



University of London  
**BOARD OF TRUSTEES**

Wednesday 24 March 2010  
4.00 pm  
Room 104, Senate House

## MINUTES

<b>PRESENT</b>	Dame Jenny Abramsky (Chair) Mr Abdul Bhanji Sir Graeme Davies Ms Judith Evans Mr Steven Fogel His Honour Judge Ian Grainger	Mr Edward Hartill Mrs Suzanne McCarthy Mr Charles Perrin Professor Peter Rigby Professor Geoff Whitty*
<b>APOLOGIES</b>	Professor Geoffrey Crossick Mr Maxwell Hutchinson	Professor Rick Trainor
<b>IN ATTENDANCE</b>	Mr Martin Burchett Mr Richard Cryer Miss Damaris Currie Ms Collette Cushion	Mr Kim Frost Ms Janet Hoskin <sup>†</sup> Miss Catherine Swarbrick

\*except for BTMM 0783-4

<sup>†</sup>present for BTMM 0766-74

### Minutes of the Meeting Held on 27 January 2010

0727 The Board confirmed the minutes of the meeting held on 27 January 2010.

### Matters Arising

0728 The Board noted Document BT205 on matters arising from previous meetings.

### Vice-Chancellor's Report

0729 The Board considered the Vice-Chancellor's Report (BT206) including, at Appendix BT206A, a list of the Vice-Chancellor's main activities and meetings since 1 December 2009.

0730 Drawing members' attention to the section in Document BT206 on the University Marine Biological Station Millport (UMBSM), the Vice-Chancellor reported that he had recently had some useful discussions with Heriot-Watt University in respect of the Station. He had also met with representatives of the Scottish Government, Highland and Islands Enterprise and had sought the advice of the local Member of the Scottish Parliament.

- 0731 Following discussions by the Board at its meeting on 27 January 2010 in respect of Birkbeck, University of London and Senate House North Block (BTMM 0661-81 refer), the Board had agreed, by correspondence, that Birkbeck should be offered an agreed sum in full settlement for its removal of all activities from the Senate House North Block. The Vice-Chancellor had been advised by the Master of Birkbeck that Birkbeck's Governing Body had agreed to accept the offer.
- 0732 Paragraphs 10 and 11 of BT206 updated the Board on the Collegiate Council's agreement of a new subscription allocation formula with respect to the University of London Research Library Services (ULRLS). The Vice-Chancellor advised the Board that details of the formula and indicative allocations would be circulated to members for information. The Board noted that the effectiveness of the new formula would be reviewed in 2013-14 by the Collegiate Council.
- 0733 The Vice-Chancellor reported that, further to matters raised by the Board at its December 2009 meeting (BTMM 0630-1 refer), he had held a very positive meeting with the Dean of the London Business School (LBS) on 4 February 2010.
- 0734 Members noted paragraphs 13-16 of the Vice-Chancellor's report regarding Collegiate Council collaboration on the Capital Investment Framework and a query was raised in respect of carbon reduction. The Director of Estates and Facilities reported that there were two initiatives affecting the University in relation to carbon reduction. The first concerned the Higher Education Funding Council for England's (HEFCE) carbon reduction targets under the proposed second Capital Investment Framework (CIF2), as detailed in the Vice-Chancellor's report. The second was the Government's CRC (Carbon Reduction Commitment) Energy Efficiency Scheme designed to improve energy efficiency in large organisations. Under this scheme, organisations had to buy allowances equal to their annual emissions. The Government had taken the view that the University and the Colleges should be treated as one under the scheme. As a result, all Colleges would be required to participate, whereas, had each been considered in its own right, several smaller Colleges would not have qualified. The Board was advised that these Colleges had serious concerns about the consequences of the approach that had been taken.
- 0735 The Director of Estates and Facilities also reported on other developments relating to carbon reduction, namely: that the University had been accepted for inclusion in the Carbon Trust's Higher Education Carbon Management programme, which would assist the University in developing its carbon management plan; that the University would shortly be interviewing for an Energy Manager; that the University planned to investigate the possibility of installing solar panels on the roof of Senate House; and that possibilities for collaboration with the Bloomsbury Colleges were being explored.
- 0736 The Board agreed that, when available, the University's carbon management plan should be submitted to the Board.

