



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 14 July 2021, at 4.00 pm
By Microsoft Teams conference call

MINUTES

PRESENT

Professor Colin Bailey
Abdul Bhanji
Stella Beaumont
Professor Frances Corner
Philip Clark
Sir Richard Dearlove (Chair)
Professor Paul Layzell
Kieran Murphy
Andrew Ratcliffe
Professor Stuart Reid
Dr Michael Spence
Professor Wendy Thomson
Rosalyn Wilton (Deputy Chair)

APOLOGIES

Jane Andrewartha
Andrew Halper
Malcolm Roberts
Mark Storey

IN ATTENDANCE

Yasmin Ahmed (Head of Inclusion) (for BTMM 5454-57 only)
Rita Akushie (Chief Financial Officer)
Dr Ghazwa Alwani-Starr (Pro Vice-Chancellor (Strategy, Planning and Partnerships))
Sam Brenton (Director of Education, Innovation and Development, University of London Worldwide) (for BTMM 5441-44 only)
Simon Cain (Director of Human Resources)
Lizzy Conder (Director of Strategic Planning and Performance)
Jacob Crittenden (Director of Information Technology (IT) and Digital Services (DS))
Damaris Currie (Central Secretariat)
Professor Jo Fox (Pro-Vice Chancellor (Research and Engagement))
Jamie McHugh (Director of Finance) (for BTMM 5415-21 only)
Jo Pinson (Director of Strategic Communications and Marketing)
John Stewart (University Secretary)
Professor Mary Stiasny (Pro Vice-Chancellor (International, Learning and Teaching))

Professor Peter Kopelman

5392 At the outset of the meeting, the Chair expressed immense sadness, on behalf of the Board, at the news that Professor Peter Kopelman, former

Board of Trustees Minutes 5392 to 5471
(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
interim Vice-Chancellor of the University of London, had passed away on 9 July 2021.

- 5393 Professor Kopelman had made an important contribution to the University of London over many years. Members noted that his association with the University dated back to his time as an undergraduate studying medicine at St George's, University of London, an institution he went on to lead as its Principal from 2008 to 2015.
- 5394 Professor Kopelman had served as a member of the Board of Trustees from January 2011 to July 2013, as a member of the Collegiate Council, and on a range of other University committees and groups.
- 5395 The continuity and leadership that he had provided during his period as interim Vice-Chancellor, between June 2018 and June 2019, had been invaluable. The Chair reported that, most recently, Professor Kopelman had been advising the University on the development of distance learning programmes to support health professionals and had been President of Development in his support of the work of the Development Office.
- 5396 Professor Kopelman had been a friend to, and supporter of, the University over many years and would be greatly missed. The Board held a minute's silence in his memory.

Welcome

- 5397 The Chair welcomed Jake Crittenden (Director of IT and DS) and Jo Pinson (Director of Strategic Communications and Marketing), who had recently joined the Vice-Chancellor's Executive Group (VCEG) and were attending the meeting in that capacity for the first time.

Tribute – Dr Ghazwa Alwani-Starr

- 5398 The Board noted that Dr Ghazwa Alwani-Starr, Pro Vice-Chancellor (Strategy, Planning and Partnerships), had recently announced that she would be leaving the University in September 2021. The Chair stated that her contributions to the University were many, citing her extensive work in relation to the development of the new University Strategy, and the instrumental role she had played in a wide range of Strategic Asset Management projects, including the development of Eleanor Rosa House, and recently, the long lease of Student Central to Birkbeck, University of London ('Birkbeck'). She had also played an important role in fostering excellent relationships with Member Institutions and key partners during her time at the University. Members also noted Dr Alwani-Starr's oversight of the complex work involved in the running of the COVID-19 testing facility, and her contribution to the area of health and safety, which had seen the appointment of a full-time Head of Health and Safety, the establishment of the Health and Safety Team, and the introduction of the new health and safety framework. More recently, she had been overseeing the work in relation to University of London clubs and societies.
- 5399 On behalf of the Board, the Chair thanked Dr Alwani-Starr for all that she had contributed to the University and wished her well for the future.

