



**UNIVERSITY  
OF LONDON**

## **BOARD OF TRUSTEES**

Wednesday, 26 January 2022, at 4.00 pm  
By Microsoft Teams conference call

### **MINUTES**

#### **PRESENT**

Jane Andrewartha  
Colin Bailey  
Stella Beaumont  
Abdul Bhanji  
Philip Clark  
Frances Corner  
Richard Dearlove (Chair) (for BTMM 5614 to 5631)  
Andrew Halper  
Paul Layzell  
Kieran Murphy  
Andrew Ratcliffe  
Malcolm Roberts  
Stuart Reid  
Michael Spence  
Mark Storey  
Wendy Thomson  
Rosalyn Wilton (Deputy Chair – Chair for the meeting)

#### **IN ATTENDANCE**

Yasmin Ahmed (Head of Inclusion) (for BTMM 5655-5659)  
Rita Akushie (Pro Vice-Chancellor (Finance and Operations))  
Simon Cain (Director of Human Resources)  
Steve Cannon (Interim University Secretary)  
Lizzy Conder (Director of Finance and Planning)  
Jacob Crittenden (Director of Information Technology and Digital Services)  
Damaris Currie (Central Secretariat)  
Jo Fox (Pro-Vice Chancellor (Research and Engagement))  
Dave Kenworthy (Head of Software Services, CoSector) (for BTMM 5634-5636)  
Inger-Lise Moen (Head of Central Secretariat)  
Jo Pinson (Director of Strategic Communications and Marketing)  
John Stewart (University Secretary)  
Mary Stiasny (Pro Vice-Chancellor (International, Learning and Teaching))  
Rachel Sutton (Associate Director: Quality) (for BTMM 5621-5624)  
Derek Ward (Transformation Consultant, CoSector) (for BTMM 5634-5636)

## **Welcome**

- 5614 The Board noted that the Deputy Chair, Rosalyn Wilton, would chair the meeting, as Sir Richard Dearlove would need to leave before the meeting concluded.
- 5615 Members were welcomed to the meeting, in particular Steve Cannon, interim University Secretary, and Inger-Lise Moen, Head of Central Secretariat, who were attending their first Board of Trustees meeting.

## **Minutes of the Previous Meeting on 24 November 2021**

- 5616 The Board confirmed the minutes of the meeting held on 24 November 2021.

## **Matters Arising**

- 5617 Matters arising from the previous meeting were covered elsewhere on the agenda.

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

- 5618 Members noted the Vice-Chancellor's Report (BT1619, Confidential), including a list of the Vice-Chancellor's Main Activities and Meetings since 24 November 2021 (Appendix BT1619B). The following matters were highlighted:
- (i) The recent agreement by Collegiate Council that 'London Care Leavers' and 'London Scholars' awards should be implemented for the 2022-23 academic year, as part of the University's ongoing commitment to the social mobility of students in London. The awards would be open to young people living in London who wished to attend any of the University's Member Institutions, the Central Academic Bodies, or the intercollegiate Halls of Residence.
  - (ii) An update on recent Office for Students (OfS) consultations. Members noted the University's response to the consultation on the proposed OfS Strategy for 2022-25 (Appendix BT1619A, Confidential). The University was also considering and would be responding to the OfS Consultation on Constructing Student Outcome and Experience Indicators and the OfS Consultation on a New Approach to Regulating Student Outcomes.
  - (iii) Arrangements were being made to deliver online assessments in summer 2022 due to the ongoing impact of the COVID-19 pandemic on many regions in which University of London Worldwide (UoLW) students were based. Following discussion at Vice-Chancellor's Executive Group (VCEG) earlier on 26 January 2022, it was the intention that the University explore the use of proprietary platforms and a lockdown browser for modules with a large number of candidates to assist with the management of these assessments.
  - (iv) New arrangements for the Boat House which the University had proposed to representatives of ULBC Trust Limited (the Trust), the registered charity that currently leased and operated the Boat House. The Trust had been informed that the arrangements were subject to the

continued elite performance of the University of London Boat Club;  
broad membership of the club; and increased diversity of participation.

## **TEACHING, LEARNING AND RESEARCH**

### **Report from the Academic Board**

5619 The Board noted a report (BT1620) on matters considered and agreed by the Academic Board at its meeting on 2 December 2021.

5620 Further to a question about the process for the review of programmes, the Pro Vice-Chancellor (International, Learning and Teaching) reported that a review was undertaken annually and that associated work was also being progressed as part of the Transformation Programme, considering both the academic portfolio and financial sustainability. Any resulting proposals would be considered *via* the appropriate governance processes.

