT388).

Queen's Birthday Honours 2011

1354 The Board noted Document BT389, a report on awards in the Queen's Birthday Honours List 2011.

Dates of Future Meetings

1355 Members noted the dates of future meetings of the Board as follows (all meetings would commence at 4.00 pm):

2011-12

Monday, 10 October 2011

Monday, 21 November 2011

Wednesday, 25 January 2012

Wednesday, 28 March 2012

Wednesday, 23 May 2012

Wednesday, 18 July 2012

Other Business

1356 The Chair informed the Board that this would be Ms Collette Cushion's last meeting as Acting Secretary to the Board as she would shortly be leaving the University. She was pleased to report, however, that Ms Cushion had kindly agreed to continue to provide support in relation to the ongoing work on the Warburg Institute, and the Chair was grateful that the University would continue to benefit from her knowledge and expertise in this area. The Chair paid tribute to Ms Cushion for her contribution to the work of the University since her appointment in September 1999. She highlighted, in particular: the considerable work Ms Cushion had undertaken in relation to governance matters generally, and specifically in relation to the introduction of the current governance structure in August 2008; and her role as project manager for the Corporate Reorganisation Project which had preceded the BCP.