5400 The Board confirmed the minutes of the meeting held on 19 May 2021.

Matters Arising

5401 Matters arising were covered elsewhere on the agenda.

Vice-Chancellor's Report

Information at BTM 5402(iii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5402 The Vice-Chancellor introduced her report (BT1553, Confidential), including the update on the Vice-Chancellor's Main Activities and Meetings since 19 May 2021 (Appendix BT1553A). She highlighted the following:

- (i) A key area of focus for staff since the previous Board meeting had been the preparation of the University budget for 2021-22, which was presented elsewhere on the agenda for the Board's consideration (BTMM 5415-19 below refer).
- (ii) A consultation on the detail and scope of the Lifetime Loan Entitlement (LLE) was expected imminently, further to commitments made in the Queen's Speech in relation to the Skills and Post-16 Education Bill.
- (iii) An update on cyber security had been provided at the recent Universities UK (UUK) Board meeting. []
- (iv) The recent appointments of Professor Katherine Harloe as Director of the Institute of Classical Studies (ICS) and Professor Claire Langhamer as Director of the Institute of Historical Research (IHR).
- (v) The report of the inquiry into the future of Commonwealth Studies was expected by early August 2021.

5403 Further to the comments earlier in the meeting (BTMM 5398-99 above refer), the Vice-Chancellor expressed her gratitude to Dr Alwani-Starr for all that she had contributed to the University.

5404 The Board noted also that John Stewart, University Secretary and Director of Legal, would be retiring in October 2021. The recruitment process for his successor had commenced and interviews were scheduled to take place at the end of July.

Strategy Implementation

5405 The Vice-Chancellor provided a presentation on the implementation of the University's Strategy 2020-25 (BT1554 and Appendix BT1554A). She highlighted activity in support of the University's overarching strategic aim, including the work of the Distance Learning Working Group and the 'Project London' partnership between London's academic research community and the Mayor of London, which was being led by the University working with CAPE (Capabilities in Academic Policy Engagement). Members noted activity being progressed in support of each of the University's three strategic objectives and the Vice-Chancellor reported that the University was in the process of establishing a project office to help manage the different strands of work.

- 5406 Drawing attention to the organisational structure set out within the report (Appendix BT1554B), the Vice-Chancellor reported that the clarification and agreement of the roles of the leadership team met one of her objectives for the year, as presented to the Board in January 2021 (BTM 5242 refers). Further adjustment to the structure would occur in the autumn term, in light of the forthcoming departure of the Pro Vice-Chancellor (Strategy, Planning and Partnerships) (BTMM 5398-99 above refer).
- 5407 The Board noted ongoing activity in relation to distance learning and suggested that consideration be given to how best to publicise, and increase awareness of, the scale of the University's distance-learning offering.
- 5408 Further to a question about staff awareness of the University Strategy, the Vice-Chancellor outlined a range of means by which the Strategy had been communicated to staff, including dissemination via the senior team, and a range of updates provided at fortnightly Town Hall meetings. The Vice-Chancellor would continue to explore, with the Director of Strategic Communications and Marketing, methods of communicating the Strategy and associated work to staff. A senior staff seminar on the Strategy was scheduled for the autumn term 2021.

Revised Academic and Research Governance Structure within the University of London

- 5409 The Vice-Chancellor presented a report on the proposed revised academic and research governance structure (BT1555 and Appendix BT1555A). Information on the proposed structure had been provided to the Boards of the Central Academic Bodies (the School of Advanced Study; the University of London Worldwide (Worldwide); and the University of London Institute in Paris (ULIP)) and Senate House Library (SHL); these Boards would be disestablished at the end of July 2021 when the new structure was introduced. Support had been expressed for the proposals and there had been acknowledgement that the new arrangements were timely. The Vice-Chancellor reported that the revised structure would enhance the ability of the University to lead and manage the various areas of academic activity and would enable more holistic consideration of the University's academic endeavour.