### **Annual Academic Quality Assurance Report**

5621 The Associate Director: Quality joined the meeting for the duration of the item.

5622 The Board considered the Annual Academic Quality Assurance Report (BT1621) which covered the 2019-20 and 2020-21 academic years, including the following information which had been appended to the report:

- (i) Quality Assurance Mechanisms (Appendix BT1621A)
- (ii) Academic Programme Approvals 2019-20 and 2020-21 (Appendix BT1621B)
- (iii) Programme Closures 2019-20 and 2020-21 (Appendix BT1621C)

5623 Members noted the updates on a range of teaching, learning and assessment matters, including the information provided on the University's quality assurance framework, programme approvals and annual monitoring mechanisms. The Board was content with the assurance provided.

#### **5624 AGREED**

The Board confirmed assurance on academic standards and the integrity of University of London academic qualifications.

5625 The Associate Director: Quality left the meeting at the end of the item.

### **University of London Statement of Research Integrity**

5626 The Board noted the University's Research Integrity Statement for 2021 including the updates provided within the Research Integrity Action Plan (BT1622 and Appendix BT1622A). Members noted that the Statement had been considered and approved by the Academic Board on 2 December 2021. Members noted that the work on internal monitoring systems would recommence following the reorganisation of the research services department. The Pro Vice-Chancellor (Research and Engagement) highlighted the recent development and expansion of the areas of research undertaken within the University and associated work to ensure that the University's research structures and procedures remained robust and fit-for-purpose.

## **FINANCE**

### **Internal Audit Contract Award Recommendation**

- 5627 Abdul Bhanji declared an interest in the item, having recently finished a consultancy role with PricewaterhouseCoopers LLP (PwC) on 31 December 2021. He did not, therefore, contribute to the discussion.
- 5628 The Chair of the Audit and Risk Assurance Committee (ARAC), Andrew Ratcliffe, informed the Board that he had declared to the ARAC that he was a former partner at PwC. As he was now independent of PwC, since stepping down from his role as partner in 2015, the Committee had agreed that his previous role did not give rise to conflict. He had served as invigilator to the tender evaluation panel.
- 5629 The Director of Finance and Planning introduced the report on the internal audit contract award recommendation (BT1623, Confidential) outlining the tender evaluation process. Members noted the summary of the compliant tender returns and the final evaluation following post-tender clarification and interview. The Board was informed that the tender evaluation panel had unanimously recommended the appointment of PwC as the University's Internal Auditors. The ARAC had considered the proposal at its meeting on 18 January 2022 and had been content to recommend it to the Board for approval.
- 5630 Further to a query about the internal processes for considering the outcomes and recommendations arising from internal audits, the Chair of the ARAC reported on the Committee's detailed consideration of internal audit reports and management responses, and its monitoring of the implementation of associated actions. The Director of Finance and Planning highlighted VCEG's involvement in agreeing the scope of the internal audit programme and reported that management teams were robustly challenged on ensuring management responses and agreed action plans were implemented. Members welcomed the information provided.
- 5631 **AGREED**  
The Board approved the appointment of PwC as Internal Auditors to the University as detailed in the report.

### **Term 1 (T1) Financial Forecast for the Year Ending 31 July 2022**

*Information at BTM 5632 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

- 5632 The Board considered the T1 financial forecast for the year ending 31 July 2022 and the management accounts for the five months ended 31 December 2021 (BT1624 and Appendix BT1624A, both confidential). [ ]

*BTM 5633 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

## **Update on CoSector**

- 5634 The Head of Software Services, CoSector and the Transformation Consultant, CoSector joined the meeting for the item.
- 5635 The Pro Vice-Chancellor (Finance and Operations) gave a presentation further to the request at the previous meeting for an update on CoSector (BTMM 5583-84 refer), including: details of CoSector's annual turnover for the different areas of business; the proportion of higher education institutions using its services; information for planned organic growth over the scope of its Business Plan to 2026-27; a 'SWOT' (Strengths, Weaknesses, Opportunities and Threats) analysis; and further plans.
- 5636 Further to queries regarding the current review of CoSector's priorities, the Pro Vice-Chancellor (Finance and Operations) highlighted CoSector's potential, which was the key driver for the current review; its positive trajectory; and its contribution to the University.
- 5637 The Head of Software Services, CoSector and the Transformation Consultant, CoSector left the meeting at the end of the item.