0737 **AGREED**

- (i) That details of the ULRLS Subscription allocation formula and indicative allocations would be circulated to members for information.
- (ii) That the University's carbon management plan should be submitted to the Board in due course.

**Report from the Nominations Committee**

- 0738 A report from the Nominations Committee had been Tabled (BT207). Members noted that three independent members of the Board would complete their initial terms of office on 31 July 2010: Mr Steven Fogel; His Honour Judge Ian Grainger and Mr Charles Perrin. Although all three were eligible for reappointment for a further four years, Mr Perrin had indicated that he would not be seeking reappointment.
- 0739 The Nominations Committee had recommended that Mr Steven Fogel and His Honour Judge Ian Grainger should each be reappointed for a second term of office to 31 July 2014. Both had indicated their willingness to serve. The Board approved the appointments.
- 0740 The Board was advised that the Committee had agreed that the third vacancy should be advertised on the Appointments Commission website and details of the appointment had also been circulated to Heads of Colleges and Chairs of College governing bodies. A copy of the application pack was attached to the report at Appendix BT207A.
- 0741 The Board noted that forthcoming vacancies for three Heads of Colleges on the Board were being taken forward by the Collegiate Council and the Board would be notified of the appointments to the vacancies in due course.
- 0742 **AGREED**
- (i) To reappoint Mr Steven Fogel as an independent member of the Board of Trustees, for a second term of office from 1 August 2010 to 31 July 2014.
  - (ii) To reappoint His Honour Judge Ian Grainger as an independent member of the Board of Trustees, for a second term of office from 1 August 2010 to 31 July 2014.

**Finance Report**

- 0743 The Board considered the Finance Report (BT208) which included the Monthly Finance Report for February 2010 (Appendix BT208A) and an Income and Expenditure Summary and Balance Sheet (Appendix BT208B). The figures at Appendix BT208A included a first draft of the budget for 2010-11.
- 0744 The Director of Finance introduced the report and highlighted several areas. He drew attention to the forecasts for the School of Advanced Study (SAS),

University of London Institute in Paris and UMBSM which were all predicting deficits for 2009-10. However, it was noted that the External System was forecasting a surplus significantly in advance of its original budget. The Intercollegiate Halls (listed in the report as 'Student Services') had also performed well. The Director of Finance reported that further consideration had been given to the ULRLS figures and it was now predicted that the deficit for ULRLS would be £676k, rather than the £912k forecast in the report.

- 0745 The Board discussed the variance between the SAS budget and forecast for 2009-10, and was advised that the School had overestimated recruitment levels. Members expressed concern that, when actual recruitment levels for 2009-10 had become apparent, an effective recovery plan had not been put in place by SAS to mitigate the effects on its budget. The Board requested that its concerns be communicated to the School.
- 0746 Turning to the 2010-11 budget, the Director of Finance stated that the figures in the report represented a first draft following initial discussions with Divisions. At present, the draft predicted that the operating surplus for 2010-11 would be reduced by £0.6M compared to the current forecast for 2009-10. These figures were not in line with the previously agreed budget parameters presented to the Board in January 2010 (BTMM 0685-6 refer), and the Board stressed that, to ensure a 3% surplus on turnover was achieved in 2011-12, a 1.5% surplus would be required in 2010-11; members agreed that Divisions should budget accordingly.
- 0747 It was noted that the current budgets did not substantially reflect the predicted benefits of the Business Change Programme (BCP) (see BTMM 0752-61 below).
- 0748 The Director of Finance drew members' attention to the projected balance sheet and members noted that it showed an illiquid position as at July 2010, partly resulting from the high level of capital expenditure anticipated during the remainder of the current financial year. Work was being undertaken on asset realisation to enhance liquidity. It was suggested that it would be helpful for the Board to receive cash flow projections at future meetings.
- 0749 The Board noted that the University's £10M loan facility with Barclays Bank was repayable in October 2010. Due to ongoing delays in the disposal of 20 Guilford Street, it was unlikely that the University would be in a position to repay the loan at that time and the HEFCE had expressed concern at this situation. The Director of Finance advised that he was in discussions with Barclays about renewing the loan facility, possibly for a five-year period. The Board agreed that it was important to test the current market and supported the approach the Director of Finance was adopting in investigating options with other banks. Whilst it was suggested that a fixed-term agreement might be the preferable option, the Board agreed a definitive decision could not be made until more information was available.
- 0750 In view of the Board's decision at its previous meeting to refer responsibility for monitoring of the University's loan arrangements to the Investments Committee for 2010 (BTM 0655 (ii) refers), the Director of Finance proposed

