



University of London  
**BOARD OF TRUSTEES**

Wednesday, 25 May 2011  
4.00 pm  
Room G35, Senate House

## MINUTES

<b>PRESENT</b>	Dame Jenny Abramsky (Chair) Mr David Beever Mr Abdul Bhanji Ms Emma Burns Professor Geoffrey Crossick Mr Steven Fogel His Honour Judge Grainger	Mr Edward Hartill Mr Maxwell Hutchinson Professor Peter Kopelman Professor David Latchman Mrs Suzanne McCarthy Professor Sir Richard Trainor
<b>APOLOGIES</b>	Professor Jonathan Freeman-Attwood	
<b>IN ATTENDANCE</b>	Mr Martin Burchett <sup>+</sup> Mr Richard Cryer <sup>+</sup> Miss Damaris Currie	Ms Collette Cushion Mr Kim Frost <sup>+</sup> Ms Janet Hoskin* Professor Roger Kain*

\* present for BTMM 1226-40

<sup>+</sup> present except for BTMM 1226-40

### Minutes of the Meeting Held on 30 March 2011

1221 The Board confirmed the minutes of the meeting held on 30 March 2011.

### Matters Arising

1222 All matters arising were covered elsewhere on the agenda.

### Vice-Chancellor's Report

1223 The Vice-Chancellor introduced his report (BT351, Confidential). Members noted also the list of his main activities and meetings undertaken since 31 March 2011 (Appendix BT351A).

### *Quality Assurance Agency Institutional Audit*

1224 The Vice-Chancellor drew attention to the outcome of the recent Quality Assurance Agency Institutional Audit of the University, and expressed his

gratitude to all who had been involved in the process, and his appreciation of the hard work that had contributed to achieving a satisfactory outcome.

### *The School of Pharmacy*

1225 The Board was advised that, following a long consultation and development process, the Council of The School of Pharmacy had decided, at its meeting on 12 May 2011, that the School's long-term future would be best secured through a merger with UCL. The University would discuss with the School and with UCL the implications for the University. It was noted that the recent statement issued by the School of Pharmacy gave 1 January 2012 as a possible date for the merger to take effect.

### **Warburg Institute**

*BTMM 1226-40 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **Redevelopment of the University Marine Biological Station (UMBS)**

1241 The Board received a report on the discussions by the Board of UMBS, the Vice-Chancellor's Executive Group (VCEG) and the Collegiate Council on the ongoing efforts to secure a sustainable future for the Station (BT353, Confidential). Attached to the report was a copy of a Progress Report which had been presented and considered by all three bodies (Appendix BT353A). It was noted that the recommendations set out at paragraph 11 of the report had been endorsed by the Collegiate Council at its meeting on 6 May 2011.

1242 The Vice-Chancellor summarised the background to the proposed redevelopment. He reported that a budget close to break-even was expected for the Station for 2011-12, the new temporary teaching accommodation at the Station having been an important contributing factor in achieving this turnaround. However, without significant investment, UMBS would remain unsustainable as business would move elsewhere. The Board noted that several Colleges benefitted from the Station, in particular Queen Mary, University of London and King's College London, in addition to other higher education institutions (HEIs).

1243 The Vice-Chancellor advised the Board that significant work had been undertaken with a view to securing capital funding prior to his taking up post, and he was grateful to his predecessor, Sir Graeme Davies, for his continued work in this area.

1244 The Vice-Chancellor had emphasised to the Station that, in addition to the ongoing efforts to secure funding, a robust Business Plan would be required to ensure the Station's long-term sustainability. He was pleased to report that significant development had been made in this area and the Business Plan now showed less dependence upon non-core income.

1245 Members noted that a number of potential funders had been identified for the first two phases of the redevelopment project. One of these had indicated

that it considered the application premature at this stage but would be willing to consider it again when 50% of the funding for Phases 1 and 2 had been secured. To assist in 'unlocking' the situation whereby funders required evidence of existing financial commitments before agreeing to commit their own funds, the Collegiate Council had supported the recommendation of the VCEG that up to £1M be made available as a potential capital contribution to make up any capital shortfall.

