



**UNIVERSITY
OF LONDON**

BOARD OF TRUSTEES

Wednesday, 18 May 2022, at 4.00 pm
in the Woburn Suite, Senate House

MINUTES

PRESENT

Jane Andrewartha (attended *via* Microsoft Teams)
Stella Beaumont (attended *via* Microsoft Teams)
Abdul Bhanji
Philip Clark
Richard Dearlove (Chair)
Andrew Halper (attended *via* Microsoft Teams)
Paul Layzell
Kieran Murphy
Andrew Ratcliffe
Malcolm Roberts (attended *via* Microsoft Teams)
Michael Spence (attended *via* Microsoft Teams)
Wendy Thomson
Rosalyn Wilton (Deputy Chair)

IN ATTENDANCE

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)
Damaris Currie (Central Secretariat)
Jem Eskenazi (Chief Information and Digital Officer)
Jo Fox (Pro-Vice Chancellor (Research and Engagement))
Jo Pinson (Director of Strategic Communications and Marketing)
Mary Stiasny (Pro Vice-Chancellor (International, Learning and Teaching))

APOLOGIES

Colin Bailey
Frances Corner
Stuart Reid
Mark Storey

Welcome

5739 The Chair welcomed members to the meeting, in particular, Jem Eskenazi, Chief Information and Digital Officer, who had recently joined the University and was attending his first meeting of the Board.

Minutes of the meeting on 22 March 2022

5740 The Board of Trustees confirmed the minutes of the meeting held on 22 March 2022.

Matters Arising

- 5741 The Board noted the Matters Arising report (BT1660, Confidential) and the updates therein on the Investments Committee's schedule of business and the Warburg Renaissance Project Business Case. The Board received and noted the updated version of the Business Case which had been amended since the previous meeting (Appendix BT1660A, Confidential).

Vice-Chancellor's Report

- 5742 The Vice-Chancellor presented her report to the Board (BT1661, Confidential), including a list of her main activities and meetings since 22 March 2022 (Appendix BT1661A).

Research Excellence Framework

- 5743 The Vice-Chancellor highlighted the excellent performance of Member Institutions across the federation in the recently published Research Excellence Framework (REF), commenting that the results demonstrated the success, achievements, and research impact of Member Institutions across diverse fields of research. The Pro Vice-Chancellor (Research and Engagement) reported on a range of work being undertaken by the School of Advanced Study working with the chair of REF panel D, the Arts and Humanities Research Council (AHRC) and various cross-sector stakeholders, to lead a national response to the REF for the arts and humanities. The Board noted the importance of this work in surfacing the many success stories, particularly through the Impact Case Studies, that had emerged from the exercise. The Board was informed that in collaboration with, and funded by, the AHRC, a range of events would be held across the UK to share the findings.
- 5744 The Board commented on the importance of this area of work and welcomed the activity taking place, including plans for sustained communications to demonstrate and publicise the wide range of benefits arising from arts and humanities research. Further to comments about the importance of also connecting with business, the Pro Vice-Chancellor (Research and Engagement) highlighted initial conversations that had taken place between AHRC and the CBI to this effect.

London Anchor Institution Steering Committee and the London Research and Policy Partnership

- 5745 The Vice-Chancellor highlighted the updates on the work of the London Anchor Institution Steering Committee and the London Research and Policy Partnership (LRaPP). The University had been pleased to host the Civic Universities Network for its Advisory Group Dinner on 28 April 2022. Guests had included Vice-Chancellors, colleagues from industry, arts organisations, the NHS, policy groups and others.
- 5746 The Chair reported that he had recently been invited to a dinner of Chairs of London-based higher education institutions (HEIs) where a range of common themes and interests had been discussed. The University and Birkbeck, University of London were planning to co-host the next of these events.

Sri Lanka

- 5747 The Pro Vice-Chancellor (Learning and Teaching) reported on severe challenges being faced by University of London Worldwide (UoLW) students in Sri Lanka with extensive power outages making it extremely unlikely that they would be able to take examinations online. As a result of these challenges, planning had initially taken place to enable students to take exams at Recognised Teaching Centres (RTCs) and the British Council (using pen and paper). However, the situation had since deteriorated further, and the British Council had now had to close its building. Arrangements were therefore being made to enable students to take the examinations in their own homes. The University was maintaining close contact with RTCs in Sri Lanka.

Principal of Royal Holloway, University of London

- 5748 The Vice-Chancellor reported that Royal Holloway, University of London (RHUL) had recently announced the appointment of Julie Sanders as its next Principal, to succeed Paul Layzell who would retire from RHUL later in the year following 12 years in the role.