that he should continue his investigations regarding the loan facility and report to the Investments Committee. The Committee would be asked to make a recommendation as to how to proceed. The Board endorsed the suggested approach and authorised the Chair to sign the loan agreement if she was content with the Investment Committee's recommendation. If the Chair considered that the matter required further input from the Board, the issue would be referred to the Board's 26 May 2010 meeting.

0751 **AGREED**

- (i) That the Investments Committee be asked to consider proposals from the Director of Finance regarding renewal of the University's £10M loan facility and to make a recommendation as to how to proceed.
- (ii) That the Chair be authorised, on the Board's behalf, to (a) consider the recommendation of the Investments Committee, and either (b) refer the matter to the Board's meeting on 26 May 2010, or (c) if satisfied with the recommended approach, sign the loan agreement.
- (iii) That 2010-11 budgets should deliver a 1.5% surplus on turnover.
- (iv) That the Board's comments regarding SAS budget management and forecasting should be communicated to the School.
- (v) That the Board should receive cash flow projections at future meetings.

**Business Change Programme**

- 0752 Miss Catherine Swarbrick, the Programme Sponsor for the BCP, introduced a progress report on the Programme (BT209). During its discussion on the BCP in January 2010 (BTMM 0691-98 refer), the Board had expressed concern that the revised BCP Vision Statement no longer referred to the specific target of achieving not less than a 3% annual surplus, nor to value for money. Concerns had also been expressed at a failure to meet targets. Members were advised that the Business Change Programme Board (BCPB) had been made aware of these concerns at a meeting on 28 January 2010, and had discussed them in greater detail at a BCPB Workshop on 1 February 2010.
- 0753 A revised BCP Vision Statement was presented at paragraph 3 of BT209 for the Board's approval. This reinstated the financial target and the reference to value for money. Members approved the proposed new wording which they were advised would be communicated to staff.
- 0754 In view of its concerns regarding meeting targets, the Board had requested revised plans to demonstrate achievement of Year 1 and Year 2 targets by the end of Year 2 (BTM 0698 refers). New forecasts for Years 1 and 2 were, therefore, presented in the report. Miss Swarbrick advised that, although £414k of benefits was forecast to be achieved at the end of Year 1 which was significantly short of the original target, the base target for Year 2 should be exceeded, with £2.9M of savings forecast, thereby recovering some of the previous year's shortfall.