Information at BTM 5410 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5410 [] Members [] [stressed] the importance of strong reporting from the Academic Board to the Board of Trustees, noting requirements of the Office for Students for governing body responsibility for academic matters, as well as associated Committee of University Chairs (CUC) guidance. []

Information at BTM 5411(i) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5411 AGREED

- (i) The Board approved the terms of reference, constitutions and memberships for the following: (a) Academic Board; (b) Academic Quality Assurance Committee; (c) Research Committee; and

- Board of Trustees Minutes 5392 to 5471
- (excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
- (d) Research Ethics Committee, subject to further consideration by the Nominations Committee in September 2021 [] on ensuring that an appropriate reporting mechanism between the Academic Board and the Board of Trustees was in place.
- (ii) The Board delegated authority to the Vice-Chancellor to approve changes to the Ordinances to implement this decision.

CHIEF FINANCIAL OFFICER

Management Accounts and Forecast as at 31 May 2021

Information at BTM 5412 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5412 The Board considered the Management Accounts and Forecast as at 31 May 2021 (BT1556, Confidential), [].

Information at BTM 5413 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5413 It was reported that Worldwide performance was key to this improvement, with its year-end income forecast to be [] better than budget. Members were advised of positive recruitment figures showing increased demand across the portfolio of Worldwide programmes. Additionally, an improved position in Strategic Asset Management reflected lease income from Taviton Street and Woburn Square properties. Members were advised that potential income from the long lease of Student Central had not been included in the current forecast.
- 5414 Members commended the University, and Worldwide in particular, on the financial performance achieved during 2020-21 under the most challenging of circumstances.

University of London Budget 2021-22 and 10-Year Financial Forecast

Information at BTM 5415 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5415 The Chief Financial Officer presented a report setting out the draft Budget for 2021-22, which had been considered and recommended by the Finance Committee, and extracts from the 10-year Financial Forecast (BT1557 and Appendix BT1557A, both confidential). []

BTMM 5416-17 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5418 The Board welcomed the information on the 10-year financial strategy. It was noted that the Finance Committee would be holding an away day in the autumn term where it would consider how the University could best develop the various strands of its strategy and operation to ensure it was financially resilient. There was discussion around a reasonable long-term recurrent surplus for the University and members agreed that it would be helpful to receive further information in due course on a five-year plan to demonstrate

Board of Trustees Minutes 5392 to 5471
(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
ongoing financial sustainability and resilience, in the context of delivery of the University Strategy.

Information at BTM 5419(iii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5419 AGREED

- (i) The Board approved the budget for 2021-22.
- (ii) The Board granted authority to the Finance Committee to oversee the approval of further investments during 2021-22 and to consider related recommendations from VCEG. All approvals were to be conducted in line with the provisions of the Scheme of Delegation.
- (iii) The Board authorised the negotiation of a [] revolving credit facility.
- (iv) Additional detail would be presented to the Board in the autumn term, following the Finance Committee strategy day, on a five-year plan to demonstrate ongoing financial sustainability/resilience, in the context of delivery of the University Strategy.

BTM 5420-21 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Proposed Scheme of Delegation for 2021-22

5422 The Chief Financial Officer presented the proposed Scheme of Delegation for 2021-22 (BT1559 and Appendix BT1559A, both confidential). This had been considered by the Finance Committee at its meeting on 29 June 2021, when the Committee had been content to recommend it to the Board for approval. The Board noted the Committee's suggestion that the Scheme should also cover the consideration of 'novel' matters, where the decision would normally fall within the powers of a particular officer or the remit of a particular body, to enable the matter to be elevated as appropriate. The Board approved the Scheme, noting that appropriate amendments would be incorporated to take account of this suggestion.

5423 AGREED

The Board approved the proposed Scheme of Delegation for 2021-22, (Confidential Appendix BT1559A) noting that amendments would be incorporated as necessary to cover the consideration of 'novel' matters, as detailed in the report.

Report from the Finance Committee

5424 The Board considered a report on the key issues discussed by the Finance Committee at its meeting on 29 June 2021 (BT1560, Confidential).