Report from the Nominations Committee

- 5749 The Board considered a report (BT1662, Confidential) from the Nominations Committee which had met over a two-day period (28 and 29 April 2022) to interview candidates for four vacancies for independent members on the Board of Trustees with effect from 1 August 2022.
- 5750 Members noted that the Committee had recommended the appointment of four candidates, *Curricula Vitae* for whom had been provided for the Board's consideration (Appendix BT1662A, Confidential).
- 5751 **AGREED**
The Board approved the appointment of Patrick Dunne, Craig Hassall, Kavita Reddi and Chris Rossbach as independent members of the Board of Trustees as recommended by the Nominations Committee, each for a term of office of four years with effect from 1 August 2022.

TEACHING, LEARNING AND RESEARCH

Report from the Academic Board

- 5752 The Board noted a report (BT1663) on the matters considered by the Academic Board at its meeting on 12 May 2022 and recommendations made at that meeting.
- 5753 The Vice-Chancellor highlighted the updates on the Student Experience Survey (SES) results, and on student outcomes, and reported that more detailed information on both of these areas of activity would be presented to the Board at its next meeting.
- 5754 The Board was informed that a key driver analysis had identified recommended actions that would have a positive impact on improving student

satisfaction; the Academic Board had supported the workstreams established in response. The Academic Board had noted that the SES results were a likely indicator of National Student Survey (NSS) student satisfaction results, which would be available on 6 July 2022. The Board noted that the period covered by the SES and the NSS had been a particularly challenging one for students across the country due to the impact of the COVID-19 pandemic.

- 5755 The Vice-Chancellor highlighted plans to deliver expanded provision of careers education and employability development to UoLW students, who would benefit from significant growth and diversification of careers provision, following the University's confirmation of investment in the University of London careers service offer.

Assurance on Academic Matters

- 5756 The Board received a report from the Interim University Secretary on the mechanisms by which the Board received assurance on academic matters (BT1664). This followed discussions on the matter at previous meetings (BTMM 5552 (13 October 2021) and 5699 (22 March 2022) refer).
- 5757 The Interim University Secretary reported that Advance HE identified three key elements of effective academic governance: Process and Structures; Relationships and Behaviours; and Outcomes. He highlighted the information provided on these key areas, and details of the methods by which the University mapped the Office for Students (OfS) conditions of registration onto the internal processes that the University used to ensure quality and standards.
- 5758 In order to provide additional assurance on how the University continued to meet its statutory and regulatory responsibilities, the Board was informed of the establishment of a new department – the Governance, Policy and Compliance Department (GPCD). The drawing together of a range of existing roles into the new department would enhance the University's approach to compliance, policy and governance and strengthen the links between the various functions. Interviews for a new Director of Governance, Policy and Compliance would take place in the week beginning 23 May 2022.
- 5759 The Board welcomed the report and the action being taken in this area. It was noted that the Audit and Risk Assurance Committee would continue to monitor the need for any internal audits of quality assurance mechanisms.

FINANCE

University Federal Subscription and Member Institution Charges for 2022-23

- 5760 The Pro Vice-Chancellor (Finance and Operations) presented the proposal for the 2022-23 Federal Subscription and Member Institution Charges, including information on a proposed change in the methodology for Senate House Library (SHL) subscriptions (BT1665, Confidential). This change followed ongoing discussions with the Federal Libraries Group about the methodology for calculating SHL subscriptions which had resulted in a proposal to move away from activity-driven calculations to a flat-rate charge, details of which were provided in the report.

5761 Members noted that the Subscription and Charges had been considered by the Finance Committee and Collegiate Council which had both recommended them to the Board for approval.

5762 **AGREED**

The Board approved the Federal Subscription and Member Institution Charges for 2022-23.

Term 2 (T2) Financial Forecast for the Year Ending 31 July 2022

Information at BTM 5763 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

5763 The Board considered a report on the T2 Forecast for the year ending 31 July 2022 and the Management Accounts for the eight months ended 31 March 2022 (BT1666 and Appendix BT1666A, both Confidential). []

5764 The Board was informed that the draft University budget for 2022-23 was in preparation and would be presented to the Board's next meeting on 6 July 2022.

Report from the Finance Committee

5765 The Chair of the Finance Committee, Rosalyn Wilton, presented a summary of the key issues discussed by the Committee at its meeting on 4 May 2022 (BT1667, Confidential), commenting that the Committee had welcomed the continued positive trend in the University's overall financial performance for the financial year-to-date. The Board noted the report.

5766 Members noted that the Committee would be receiving, at its next meeting on 29 June 2022, a report on the ten largest non-staff cost items for the University and details of how they might be reduced. This followed concerns raised at the meeting on 4 May 2022 about the impact of increasing inflationary pressures across the University, including the cost of utilities. The Board was informed that the Committee would also be considering as a key item of business at its next meeting, options with respect to the University's long-term loan facility with NatWest. The Board would be updated on the outcome of the discussions at its meeting on 6 July 2022.