- 0755 Following the Board's request that reports on the BCP should not include too much detail (BTMM 0532-33 refer), BT209 did not include information on all the Programme's current activities. However, members were advised that further detail could be provided on request. The Board was informed that the BCPB was actively managing the BCP, meeting every two weeks and participating in regular workshops.
- 0756 Staff engagement would be essential to the successful achievement of targets and Miss Swarbrick reported that the response to the recent Staff Survey had been extremely encouraging with a 65% response rate; a significant increase on the 19% of staff who had completed the previous staff survey.
- 0757 Members congratulated the BCP team on the work undertaken to date and were encouraged by the forecasts for Years 1 and 2. However, it was agreed that a forecast for the end of Year 3 should be presented to the Board's next meeting to illustrate whether the remaining shortfall would be recovered by that point.
- 0758 Members noted the forecasts in respect of conference income and suggested that it was becoming increasingly difficult to generate income from facilities comparable to those on offer by the University. Miss Swarbrick confirmed that she considered the targets to be realistic. She advised that, with minimal advertising, the University had been able to achieve approximately £500k conferencing income per year prior to the refurbishment of Senate House. She reported that the stretch target for 2009-10 should be met despite not all the conferencing facilities being in operation due to the ongoing refurbishment work. The Board was advised that, in addition to conferencing, significant use of the University's facilities was made by Colleges, for example Birkbeck used rooms in Senate House and Stewart House for evening classes. Income was also generated through filming, and a fashion show had been held at Senate House during the recent London Fashion Week. Members noted that a website advertising the University's conferencing facilities was being developed.
- 0759 Miss Swarbrick stated that she was conscious that, during discussions on the University's Strategic Plan, it had been agreed that the University should avoid intentionally conflicting directly with the interests of Colleges in respect of services offered. In line with this, she would shortly be meeting with relevant staff at the Institute of Education regarding conferencing.
- 0760 In conclusion, the Chair noted the vital importance for the University of the BCP and of the achievement of its vision as set out in the revised Vision Statement.
- 0761 **AGREED**
- (i) To approve the revised Vision Statement as set out in paragraph 3 of BT209.
  - (ii) That a forecast for the end of Year 3 of the BCP should be presented to the Board's meeting on 26 May 2010.

## **Appointment of Internal Audit Service Providers**

- 0762 The Chair of the Audit and Risk Committee, Mrs Suzanne McCarthy, introduced her report on the Appointment of Internal Audit Service Providers (BT210, Confidential). She advised members that the Committee was satisfied that a robust and thorough selection process had taken place. Having considered the report of the Selection Panel, the Committee had recommended to the Board that Uniac be appointed as the University's Internal Audit Service Providers. Mrs McCarthy reported that extensive due diligence had been undertaken, and expressed her gratitude to the Directors of Administration and of Finance for corresponding with Uniac in respect of issues raised by the Committee. Whilst she anticipated that the appointment would prove successful, Mrs McCarthy advised the Board that it would be possible for the University to withdraw from the arrangement, should it not be satisfied with how matters progressed.
- 0763 Mr Perrin, who had served on the Selection Panel, stated that the Panel had been aware that Uniac would have a different perspective from other internal audit firms and had sought information accordingly. One concern, for example, had related to whether Uniac would have access to best practice guidance. The Panel had been informed that Uniac had an arrangement with two leading audit firms which enabled Uniac staff to gain experience within these firms. The Panel had been encouraged by Uniac's apparent ability to identify its potential areas of weakness and to take action to address these areas. Mr Perrin reported that it had been clear from the interview with representatives of Uniac that they had taken time to research and understand the University.
- 0764 The Board considered the report and agreed that Uniac should be appointed as the University's internal audit service providers.
- 0765 **AGREED**  
That Uniac should be appointed, in the first instance, for a period of three years from 1 August 2010 as the University's internal audit service providers.

## **Warburg Institute**

- 0766 Ms Janet Hoskin of the University's solicitor, Pinsent Masons, was present for this item.
- 0767 The Board considered a progress report in relation to the Warburg Institute (BT211). Attached to the report were:
- (i) Appendix BT211A (Confidential) - Letter of 14 December 2009 from the Chair of the Warburg Institute Advisory Council to the Chair of the Board of Trustees;
  - (ii) Appendix BT211B (Confidential) - Letter of 9 February 2010 from the Chair of the Warburg Institute Advisory Council to the Chair of the Board of Trustees;

- (iii) Appendix BT211C (Confidential) - Email of 16 February 2010 from the Chair of the Warburg Institute Advisory Council to the Secretary of the Board of Trustees; and
- (iv) Appendix BT211D (Confidential) - Letter dated 5 March 2010 from the Chair of the Board of Trustees to the Chair of the Warburg Institute Advisory Council.