5425 Noting that many of the matters in the report were covered elsewhere on the agenda, the Chair of the Finance Committee highlighted the following:

- (i) That the Committee had received updates on work being undertaken in line with the Framework Agreements with Birkbeck, and with Royal Holloway, University of London.
- (ii) That the Committee had considered, and recommended to the Board for approval, the proposed renewal of the Undergraduate Laws Programmes Agreement. Members noted the summary of the agreed

Board of Trustees Minutes 5392 to 5471
(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
new terms and the projected financial impact of the new terms for both the University and the Undergraduate Laws Consortium.

5426 The Chair of the Committee also mentioned further work and review to be undertaken in relation to CoSector and shared services.

5427 **AGREED**

The Board approved the proposed renewal of the Undergraduate Laws Programmes Agreement (as summarised at paragraphs 21-22 of BT1560).

Strategic Risks Rated as Red

5428 The Board considered an update on developments in mitigating the red risks identified in connection with delivery of the University Strategy (BT1561, Confidential). The Chair of the ARAC reported that the Committee had considered the report at its recent meeting – he commented that it provided a useful reminder of the environment in which the University was currently operating and the combination of high risks that needed to be managed.

Information at BTM 5429 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5429 The Director of Strategic Planning and Performance highlighted work being undertaken on the identified red risks []

BTM 5430 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5431 It was reported that work was being taken forward to articulate the University's risk appetite; the outcomes of this work would be presented to the ARAC in October 2021, and a new risk management framework would be formulated accordingly.

BTM 5432 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Reappointment of External Audit Service Providers

5433 Members considered a report (BT1562, Confidential) setting out the ARAC's recommendation in relation to the University's external audit service providers for 2021-22.

5434 **AGREED**

The Board reappointed KPMG as the University's External Auditors and approved the proposed external audit fee as detailed in the report.

Gender Pay Gap

5435 The Board discussed a report on the University's Gender Pay Gap 2020 (BT1563), which included data and analysis based on the number of employees as at 31 March 2020 (Confidential Appendix BT1563A). Members noted also the initial analysis of the data based on the number of employees as at 31 March 2021 (Confidential Appendix BT1563B).

(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))

- 5436 The Director of Human Resources (HR) drew attention to the 2020 analysis which showed that the gender pay gap at the University had closed significantly from the previous year and was much reduced from the 2018 figure. While this progress was encouraging, the University was not complacent and recognised the need for continued vigilance and work in this area.

Information at BTM 5437 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5437 The Board welcomed the progress that had been made. []

Report from the Chief Financial Officer

Information at BTM 5438 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5438 The Chief Financial Officer reported that the key activities being undertaken in the areas falling within her remit were covered elsewhere on the agenda. []

PRO VICE-CHANCELLOR (RESEARCH AND ENGAGEMENT)

Update on Activities

- 5439 The Pro Vice-Chancellor (Research and Engagement) reported on a range of recent activity, including a productive meeting with Research England at which the University had shared information on the range of research projects being undertaken. The University was working with the Arts and Humanities Research Council (AHRC) on proposals leading to major projects mapping the Humanities Infrastructure in the UK, and on public engagement. The History and Policy initiative, based in the IHR, was going from strength to strength and an associated 'proof of concept' funding proposal had been submitted to the AHRC.
- 5440 Good progress was being made in relation to the Library Transformation Programme (LTP) following the arrival of the new Librarian, Catriona Cannon. The Programme Board for the LTP would be established shortly. The staffing resources required to deliver the LTP were being evaluated and the associated business case was being developed.

PRO VICE-CHANCELLOR (INTERNATIONAL, LEARNING AND TEACHING)

University of London Proposal regarding [potential collaboration]

- 5441 The Director of Education, Innovation and Development, Worldwide, joined the meeting for the item.

Information at BTMM 5442-5444 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5442 Information on a potential collaboration [] was presented to the Board (BT1564, Confidential), and members noted the details of the key areas that had been covered during a series of conversations [].

(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))

5443 The potential collaboration was in an initial scoping phase, with the University giving careful consideration to the potential risks and benefits. The Board noted the need to progress with caution, and assurance was given that the University was undertaking thorough due diligence on [] and the proposed areas of collaboration. [] At this stage, the University was seeking approval to continue discussions about the potential collaborations. An update would be provided to the Board in due course.

