



BOARD OF TRUSTEES

Wednesday, 25 January 2023, at 4.00 pm
in the Court Room, Senate House

MINUTES

PRESENT	Colin Bailey Josette Bushell-Mingo Frances Corner Richard Dearlove (Chair) Craig Hassall Paul Layzell Kieran Murphy Andrew Ratcliffe Christopher Rossbach Kavita Reddi Michael Spence Wendy Thomson Rosalyn Wilton (Deputy Chair)
	Sam Brenton (Director of Online Education) Simon Cain (Director of Human Resources) Damaris Currie (Central Secretariat) Jem Eskenazi (Chief Information and Digital) Jo Fox (Pro Vice-Chancellor (Research and Samantha Horne (Director of Finance) Alistair Jarvis (Pro Vice-Chancellor (Partners Craig O'Callaghan (Managing Director, Unive Worldwide) Jo Pinson (Director of Strategic Communicat Mary Stiasny (Pro Vice-Chancellor (Internati Teaching))
APOLOGIES	Jane Andrewartha Patrick Dunne Andrew Halper

Welcome

6024 The Chair welcomed members to the meeting, in particular Samantha Horne, who had recently joined the University as Director of Finance.

Declarations of Interest

6025 During the course of the meeting, the following interests were declared:

- (i) Kavita Reddi declared an interest in relation to the procurement of a new Customer Relationship Management (CRM) system (see BTM 6041 below).

Minutes of Previous Meetings

- 6026 The Board of Trustees confirmed the minutes of the meeting held on 23 November 2022, subject to one amendment: that the reference to 'Kieran Murphy' at minute 5941(i) should be replaced with 'Kavita Reddi'.

Matters Arising and Action List

- 6027 The Board received and noted a report on matters arising that were not covered elsewhere on the agenda and a list of running actions (BT1744, Confidential). Members noted the update on the Unified Trust Fund (UTF) following the discussion at the previous meeting on the balance due from the UTF. An email on the matter from the Chair of the Audit and Risk Assurance Committee (ARAC) had been circulated to Trustees on 30 November 2022 with a paper prepared by the Pro Vice-Chancellor (Finance and Operations). A copy of the updated, clarified, version of the paper provided to the Board on 7 December 2022, had been appended to the Matters Arising report (Appendix BT1744A, Confidential). It was noted that the ARAC would discuss the matter at its next meeting and, later in the academic year, when the

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(excluding confidential information at BTMM 6030, 6033, 6041, 6055 and 6065-

- 6042 The Board considered an update on progress against the University's strategic objectives (BT1746 and Appendix BT1746A) and noted the status updates for each project. Following a query with respect to the risks to progress of the objective for 'Create opportunities in new regions, expand existing markets', it was explained that staff resource in this area had recently been focussed on the work to build the relationship with the British International University in Erbil, which, as highlighted previously (BTM 6040 refers), would be providing teaching support for University of London degree programmes. However, it was expected that the work associated with the objective would move from the planning to delivery phase during February 2023 - a revised Academic Business Development Strategy was in development following input from key stakeholders on an initiap39ruarngH Td [(pr)7 (ogr)7

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6053 The Director of Development reported that the LTP would be the main focus for philanthropic fundraising an

- 6069 Members noted work in the area of Student Experience and Wellbeing, including the introduction of the new CRM system which was expected to be in operation by the end of the academic year and which would provide a range of benefits including enabling more efficient communication channels with students and providing management with useful analytics.
- 6070 The Pro Vice-Chancellor (Finance and Operations) highlighted progress regarding the Bloomsbury Heat and Power District Heating System. The University was working with two of the local MIs as part of a consortium to deliver a replacement network. The sustainability of the new system was of key importance, and it was the intention that the new network would have a smaller carbon footprint than the current one and also take advantage of the ongoing de-carbonisation of the national grid. The consortium would be seeking funding from several sources with applications being made in early spring 2023. It was anticipated that there would be a joint venture arrangement involving a Special Purpose Vehicle (SPV). Members were informed that the required approvals would be sought through the appropriate governance processes as the project progressed.

Report from the Finance Committee

- 6071 The Chair of the Finance Committee introduced a report on matters discussed at the Committee's meeting on 18 January 2023 (BT1753, Confidential). Members noted, in particular, the Committee's consideration of a report on the draft University Estate Strategy which had included information on indicative funding, a timeline for approval and aspects of the planned delivery. The Chair of the Finance Committee highlighted the potential significant cost implications of the projects within the emerging Strategy, commenting that detailed work would be progressed in relation to the prioritisation of the projects and options for funding.
- 6072 The Pro Vice-Chancellor (Finance and Operations) reported that the Estate Strategy would be presented to the Board of Trustees at its meeting on 22 March 2023 with a view to its approval. Subject to approval of the Strategy [REDACTED] developed in more detail and approval sought under the appropriate governance path in accordance with the University's Scheme of Delegation.

Academic Promotions and Titles Committee

- 6074 The Board considered a report on the meeting of the Academic Promotions and Titles Committee held on 15 December 2022 and noted the outcomes of the meeting including the approved promotions.