- 0768 The Board noted that, since its meeting on 27 January 2010, the University had received the draft Scheme for the Warburg Institute from Counsel and this had been sent to the Chair of the Warburg Institute Advisory Council. As the draft Scheme had been received from Counsel slightly later than originally anticipated, the Board would now consider the draft Scheme at its meeting on 26 May 2010, a date later than that envisaged in the original timetable. Ms Hoskin reminded members that, in accordance with the agreed process, the draft Scheme would be considered by the Advisory Council before the Board. This would enable the Board to have the Advisory Council's comments when it considered the Scheme.
- 0769 The Chair reported that she had received a letter from the Chairman of the Advisory Council dated 22 March 2010 which indicated that, subsequent to the Advisory Council's consideration of the draft Scheme and prior to the Board's meeting on 26 May 2010, the Director of the Warburg Institute and the Chairman of the Advisory Council wished to meet with the Vice-Chancellor, the Director of Administration and the new Dean of SAS. The letter suggested that the Advisory Council's Counsel also should attend the meeting.
- 0770 Ms Hoskin reminded members that it had been suggested to the Advisory Council at an early stage of the current process that the Counsel of the Warburg Institute Advisory Council should speak directly to the University Counsel. In view of this new request, Ms Hoskin suggested that the two Counsels should be encouraged to liaise and then, if required, a separate meeting be held between the various Officers. The Board supported this suggestion.
- 0771 In response to a query in respect of costs, Ms Hoskin advised that the University had to pay 'reasonable' costs incurred by the Warburg Institute, and informed the Board that the Institute was now using a junior Counsel.
- 0772 Clarification was sought regarding the processes in place to deal with any conflicts of interest arising from the role of the University as a funder and the role of the Board as trustees of the Warburg Institute, as mentioned in the Chair's letter of 5 March 2010 to the Chairman of the Warburg Institute Advisory Council. The Secretary advised members that decisions on the allocation of funding to the Institute were made by the Board of SAS, which reported to the Collegiate Council, and not by the Board of Trustees. Ms Hoskin advised the Board that, when the draft Scheme was considered at the meeting on 26 May 2010, she would carefully remind the Board of the capacity in which it was taking each decision. Ms Hoskin stated that the scenario whereby a board or committee had more than one role, as the Board

did in relation to the Warburg Institute and the University, was a common one and occurred in many organisations.

0773 The Vice-Chancellor reported that the recruitment process for a new Director of the Institute was progressing well and a good response had been received. Interviews were scheduled for June 2010. The interview panel would include both the new Dean and the current Acting Dean of SAS.

0774 **AGREED**

That, in responding to the letter from the Chairman of the Advisory Council, the Chair should propose that the two Counsels should be encouraged to liaise and then, if required, a separate meeting be held between the Director of the Warburg Institute, the Chairman of the Advisory Council, the Vice-Chancellor, the Director of Administration and the new Dean of SAS.

0775 Ms Hoskin left the meeting at the conclusion of this item.

### **Changing the Name of the External System**

0776 The Vice-Chancellor introduced Document BT212, a report on a proposal to change the name of the External System. He advised that the matter had been discussed by the Collegiate Council on two occasions, with the result that, at its meeting on 26 February 2010, the Collegiate Council had agreed to recommend the proposed name changes to the Board.

0777 A Head of College reported that concerns had been expressed by members of the Collegiate Council that the use of the word 'international' in the proposed names could have a detrimental impact upon the External System's UK-based market. It was noted that the Collegiate Council had received assurance that, should there be an issue in practice, the name change would be revisited.