## **OfS Annual Financial Return**

- 5638 The Director of Finance and Planning presented a report (BT1625, Confidential) on the 2020-21 Financial Return Workbook and Financial Commentary for 2020-21 as required by the OfS, including:
- (i) OfS Annual Financial Return 2021 Workbook (Appendix BT1625A, Confidential)
  - (ii) Commentary to Support the OfS Annual Financial Return 2021 Workbook (Appendix BT1625B, Confidential)
- 5639 Members noted that the Finance Committee had considered the Annual Financial Return at its meeting on 19 January 2022 and recommended it to the Board of Trustees for approval.
- 5640 **AGREED**
- (i) The Board approved the 2020-21 Financial Return Workbook and Financial Commentary for onward submission to the OfS with authorisation to the Director of Finance and Planning to make any minor changes required prior to the deadline.
  - (ii) The Board authorised: (a) the Director of Finance and Planning to respond to all verification questions from the OfS and make such alterations to the Financial Return Workbook as may be required; and (b) the Vice-Chancellor to sign the 2020-21 Financial Return Workbook once the verification questions had been resolved.

## **Report from the Finance Committee**

- 5641 The Chair of the Finance Committee presented a report on the key issues discussed by the Committee at its meeting on 19 January 2022 (BT1626, Confidential).

*BTMM 5642-44 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

## **PROPERTY**

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

- 5645 The Board considered a report on the Estates Committee Away Day held on 29 November 2021 to consider options for the University Estate (BT1627, Confidential). The Chair of the Committee, Philip Clark, reported that it had been a very positive meeting. A range of opportunities for the Estate had been discussed, with particular focus on creating a sense of place in Bloomsbury for all users. The Vice-Chancellor highlighted opportunities to open-up the estate and enhance the areas around Senate and Stewart Houses to make them more attractive and welcoming as public spaces.
- 5646 Members welcomed the discussions and the direction of travel. The Pro Vice-Chancellor (Finance and Operations) reported that more information would be presented to the Board in due course, including architects' drawings of potential development options and associated financial information.

### **Dilke House**

- 5647 The Board noted that there would not be a written report for the item (BT1628 had been withdrawn in favour of an oral report). The Pro Vice-Chancellor (Finance and Operations) reported that a proposal for the lease of Dilke House was under consideration. The final stages of financial due diligence were in progress and subject to their satisfactory conclusion, a proposal would be presented to the Board. The Board was informed that a tour of Dilke House had been arranged for the Estates Committee and would take place on 2 February 2022. Any Board members wishing to participate in the tour were invited to contact the Pro Vice-Chancellor (Finance and Operations).

## **RISK MANAGEMENT**

### **Strategic Risks Update**

- 5648 The Board considered a report on the risk outlook for delivery of the University Strategy (BT1629, Confidential), noting the current view of where the University's strategic risks sat in relation to the agreed risk appetite. This followed the Board's approval of the Risk Appetite Statement and Strategic Risk Register at its previous meeting (BTMM 5603-07 refer).

*BTMM 5649-50 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

- 5651 Further to queries regarding the period covered by the assessment of risk appetite, the Chair of the ARAC reported that the risk appetite was linked to delivery of the University Strategy 2020-25. This would be reflected in the next iteration of the Strategic Risk Register which would be presented to the Board later in the academic year.

## **HUMAN RESOURCES**

### **Annual Report of the Health and Safety Committee for 2020-21**

5652 The Board received the Health and Safety Committee's Annual Report for 2020-21 (BT1630 and Appendix BT1630A, Confidential). The Chair of the Health and Safety Committee, Stuart Reid, pointed out that this was the first annual report since the Committee had been reconstituted in 2021 and followed the format introduced in 2019, providing a summary of health and safety performance and activity for the period 1 September 2020 to 31 August 2021. The Director of Human Resources (HR) highlighted the work undertaken on the Health and Safety risk register, including that relating to risk mitigation - a copy of the risk register had been provided as part of the report.

### **Report from the Academic Promotions and Titles Committee**

5653 The Board considered a report on recent academic promotions at the University (BT1631, Confidential). The Director of HR reported that the Academic Promotions and Titles Committee had met in person on 21 October 2021; members noted the decisions made by the Committee, including the list of promotions that had been approved.

### **Remuneration Committee Annual Report 2020-21**

5654 The Board noted the Annual Report of the Remuneration Committee 2020-21 (BT1632, Confidential and Appendix BT1632A).

## **UNIVERSITY SECRETARY**

### **Statutory Equality and Inclusion Annual Report 2020-21**

5655 The Head of Inclusion joined the meeting for the item.

5656 The Chair of the Equality and Inclusion Committee, Andrew Halper, introduced the Annual Equality and Inclusion Report 2020-21 (BT1633 and Appendix 1633A, Confidential), highlighting the progress made during the year.

5657 The Head of Inclusion drew attention to the overview of the strategic equality and inclusion objectives and the associated deliverables for 2021-25. Activity relating to several of the objectives had commenced, as had work on a delivery plan and on measurement of impact.

