



## BOARD OF TRUSTEES

Wednesday, 24 November 2021, at 4.00 pm  
Woburn Suite, Senate House

### MINUTES

#### PRESENT

Jane Andrewartha  
Colin Bailey  
Stella Beaumont (attended *via* Microsoft Teams)  
Abdul Bhanji  
Frances Corner (attended *via* Microsoft Teams)  
Richard Dearlove (Chair)  
Andrew Halper (attended *via* Microsoft Teams)  
Paul Layzell  
Kieran Murphy  
Malcolm Roberts  
Andrew Ratcliffe  
Stuart Reid  
Mark Storey (attended *via* Microsoft Teams)  
Wendy Thomson  
Rosalyn Wilton (Deputy Chair – attended *via* Microsoft Teams)

#### APOLOGIES

Philip Clark  
Michael Spence

#### IN ATTENDANCE

Rita Akushie (Chief Financial Officer)  
Sam Brenton (Director of Online Education, University of London  
Worldwide) (for BTMM 5559-62 - attended *via* Microsoft Teams)  
Simon Cain (Director of Human Resources)  
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))  
Jo Pinson (Director of Strategic Communications and Marketing)  
John Stewart (University Secretary)  
Mary Stiasny (Pro Vice-Chancellor (International, Learning and  
Teaching))

#### Minutes of the Previous Meeting on 13 October 2021

*Minutes of the Meeting on 13 October 2021*

5546 The Board confirmed the minutes of the meeting held on 13 October 2021.

*Note of the Joint Meeting of the Board of Trustees and the Vice-Chancellor's  
Executive Group (VCEG) on 13 October 2021*

5547 A note of the key matters discussed at the Joint Meeting of the Board of Trustees and VCEG on 13 October 2021 had been provided for members' information (BT1599, Confidential). The note also highlighted areas where further work would be undertaken.

**Matters Arising**

5548 The Board noted the Matters Arising report (BT1600).

**Vice-Chancellor's Report**

5549 Members noted the Vice-Chancellor's Report (BT1601, Confidential), including a list of the Vice-Chancellor's Main Activities and Meetings since 13 October 2021 (Appendix BT1601A).

5550 The Vice-Chancellor highlighted the following:

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arrangements for those transferring or becoming part of a charity, in particular in relation to use of the University of London brand and the new legal agreements that would be required regarding the licence of the brand.

### *Commonwealth Studies*

5552 The Board noted the update on implementation of the recommendations from the Inquiry into the future of Commonwealth Studies at the University. Further to a query about the funding of the associated plans and projects, the Board was informed by the Pro Vice-Chancellor (Research and Engagement) of ongoing work in this area, including: discussions with stakeholders around priorities and areas of focus; the potential for establishing a range of partnerships; and consideration of appropriate financial models. It was anticipated that further information would be provided to the Board in the Spring Term 2022.

## **ANNUAL FINANCIAL STATEMENTS**

### **Annual Report of the Audit and Risk Assurance Committee (ARAC) for 2020-21**

5553 The Board considered the ARAC's Annual Report for 2020-21 (BT1602, Confidential), which included:

- (i) The Terms of Reference of the ARAC (Appendix BT1602A)
- (ii) The Uniac Internal Audit Annual Opinion (Appendix BT1602B, Confidential)

*BTMM 5554-58 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

### **New Distance Learning Programme Development in 2022-23, under Strategic Partnerships with Member Institutions**

5559 It was agreed to vary the order of the agenda to take this item next.

5560 The Director of Online Education, Worldwide, joined the meeting for the item. Paul Layzell declared an interest in the item because some of the new programmes were part of the University's strategic partnership with Royal Holloway, University of London (RHUL), of which he is Principal.

5561 The Pro Vice-Chancellor (International, Learning and Teaching) introduced a report on the portfolio of new programmes due to be launched in 2022-23 under the University's strategic partnerships (BT1616, Confidential). Members noted information on the seven new distance learning programmes to be developed under the partnerships with Birkbeck, University of London (Birkbeck) and RHUL, noting that these included high demand, hybrid degrees and also a smaller qualification in the creative industries.

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5563 The Director of Online Education left the meeting at the end of the item.

**Going Concern Assessment for the Financial Statements for the Year Ended 31 July 2021**

5564 The Board considered the going concern assessment for the Financial Statements for 2020-21 (BT1603, Confidential), noting the cashflow forecast covering the period to July 2023 (Appendix BT1603A, Confidential).

5565 The Chief Financial Officer reported that plausible downside scenarios had been considered and associated mitigations identified as part of the careful scenario analysis detailed in the report. The Chair of the Finance Committee, Rosalyn Wilton, reported that the Committee had concurred with the assessment of the University management that, b

Board of Trustees Minutes 5546 to 5613  
(excluding confidential information at BTMM 5554-58, 5570-74, 5576-78,  
5581-84, 5587-88, and 5608)





5607 **AGREED**

The Board approved the Risk Appetite Statement and the Strategic Risk Register, subject to consideration being given to members' comments about the risk appetite categories assigned to 'Student Experience and Wellbeing' and the 'Federation' in the Risk Appetite Statement.

*BTM 5608 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

**HR Update**

5609 The Board noted an update on a range of HR-related matters (BT1618, Confidential), including a new 'People Dashboard', which provided 'snapshot' data for the workforce employed by the University and workforce data calculated over a 12-month rolling period to 30 September 2021 (Appendix BT1618A, Confidential).

5610 In response to a question about levels of staff absence at the University, the Director of HR informed the Board that this was below the sector average.