0778 The Board discussed the proposal. It was suggested that 'University of London International' would have had more impact as a name. However, the Vice-Chancellor felt this would not have received the support of the Collegiate Council, particularly in view of its concerns about potential confusion with the various overseas activities of Colleges.

0779 Members of the Board also expressed concern that the name change could adversely affect the UK-based market. Additionally, the view was expressed that careful thought would have to be given to any revisiting of the name change – further rebranding of the External System could prove confusing. However, a Head of College suggested that the Collegiate Council's discussions in this regard had not necessarily envisaged a further name change, but provision of a separate 'portal' for programmes for UK-based students which could be marketed accordingly.

0780 **AGREED**

To approve a change of name for the External System, as set out in paragraphs 20-23 of Document BT212, to take effect no later than 25 September 2010.

**Estates Matters**

0781 The Board considered a report on a number of estates-related matters (BT213). The Director of Estates and Facilities drew members' attention to progress in respect of 20 Guilford Street as detailed in the report.

0782 On a separate matter, he reported that the University was consulting with the Colleges about intercollegiate accommodation to find out their requirements for the immediate and long-term in respect of demand for accommodation and also in terms of the nature and type of accommodation required.

0783 Professor Whitty (Director of the Institute of Education (IoE)) left the meeting for the Board's discussion on a proposal to grant a lease to the IoE. The Director of Estates and Facilities advised that, under the previous governance arrangements, the Estates Committee had given authority for a lease to be granted to the IoE in respect of the third floor flat at 11 Woburn Square. The IoE had occupied the rest of the premises, which was non-residential, as well as others in Woburn Square for many years. It was intended to regularise the IoE's occupation of these non-residential buildings by granting leases. The only premium was in respect of the residential flat at 11 Woburn Square. The Board noted that it had been agreed in principle with the IoE that there should be one lease for the whole of 11 Woburn Square, rather than separate leases for the residential and non-residential parts. The Board approved the granting of a lease to the IoE of 11 Woburn Square in respect of the third floor residential flat.

0784 **AGREED**

To approve the grant of a lease to the IoE of the whole of 11 Woburn Square, for a premium of [REDACTED] [*This information is considered exempt in accordance with section 43 of Part II of the Freedom of Information Act 2000*], being the value of the residential flat on the third floor.

0785 Professor Whitty rejoined the meeting.

**Senate House Project**

0786 The Board received a report from the Director of Special Projects on current and forecasted expenditure in respect of the Senate House Project (BT214, Confidential), including Appendix BT214A Financial Position for Senate House Project (up to Phase 3 excluding VAT) as at 31 January 2010. The report was introduced by the Chair of the Senate House Project Board, Mr Edward Hartill. He reported that, although there had been considerable delays with the project, matters were now progressing relatively well, and the next section of work due for delivery should be completed in May 2010. He

indicated that, based on current information, costs could be contained within the budget, although there was little capacity for additional expenditure.

### **Strategic Risk Register**

0787 The Secretary introduced a report on the continuing review of the Strategic Risk Register (BT215) which included, at Appendix BT215A, an excerpt from the current Strategic Risk Register listing the two high-level risks and, at Appendix BT215B, a list of risks for the revised Strategic Risk Register. Members were content with the report.

### **Annual Review of the University Health and Safety Policy**

0788 The Chair of the Safety Committee, Mr Edward Hartill, introduced a report on the Committee's annual review of the University Health and Safety Policy (BT216). As a result of the review, the Committee was recommending an amendment to the Policy as follows (proposed addition underlined):

2.3.5 To ensure that all accidents and 'near miss' events are promptly reported to the **University Health and Safety Adviser** for official recording and investigation as necessary and that all fire alarm activations are similarly reported to the **University Fire Officer**.

0789 **AGREED**

To approve the proposed amendment to the University Health and Safety Policy (as set out at BTM 0788 above).

