



## 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



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

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(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))



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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



(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.



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5415-17, 5419(iii), 5420-21, 5429-30, 5432, 5437-38, 5442-44

*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