- 1246 Dialogue was also ongoing with the Scottish Funding Council (SFC) whose recurrent annual funding was considerably less per student than that provided by HEFCE.
- 1247 The Vice-Chancellor was pleased to report that, since the production of his report, a £300k capital contribution had been secured from the Garfield Weston Foundation and that it was hoped that this might assist in securing funding from the Robertson Trust. In addition, the Nuclear Decommissioning Authority had agreed locally to recommend that funding be awarded to the Station. A decision at a national level was awaited.
- 1248 Members stressed the need for both capital funding to be secured and a detailed and robust Business Plan to be in place demonstrating the future sustainability for the UMBS by the time of the Board's meeting in the autumn term 2011. It was suggested that it might be useful for the Business Plan to be submitted to those members of the Board with financial expertise prior to its submission to the Board, for detailed scrutiny.
- 1249 Members reiterated and endorsed the comments made by the Collegiate Council. The Board also agreed it was important that the Business Plan included a sensitivity analysis and appropriate structures to support the way forward.
- 1250 **AGREED:**  
To approve the following recommendations set out at paragraph 11 of the report:
- (i) That the Board of UMBS should make a final recommendation on the future of UMBS at its meeting on 18 October 2011\* and that this recommendation should be considered by the Collegiate Council at its meeting on 4 November 2011 and a final decision should be made by the Board of Trustees at its meeting on 21 November 2011.
  - (ii) That the University should, in principle, agree to make a capital contribution of up to £1M to Phase 1 of the redevelopment scheme, which may be committed in the year 2011-12; and that the capital contribution be called upon (in whole or in part) to meet any shortfall in

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\* The date of meeting for the Board of UMBS to consider the matter would be subject to receipt from the Wolfson Foundation of its decision on the funding application.

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funding due to unsuccessful funding bid(s) for Phase 1 or decisions on funding bids being delayed beyond the end of the calendar year 2011.

- (iii) That the decision to proceed with the redevelopment of UMBS should be based on an evaluation of progress in securing the required external capital funding, the enhancement of its recurrent funding as identified above and the approval of a revised Business Plan for the Station demonstrating its viability where its core activities predominate and Phase 1 alone is undertaken.

### **Redevelopment and Expansion of Student Accommodation**

*BTMM 1251-55 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **Senate House North Block**

*BTMM 1256-60 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **Finance Report**

- 1261 The Board received and considered a Finance Report which included the Monthly Finance Report for April 2011 (Appendix BT356A), Schedules of Income and Expenditure to April 2011 (Appendix BT356B), the Group Balance Sheet as at 30 April 2011 (Appendix BT356C) and the Cash Flow Statement to April 2011 (Appendix BT356D).
- 1262 The Director of Finance reported that the current forecast was for an operating surplus ahead of budget, as detailed in the report. The draft budget, set out on page 2 of the report, had been reviewed by the VCEG at its meeting on 20 April 2011. Minor amendments and adjustments were being completed, but it was expected that there would be only minimal changes to the projected surplus. The final version of the budget would be presented to the Board for approval at its meeting on 13 July 2011. It was noted that the budget incorporated expenditure relating to the refurbishment of the North block and the potential £1M capital contribution to Phase 1 of the UMBS redevelopment.
- 1263 A query was raised regarding the reduction in budgeted income since 2009-10 and the Director of Finance confirmed that this could largely be attributed to reduced income from the London Deanery. Members noted that the revised budget also incorporated a contingency of £1.4M. The final version of the budget would be presented to the Board for approval in July 2011.

### **University Subscription and Charges 2011-12**

- 1264 The Director of Finance introduced his report on the Subscription and Charges for 2011-12 (BT357), including a spreadsheet summary at Appendix BT357A. Also attached was a report by the Director of The Careers Group which had been submitted to the Collegiate Council at its meeting on 6 May

2011 (Appendix BT357B). The Director of Finance reported that the subscription and charges had been considered and recommended to the Board by the Collegiate Council at that meeting. There was one outstanding matter to be resolved which related to the increase in the examination charge for King's College London (KCL). The Director of Finance would be liaising with the College on this matter.

1265 **AGREED**

The subscription and charges for 2011-12, as detailed at Appendix BT357A, subject to the resolution of the discussions with KCL (see BTM 1264 above).

**Report from the Investments Committee**

1266 The Board considered Document BT358, a report on business conducted by the Investments Committee at its meeting on 19 April 2011. Attached to the report were the Unaudited Financial Statements for the Unified Trust Fund (UTF) for the half-year ended 31 January 2011 (Appendix BT358A), and a report on Managed Cash Returns (Appendix BT358B).