### **Appointment of the Deputy Vice-Chancellor**

0790 The Board received and noted Document BT217, a report on the appointment of the Deputy Vice-Chancellor. Professor Paul Webley, Director of the School of Oriental and African Studies, had been appointed by the Board by correspondence to succeed Professor Geoffrey Crossick as Deputy Vice-Chancellor with effect from 20 April 2010 to 31 July 2013.

### **Higher Education Funding Council for England Provisional Recurrent Grant 2010-11**

0791 Document BT218, a report from the Director of Finance, advised the Board of the HEFCE Recurrent Grant for 2010-11. Members noted the report.

### **Responses to the Higher Education Funding Council for England Consultations**

0792 The Board received Document BT219 on the University's responses to two recent consultations by the HEFCE: the Consultation on Revisions to the Financial Memorandum and the Consultation on Regulation of Higher Education Institutions as Charities. Members noted the responses which were attached as Appendices BT219A and BT219B, respectively.

### **Annual Review of the External Auditors**

0793 The Board noted Document BT220 which provided an update on the annual review of the External Auditors, Deloitte LLP.

### **Foundation Day 2010**

0794 Document BT211, a report from the Vice-Chancellor, advised the Board of Honorary Degrees to be awarded at the 2010 Foundation Day Ceremony. The Vice-Chancellor reported that, since the report had been prepared, two more of those invited to receive Honorary Degrees had accepted the invitation: Ms Mary Quant and Professor Alison Richard.

### **Report From the Investments Committee**

0795 The Board received a report from the Investments Committee on business conducted at the Committee's meeting of 19 January 2010 (BT222), including Appendix BT222A returns on cash placements for 2009-10 to date. Members noted the report.

### **Transparent Approach to Costing (TRAC T) Annual Return for 2008-09**

0796 The Board noted Document BT223 on the submission of the University's TRAC T Return. The Annual TRAC T Return for 2008-09 was attached to the report as Appendix BT223A.

### **Charitable Status**

0797 The Board received a report from the Legal and Constitutional Adviser on the grant of Scottish charitable status to the University in respect of its activities at UMBSM. The Board noted the report.

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

0798 The Board noted the action taken under delegated authority since its previous meeting on 27 January 2010, as detailed in Document BT225.

### **Sealings**

0799 Members noted a report from the Vice-Chancellor on sealings of documents (BT226).

### **Letter of Comfort to Senate House Services Limited**

0800 The Board was content to consider an additional report from the Director of Finance (BT227) requesting that the Board issue a letter of comfort to Senate House Services Limited. The proposed letter was attached at Appendix BT227A. The Board agreed to the request and authorised the Chair to sign the letter on its behalf.

0801 **AGREED**

That a letter of comfort to Senate House Services Limited be issued, as detailed at Appendix BT227A, and that the Chair be authorised to sign the letter on behalf of the Board.

**Dates of Future Meetings**

0802 Members noted the dates of future meetings of the Board. The Board's attention was drawn, in particular, to the dates for 2010-11 and 2011-12. The dates were as follows (all meetings would commence at 4.00 pm):

**2009-10**

Wednesday, 26 May 2010

Wednesday, 14 July 2010

**2010-11**

Wednesday, 20 October 2010

Monday, 29 November 2010

Wednesday, 26 January 2011

Wednesday, 30 March 2011

Wednesday, 25 May 2011

Wednesday, 13 July 2011

**2011-12**

Monday, 10 October 2011

Monday, 21 November 2011

Wednesday, 25 January 2012

Wednesday, 21 March 2012

Wednesday, 23 May 2012

Wednesday, 18 July 2012

**Other Business**

0803 The Board noted that the meeting would have been Professor Crossick's last as a Head of College on the Board. The Vice-Chancellor, on behalf of members, expressed his gratitude for Professor Crossick's contribution to the work of the Board. Members noted that, in view of his appointment as the next Vice-Chancellor, Professor Crossick had been invited to attend meetings of the Board as an observer until he took up the post on 1 September 2010.