5767 The Chair of the Committee reported that Lloyds Bank would be making a presentation to the Committee's next meeting on inflation and the cost-of-living crisis in relation to higher education. The Board would be updated in July.

PROPERTY

Report from the Estates Committee

5768 The Committee received a summary of the key issues discussed by the Estates Committee at its meeting on 4 May 2022 (BT1668, Confidential), including a report on recent lease agreements (Appendix BT1668A, Confidential).

- 5769 The Chair of the Committee, Phil Clark, commended a range of activity being advanced within the University, drawing attention, in particular, to the work on the Estate Strategy including the 'Massive Small Changes' project and the desire to enhance the Bloomsbury campus. He also highlighted the high occupancy rates within the Halls of Residence, and praised the work undertaken to secure these rates, noting the marked difference compared with the previous year when occupancy of student accommodation had been adversely affected by the COVID-19 pandemic.
- 5770 The Board was informed that a range of options were under consideration for the development of the Malet Street entrance of Senate House. In the short-term, it was the intention that a temporary pavilion and entrance at Senate House would be installed by summer 2022, with a food and refreshment area to encourage visitors to stay in the environs of Senate House.
- 5771 The Board was also informed of plans for the relocation of staff currently based in the Lower Ground Floor of Senate House, to enable vacated areas to become study and collaborative spaces for students from across the federation. The Pro Vice-Chancellor (Finance and Operations) confirmed that careful consideration was being given to the amount of space required for staff, taking into account the University's hybrid working arrangements.
- 5772 The Pro Vice-Chancellor (Finance and Operations) reported that the new Estate Strategy would be presented to the Estates Committee in June 2022, with a view to its submission to the Board on 6 July 2022 for approval. It was noted that full costings would not be incorporated at that stage. Further to a query about rising costs in the construction sector, the Board was informed that the budget for Phase 1 of the improvements to the Estate was already in place and should be sufficient to cover the relevant works. The Estate Strategy and the associated budget would take into account a range of potential scenarios in respect of inflation.

RISK MANAGEMENT

Strategic Risks Update

- 5773 The Pro Vice-Chancellor (Finance and Operations) presented the Strategic Risks Update (Document BT1669, Confidential), highlighting the current view of where the University's strategic risks sat in relation to the agreed risk appetite. Members noted the updates on the areas that had been assessed as falling outside the University's risk appetite.

Information at BTM 5774 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

- 5774 [] The Board had been advised at its previous meeting of the action taken by the University in relation to RTCs in Russia and the options available to students registered at these RTCs (BTMM 5691-92 refer). Further to a suggestion from the Board, the Pro Vice-Chancellor (Finance and Operations) indicated that legal advice would be sought to ensure that all necessary steps had been taken to ascertain whether the sanctions in place in relation to Russia applied to any independent learners registered with the University/or those in Halls of Residence.

- 5775 The Board was informed that an updated Strategic Risk Register would be presented to the Board at its next meeting on 6 July 2022. This would provide more detail of the risks facing the University in relation to the delivery of its Strategy and the associated objectives.

HUMAN RESOURCES

Human Resources Update

- 5776 The Board noted the latest Human Resources (HR) Update (BT1670, Confidential), including the People Dashboard (Appendix BT1670A, Confidential).
- 5777 The Director of HR highlighted the latest position in relation to the National Pay Negotiations. The Universities and Colleges Employers Association (UCEA) had concluded a series of negotiating meetings with the five sector Trade Unions and had made a final offer which provided for a 3% uplift for all staff on Spine Point 20 and above and higher uplifts for staff on Spine Points 3 to 19. The response from the Trade Unions was awaited.

BTM 5778 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.

Assurance on Policies, Procedures and Regulations

- 5779 The Interim University Secretary presented a report on enhancements to the means by which the Board could be assured of adherence to its legal and statutory requirements (BT1671), stating that this complemented the report on academic assurance considered earlier in the meeting (BTM 5756-59 above refer). As reported previously (BTM 5758 above refers), the University was establishing a new department, the GPCD, which would enhance the University's approach to compliance, policy and governance, and strengthen the important links between these functions. The Interim University Secretary highlighted the information in the report on the new department and on the holistic approach to be taken to the work relating to compliance, policies and procedures. He confirmed that academic governance would fall within the new department's responsibilities.

