



## BOARD OF TRUSTEES

Wednesday, 24 March 2021, at 4.00 pm  
By Microsoft Teams conference call

### MINUTES

#### PRESENT

Jane Andrewartha  
Professor Colin Bailey  
Stella Beaumont  
Abdul Bhanji  
Professor Frances Corner  
Philip Clark  
Sir Richard Dearlove (Chair)  
Professor Paul Layzell  
Andrew Ratcliffe  
Professor Stuart Reid  
Malcolm Roberts  
Dr Michael Spence  
Mark Storey

Yasmin Ahmed (Head of Inclusion) (BTMM 5333-37 only)  
Rita Akushie (Chief Financial Officer)  
Dr Ghazwa Alwani-Starr (Pro Vice-Chancellor (Strategy, Planning  
and Partnerships))  
Simon Cain (Director of Human Resources)  
Lizzy Conder (Director of Strategic Planning and Performance)  
Damaris Currie (Central Secretariat)  
Professor Jo Fox (Pro-Vice Chancellor (Research and Public  
Engagement))  
John Stewart (University Secretary)  
Professor Mary Stiasny (Pro Vice-Chancellor (International,  
Learning and Teaching))

#### Welcome

5291 The Chair welcomed two new members to the Board: Professor Colin Bailey, President and Principal, Queen Mary University of London; and Dr Michael Spence, President and Provost, UCL. Professor Bailey and Dr Spence had been appointed by the Collegiate Council, at its meeting on 12 February 2021, to serve as Heads of Member Institution (MI) on the Board, each for a four-year term of office (replacing Professor Edward Byrne and Professor Michael Arthur, respectively).

## **Minutes of the Meeting Held on 27 January 2021**

5292 The Board confirmed the minutes of the meeting held on 27 January 2021.

### **Matters Arising**

5293 The Board noted the update in the Matters Arising report (BT1523) on the Gender Pay Gap analysis; the report would be presented to the Board at its meeting on 19 May 2021.

### **Vice-Chancellor's Report**

5294 The Board noted the Vice-Chancellor's Report (BT1524, Confidential), including the update on the Vice-Chancellor's Main Activities and Meetings (Appendix BT1524D).

### *Heads of MIs*

5295 The Vice-Chancellor highlighted the recent appointments of two Heads of MIs:

- (i) Josette Bushell-Mingo OBE as the incoming Principal of The Royal Central School of Speech and Drama. Currently Head of Acting at Stockholm University of the Arts, Sweden, Josette Bushell-Mingo was an award-winning actor and director with a 40-year career that included performances with the Royal Shakespeare Company, the National Theatre and the Manchester Royal Exchange. She would commence in post prior to the start of the 2021-22 academic year.
- (ii) Professor Liam Smeeth as Director of the London School of Hygiene and Tropical Medicine (LSHTM), who would succeed Professor Peter Piot in August 2021. Professor Smeeth was currently Dean of the Faculty of Epidemiology and Population Health and Professor of Clinical Epidemiology at LSHTM, and a general practitioner in north London.

5296 The Board's congratulations were extended to the new Heads of MIs. Noting that several new Heads of MIs had recently, or would shortly, take up their positions, the Vice-Chancellor suggested that a joint informal meeting of the Board and Collegiate Council in the autumn term 2021 would provide a good opportunity for engagement with the new Heads. This would be taken forward, subject to any ongoing COVID-19-related restrictions.

### *Other Updates*

*Information at BTM 5297(ii) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

*BTM 5297(vi) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

5297 The Vice-Chancellor drew attention to the wide range of matters covered within her report, and highlighted the following:

- (i) The University's continued management of conditions associated with the COVID-19 pandemic; in line with government guidance, most staff were still working remotely, with essential services being maintained in

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(excluding confidential information at BTMM 5297(ii) and (vi), 5298, 5299(iv),  
5300(ii), 5301, 5306-10, 5314-

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5300(ii), 5301, 5306-





## **PRO VICE-CHANCELLOR (STRATEGY, PLANNING AND PARTNERSHIPS)**

### **Student Central**

5318 The Board considered a proposal to grant a 99-year lease of the Student Central building to Birkbeck (BT1532, Confidential). The Pro Vice-Chancellor (Strategy, Planning and Partnerships) confirmed that the proposed transaction was a strategic disposal supporting the University's aim of deriving best value from its property portfolio and responding to the needs of the MIs.

*Information at BTM 5319 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

5319 The Board had previously been informed, at its meeting on 27 January 2021, that the University had sought expressions of interest, and in turn offers, from MIs which would be interested in acquiring a 99-year lease of the building for a capital premium (BTMM 5265 and 5283 refer). [ ] the Vice-Chancellor's Executive Group (VCEG) had agreed that Birkbeck was the preferred tenant, with its offer of a cash capital premium of [ ] meeting the University's requirements.

*Information at BTM 5320 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

5320 The Pro Vice-Chancellor (Strategy, Planning and Partnerships) reported that the draft Heads of Terms for the 99-year lease (Appendix BT1532A, Confidential) were acceptable to the University, except for one matter [ ]. Positive discussions had recently taken place with Birkbeck in relation to this matter.

5321 **AGREED**

The Board approved the Heads of Terms and that the University should proceed with granting the 99-year lease to Birkbeck, with delegated authority to the Chair of the Estates Committee to agree any outstanding matters.

### **Report from the Estates Committee**

5322 The Board noted a summary of the key issues discussed by the Estates Committee at its meeting on 1 March 2021 (BT1533, Confidential), including a report of lease agreements from

- 5324 The Pro Vice-Chancellor (Strategy, Planning and Partnerships) reported on work to update the Estate Master Plan, and on a forthcoming Estates Committee Away Day which would contribute to the update of the Estate Strategy; this in turn would support the University Strategy 2020-25. The University was liaising with estates leads from each of the MIs to ensure that MIs' needs were taken into account in the University's planning.
- 5325 The Board noted the update on the proposed redevelopment of Lillian Penson Hall and that options were being kept open with regard to the funding of this project.

### **Update on Other Activities**

- 5326 The Pro Vice-Chancellor (Strategy, Planning and Partnerships) presented an update on developments in Strategy, Planning and Partnerships (BT1534), and highlighted the following:
- (i) Work being undertaken by the Pro Vice-Chancellors and the CFO in developing strategic projects and initiatives to deliver the defined outcomes of the University Strategy. The Strategic Planning team was working to identify interdependencies between the various workstreams and the critical path for delivery to ensure benefits were realised and risks mitigated.
  - (ii) Work being undertaken by the Strategic Communications and Marketing Team under the leadership of its new Director, Jo Pinson.
  - (iii) The preparation of a strategy, targets and delivery plan for development, philanthropy and alumni relations; it was anticipated that the strategy would be presented to the Board in the summer term 2021.

### **Membership of the Board of Trustees**

- 5327 The Board considered a report (BT1535) from the University Secretary on the membership of the Board, including information on Trustees' periods of office and options for appointment and reappointment, as considered by the Nominations Committee at its meeting on 15 th 5 on