5658 Members welcomed the Annual Report, commenting on the clear progress that had been made in recent years and the clarity provided on the equality and inclusion strategy for the future.

5659 Members discussed the decision to sign up to the principles of Advance HE's Race Equality Charter, commenting on the importance of the process having real value and demonstrable outcomes. The Head of Inclusion highlighted conversations within senior leadership and management teams about

ensuring the process provided a roadmap for cultural change, and the opportunity for it to enhance engagement with students and staff. The Vice-Chancellor reported that, before deciding to sign up to the Charter, the University had sought information from other institutions about their experiences of the process and was confident that it could be a valuable means of engaging with the University community and demonstrating the University's commitment to race equality.

5660 The Head of Inclusion left the meeting at the conclusion of the item.

### **Report from the Nominations Committee**

5661 The Board noted a summary of the Nominations Committee meeting held on 17 January 2022 (BT1634, Confidential). The interim University Secretary updated members on the process and timetable for the appointment of new Board of Trustees members. The Committee had stressed the importance of enhancing the diversity of the Board and this would be emphasised to Odgers Berndtson which had been appointed to assist the University with the appointment process.

### **Secretary to the Board of Trustees**

5662 The interim University Secretary withdrew from the meeting for the duration of the item.

5663 The Board considered a report (BT1635, Confidential) on the appointment of the Secretary to the Board of Trustees, including at Appendix BT1635A (Confidential), a *Curriculum Vitae* for Steve Cannon.

5664 Members noted that the current Secretary to the Board, John Stewart, would retire on 25 February 2022. In recognition of the interregnum between his retirement and Alistair Jarvis joining the University as University Secretary in June 2022 (with the title 'Pro Vice-Chancellor for Partnerships and Governance'), Steve Cannon had been appointed as interim University Secretary and had commenced his appointment on 1 December 2021. The Board considered and supported the proposal that Steve Cannon be appointed as Secretary to the Board with effect from 1 February 2022, in accordance with the provisions of Ordinance 3 *Board of Trustees Procedures*.

#### **5665 AGREED**

The Board approved the appointment of Steve Cannon as Secretary to the Board with effect from 1 February 2022.

### **Annual Accounts and Budget of the University of London Institute in Paris (ULIP) Students' Union**

5666 The Board considered a report (BT1636) on the Annual Accounts (Appendix BT1636A) and budget (Appendix BT1636B) of the ULIP Students' Union.

#### **5667 AGREED**

The Board approved the Annual Accounts of the ULIP Students' Union for 2020-21 and the ULIP Students' Union Budget for 2021-22.



## **New Year Honours 2022**

5668 The Board noted a report on recent honours (BT1637), including awards in the New Year's Honours List 2022 and by royal appointment. The Vice-Chancellor highlighted that The Right Honourable Baroness Valerie Amos, formerly Director of SOAS and also a former Trustee, had been made Lady Companion of the Most Noble Order of the Garter by Royal Appointment. The Board was also pleased to note that Professor Anthony Finkelstein, President of City, University of London, had been made a Knight Bachelor for public service, and that Alistair Jarvis, Chief Executive of Universities UK, who would join the University as Pro Vice-Chancellor for Partnerships and Governance in June 2022, had been awarded a CBE for services to Higher Education, particularly during COVID-19.

## **Dates of Future Meetings**

5669 The Board noted the dates of meetings for 2021-22 as follows (all meetings to commence at 4.00pm). Outlook invitations for meetings in 2022-23 and 2023-24 had also been circulated to members.

### **2021-22:**

Tuesday, 22 March 2022

Wednesday, 18 May 2022

5670 Members noted that the meeting in July 2022 (previously scheduled to take place on 13 July 2022) was being rearranged to accommodate the UoLW graduation ceremonies<sup>1</sup>.

## **Any Other Business**

### *Tribute to John Stewart*

5671 The Board noted that this would be John Stewart's final full Board of Trustees meeting before he left the University on 25 February 2022. The Chair thanked him, on behalf of the Board, for his significant contribution to the University both as Head and then Director of Legal Services and, more recently, as University Secretary and Secretary to the Board. His wise counsel and advice had been invaluable. The Chair highlighted his work on student accommodation projects such as the Garden Halls project and Eleanor Rosa House; on the Boat House and student clubs and societies; the advice he had provided on a wide range of financial transactions and agreements; and work associated with trust funds and governance-related matters. His contribution to the higher education sector extended beyond the University, a key example being his chairing of the Association of University Legal Practitioners from December 2018 to December 2021. The Chair thanked him for his contributions to the work of the Board and a wide range of University committees and wished him well for the future.

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<sup>1</sup> Post-meeting note: the July meeting was rearranged to take place on Wednesday, 6 July 2022 at 4.00pm.