University of London Policy on Complaints and Appeals

- 5780 The Board considered a report (BT1672, Confidential) on the latest version of the new University Policy on Complaints and Appeals, and the procedures to accompany it. Appended to the report were the following documents:
- (i) University of London Policy on Complaints and Appeals (Appendix BT1672A, Confidential)
 - (ii) University of London Procedure for Considering Academic Appeals (Appendix BT1672B, Confidential)
 - (iii) University of London Procedure for Considering Allegations of Assessment Offences (Appendix BT1672C, Confidential)
 - (iv) University of London Procedure for Considering Admissions Appeals (Appendix BT1672D, Confidential)
 - (v) University of London Procedure for Considering Student Complaints Against RTCs (Appendix BT1672E, Confidential)

- (vi) University of London Procedure for Considering Complaints, Including Allegations of Misconduct (Appendix BT1672F, Confidential)

- 5781 The Board had received an initial draft of the Complaints Policy at its meeting on 24 November 2021 and had supported the direction of travel (BTMM 5593-99 refer). Members were reminded that the approach taken sought to streamline the processes associated with complaints and appeals, to assist students in navigating the steps to be taken and to work with them to seek an early and mutually acceptable resolution, wherever possible.
- 5782 The Board was advised that the Academic Board had considered the policy and procedures at its meeting on 12 May 2022 and recommended them to the Board. Members noted the progress to date and the recommendation that the Board approve the policy and procedures in principle. It was the intention that the documentation would then be subject to a consultation and external legal review before being resubmitted to the Academic Board and Board of Trustees as necessary, should further revisions be required. Proposals to establish a dedicated unit within the newly established GPCD to deal with complaints and appeals would be taken forward in parallel, with a view to simplifying processes and providing a single point of entry for students wishing to make a complaint. It was commented that this approach would also enable the University to gather valuable data in relation to complaints and appeals.
- 5783 A member of the Board highlighted point A3.4 in Annex 3 of the 'Procedure for Considering Complaints including Allegations of Misconduct' which mentioned action that might be taken by the University where a student was the subject of an allegation of misconduct, a police investigation and/or a criminal charge. It was suggested that this matter be brought to the attention of the external legal reviewer for consideration, in view of the time that any police investigation or criminal charge might take to be resolved.

5784 **AGREED**

The Board approved, in principle, the proposed policy and the associated procedures.

Secretary to the Board of Trustees

- 5785 The Board considered a report on the proposed appointment of the Secretary to the Board (BT1673, Confidential) presented in line with the provisions of Ordinance 3 *Board of Trustees Procedures*.
- 5786 Members noted that Steve Cannon, who was currently Secretary to the Board, would complete his period as Interim University Secretary on 31 May 2022. He would be succeeded by Alistair Jarvis who would join the University on 1 June 2022 as University Secretary and would carry the title Pro Vice-Chancellor (Partnerships and Governance). A biography for Alistair Jarvis had been provided (Appendix BT1673A, Confidential).

5787 **AGREED**

The Board approved the appointment of Alistair Jarvis as Secretary to the Board with effect from 1 June 2022.

Steve Cannon

5788 Members noted that Steve Cannon was attending his final Board of Trustees meeting before he left the University at the end of May 2022. The Chair expressed his gratitude for all that Steve had contributed to the Board and to the University during his time as Interim University Secretary, commenting that he had achieved a great deal during his time in post – he highlighted, as an example, Steve's extensive work on the Complaints Policy and procedures (BTMM 5780-84 above refer). The Chair thanked Steve for his advice, support, and the continuity he had provided, highlighting the diligence that he had brought to the role.

Clubs and Societies

5789 The Board noted an update on the latest position with regard to clubs and societies (BT1674), as the Interim University Secretary and Legal Services team continued to liaise with clubs and societies to progress the decisions taken by the Collegiate Council in December 2020 and July 2021. To date, three clubs/societies had indicated that they would wish to explore charitable status. Others would either transfer to the Students' Union of a Member Institution or be wound-up. The target date for completion of the new arrangements was 31 July 2022.

Minutes of the Collegiate Council meeting on 11 February 2022

5790 The Board noted the Minutes of the Collegiate Council meeting held on 11 February 2022 (BT1675, Confidential).

Business Transacted since the Previous Meeting

5791 The Board noted a report on business transacted since the previous meeting (BT1676) in relation to the membership of the Estates Committee.

Dates of Future Meetings

5792 The Board noted the dates of future meetings as follows (all meetings to commence at 4.00pm); the Vice-Chancellor reminded members that the meeting on 6 July 2022 would be followed by a dinner to which Heads of Member Institutions were also being invited:

2021-22

Wednesday, 6 July 2022

2022-23

Wednesday, 12 October 2022

Wednesday, 23 November 2022

Wednesday, 25 January 2023

Wednesday, 22 March 2023

Wednesday, 17 May 2023

The date of the July meeting would be confirmed shortly.

5793 Outlook invitations for meetings in 2023-24 had also been circulated to members.