



## 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.

Board of Trustees Minutes 5739 to 5793  
(excluding confidential information at BTMM 5763,

## 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 2010) ( )Tj EMC eL .

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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.



- 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



- (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.



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). p22. t-ev Td [(t)-nt (v)4 .70.27 0D (he ( (e-0.002 Tw.27 0 Td |