5444 **AGREED**

The Board approved that the University proceed with further detailed discussions [].

Update on Activities

Worldwide

5445 The Pro Vice-Chancellor (International, Learning and Teaching) provided a report on key activities within her portfolio. She highlighted the positive recruitment to Worldwide programmes mentioned earlier in the meeting (BTM 5413 above refers).

5446 With student assessments having moved entirely online in light of the COVID-19 pandemic, consideration was being given to how assessments might be held in the future, with the model unlikely to return to one where all examinations and assessments were held in traditional examination settings – three pilots were taking place to explore options.

5447 The University was looking forward to being able to hold graduation ceremonies in London, hopefully in February/March 2022. As it had not been possible to hold a ceremony in 2020 or 2021, the ceremonies would celebrate the graduation of three cohorts of students. Worldwide was working closely with the Director of Strategic Communications and Marketing in taking this forward.

5448 Another important area of activity concerned the Student Voice Group, which had provided an active sounding board for Worldwide throughout the COVID-19 pandemic on a range of matters and was increasingly involved in broader University initiatives.

University of London Institute in Paris (ULIP) Developments

5449 There was an encouraging recruitment forecast for ULIP which was continuing to see an increase in applications for the forthcoming year.

5450 The Board was informed that Menna Rawlings CMG would shortly succeed The Rt Hon the Lord Llewellyn of Steep OBE as Her Majesty's Ambassador to France. ULIP was keen to maintain the close relationship it had enjoyed over many years with those who had served in this Office and the Vice-Chancellor had recently written to both incoming and outgoing Ambassadors. It was noted that the outgoing Ambassador had recently highlighted the importance of higher education to bilateral relations.

The Careers Group

- 5451 The finals of GradVenture, a competition for University of London student-entrepreneurs, had taken place on 7 July 2021. An intergenerational 'GrandNanny' agency for childcare had won the top prize.

Closing Comments

- 5452 At the end of the item, the Chair congratulated the Pro Vice-Chancellor (International, Learning and Teaching) on the performance achieved by Worldwide in the difficult circumstances of the COVID-19 pandemic. The Pro Vice-Chancellor (International, Learning and Teaching) stated that this performance was testament to the hard work and dedication of the Worldwide staff.

PRO VICE-CHANCELLOR (STRATEGY, PLANNING AND PARTNERSHIPS)

Report from the Estates Committee

Information at BTM 5453(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5453 The Board considered a summary of the key issues considered by the Estates Committee at its meeting on 28 June 2021 (BT1565, Confidential), including a report on lease agreements (Confidential Appendix BT1565A). The Pro Vice-Chancellor (Strategy, Planning and Partnerships) highlighted the following:
- (i) The approval by the Chair on 3 June 2021, by correspondence, of the University entering into the 26.5 year leases to École Jeannine Manuel UK of 20-24 Russell Square.
 - (ii) The update on the sealing of documentation in respect of Student Central [].
 - (iii) Forthcoming changes to the membership of the Estates Committee as detailed in the report.

Equality and Inclusion Strategy 2021-25

- 5454 The Head of Inclusion joined the meeting for the duration of the item.
- 5455 The Pro Vice-Chancellor (Strategy, Planning and Partnerships) presented the Equality and Inclusion Strategy 2021-25 (BT1566 and Appendices BT1566A and BT1566B), noting that this set out the objectives, key deliverables, and framework that would be used to cascade leadership and accountability on equality and inclusion and to monitor progress. The Equality and Inclusion Committee had considered the Strategy at its meeting on 12 July 2021 and had recommended it to the Board for approval.
- 5456 The Pro Vice-Chancellor (Strategy, Planning and Partnerships) reminded the Board that the Equality and Inclusion Committee had recently been reconstituted as agreed by the Board at its meeting on 24 March 2021 (BTMM 5334-37 refer). She expressed her gratitude to Andrew Halper for his continued chairing of the Committee and support for this area of work.