1267 Mr Beever, the Chair of the Committee, introduced the report. He advised the Board that the UTF had outperformed the benchmark over one, five and ten years to 31 December 2010. Members' attention was drawn to paragraphs 9-11 of the report relating to the risk statistics received by the Committee for the UTF and Special Situations Fund. In considering these statistics, questions had been raised about whether there was a sufficient return for the level of risk and this issue would be considered further by the Committee at its next meeting.

1268 The Board noted that the Committee had agreed to recommend that Newton should be reappointed as Fund Manager for a further year to 31 July 2012. Mr Beever confirmed he was satisfied with the way in which Newton was managing the UTF. The Director of Finance informed members that, although the report made reference to the investments manager having responsibility for investments held by the IHR, this was no longer applicable as the account in question had now closed.

1269 **AGREED**

To approve the reappointment of Newton Investment Management Limited as Investments Manager from 1 August 2011 to 31 July 2012 with responsibility for investments held by the UTF.

**Estates Matters**

1270 The Director of Estates and Facilities introduced his report (BT359) which detailed proposals regarding Wardens in the Halls of Residence and also sought the Board's approval for two leases in respect of 55-59 Gordon Square and the University of London Union (ULU) building.

### ***Wardens in the Intercollegiate Halls of Residence***

- 1271 The Board was informed of the proposal to remove the role of Warden in the Intercollegiate Halls of Residence and the ongoing consultation on this matter. It was noted that the intention was for the space occupied by the 10 Wardenial flats to be converted into over 50 new student bedrooms. Members noted that there had been more than 800 students on the waiting list in the previous year who had to find alternative accommodation, often in the private sector. The Director of Estates and Facilities stressed that the provision of welfare support and social activities in the Halls would continue, with Senior Members, who were experienced, live-in postgraduate students, continuing to offer the core provision, supported by the Halls' staff who would receive appropriate training for the role. Students would also have access to the welfare support and provision within their Colleges. A member of the Board pointed out that support was also available to all students through the University Chaplaincy. The Director of Estates and Facilities advised members that the proposal would bring welfare provision in the Halls into line with that provided at residences run by Colleges, and with wider university sector norms.
- 1272 Members noted that the consultation on the proposal would run until mid-June 2011 and that a decision as to how to proceed would be taken following that date. The Director of Estates and Facilities confirmed that details of the consultation had been sent to ULU. 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.

### ***Leases***

- 1273 The Board considered and approved the two leases detailed in the report in respect of 55-59 Gordon Square and the ULU building.
- 1274 **AGREED**  
To approve leases as follows:
- (i) A 99-year lease to the Institute of Education in respect of 55-59 Gordon Square. The security of tenure provisions of the Landlord and Tenant Act 1954 would be excluded.
  - (ii) A lease to the London Universities Purchasing Consortium in respect of space in the ULU building, on the same terms as its lease of space in Stewart House, and on the basis of a rent of £43,665 per annum.

### **Review of Effectiveness**

1275 Members considered a report on the reviews of effectiveness for the Board of Trustees and the Collegiate Council for 2010-11 (BT360). The Board had agreed previously, at its meeting on 20 October 2011, that reviews for boards/committees should take place on a biennial, rather than annual, basis. The Board and the Collegiate Council would continue to have an annual review of effectiveness. Consequently, only the Board and the Collegiate Council were due to undertake a review for 2010-11. The Board discussed the form these reviews should take and agreed they should both be taken forward by means of a standard questionnaire as used for the previous two years.

1276 **AGREED**

That the reviews of effectiveness for the Board and the Collegiate Council for 2010-11 should be taken forward by means of a standard questionnaire.

### **Senate House Project Phases 2 and 3**

1277 The Board received and noted a report providing an update on Phases 2 and 3 of the Senate House Project (BT361, Confidential).

### **Strategic Risks**

1278 Members noted Document BT362, a report on the University's high-level risks.

### **Amendments to the University of London Institute in Paris Students' Union Constitution**

1279 Document BT363 updated the Board on recent amendments to the Constitution of the University of London Institute in Paris (ULIP) Students' Union. A copy of the Constitution, with the amendments highlighted, was attached (Appendix BT363A). Members noted the report and the highlighted changes.

### **Action Taken under Delegated Authority**

1280 The Board noted the action taken under delegated authority since that reported to its previous meeting on 30 March 2011, as detailed in Document BT364.

### **Sealings**

1281 Members received and noted a report from the Vice-Chancellor on sealings of documents (BT365).

### **Dates of Future Meetings**

1282 Members noted the dates of future meetings of the Board as follows (all meetings would commence at 4.00 pm).

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**2010-11**

Wednesday, 13 July 2011

**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