Board of Trustees Minutes 5392 to 5471
(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13,
5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))

5457 **AGREED**
The Board approved the University's Equality and Inclusion Strategy 2021-25.

Annual Review of the Health and Safety Policy

5458 The Health and Safety Committee had held its first formal meeting since being reconstituted following the Board's approval, on 19 May 2021, of the new terms of reference and membership of the Committee (BTMM 5383-84 refer). The Pro Vice-Chancellor (Strategy, Planning and Partnerships) was grateful to Professor Stuart Reid for agreeing to continue to chair the Committee. Following the annual review of the various health and safety-related policies, the Committee had recommended the revised University Health and Safety Policy to the Board for approval (BT1567 and Appendix BT1567A).

5459 **AGREED**
The Board approved the Health and Safety Policy.

Update on Activities

5460 The Board considered a report from the Pro Vice-Chancellor (Strategy, Planning and Partnerships) (BT1568) and noted progress on a range of activities as detailed in the report.

GOVERNANCE

Report from Nominations Committee meetings on 17 June 2021 and 7 July 2021

5461 The Board noted a report on the meetings of the Nominations Committee held on 17 June 2021 and 7 July 2021 (BT1569).

Membership of Boards and Committees of the Board of Trustees for 2021-22

5462 The Board considered a report on the Nominations Committee's recommendations for appointments and reappointments to boards and committees for the 2021-22 academic year (BT1570 and Confidential Appendix BT1570A). The University Secretary highlighted the following:

- (i) A proposal for the Nominations Committee to recommend deputy chairs to the Board of Trustees.
- (ii) That he was currently undertaking a review of the Statutes and Ordinances which might result in proposed changes to the procedures for appointing members of boards and committees.

5463 **AGREED**

- (i) The Board approved the recommendations set out in Appendix BT1570A, all with effect from 1 August 2021; appointments were for four years unless indicated otherwise in the report.
- (ii) The Board approved the recommendation that the deputy chairs of boards and committees should be selected by the Nominations Committee and approved by the Board of Trustees.
- (iii) The Board authorised the Vice-Chancellor to approve, on behalf of the Board of Trustees, appointments to the vacancies that remained, or which arose during the year ahead, at the appropriate time.

- Board of Trustees Minutes 5392 to 5471
- (excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13, 5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
- (iv) The Board authorised the Vice-Chancellor to approve, on behalf of the Board of Trustees, changes to the Ordinances that might be required to implement these decisions.

Review of Standing Delegated Functions

5464 The Board considered a report on its standing delegated functions (BT1571).

5465 **AGREED**

The Board confirmed that it remained content with the standing functions that it had delegated to: (i) its committees; and (ii) members of the University's staff.

Queen's Birthday Honours

5466 The Board noted a report on honours in the Queen's Birthday Honours List 2021 bestowed to individuals connected with the Member Institutions (BT1572).

Sealings

5467 The Board noted a report on documents sealed during the period 5 November 2020 to 6 July 2021 inclusive (BT1573).

Minutes of the Collegiate Council Meeting on 7 May 2021

5468 The Board noted the confirmed minutes of the Collegiate Council meeting held on 7 May 2021 (BT1574, Confidential).

Dates of Future Meetings

5469 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:

Wednesday, 13 October 2021
Wednesday, 24 November 2021
Wednesday, 26 January 2022
Tuesday, 22 March 2022
Wednesday, 18 May 2022
Wednesday, 13 July 2022

Other Business

5470 At the end of the meeting, the Chair congratulated the Vice-Chancellor and the leadership team for their careful management of the University during a very difficult year. He extended his gratitude to all University staff for their resilience and hard work, commending the progress that had been made during such challenging circumstances, and noting that this had been a time of dynamic change for the University.

Board of Trustees Minutes 5392 to 5471
(excluding confidential information at BTMM 5402(iii), 5410, 5411(i), 5412-13,
5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44 and 5453 (ii))
5471 The Vice-Chancellor also registered her thanks to staff for their hard work,
dedication, support and commitment over what had been a very difficult
period.