



COUNCIL

Tuesday 11 February 2014

MINUTES

PRESENT:

Sir Stephen Wall (*Chair*)

Professor Michael Arthur
(*President and Provost*)
Mr Mohammed Zayyan Butt
Ms Philippa Foster-Back
Mr Keir Gallagher
Mr Simon Melliss (*Treasurer*)
Ms Katharine Roseveare
Dr Stephanie Schorge
Baroness Warwick

Professor David Attwell
Mr Ven Balakrishnan
Lord Clement-Jones
Dr Martin Fry
Dr Saladin Meckled-Garcia
Ms Vivienne Parry (*Vice-Chair*)
Dr Gill Samuels
Professor Nick Tyler

In attendance: Professor Steve Caddick (Vice-Provost (Enterprise)); Mr Phil Harding (Director of Finance and Business Affairs); Ms Lori Houlihan (Director of Development and Alumni Relations) [*for Minute 58*]; Mr Rex Knight (Vice-Provost (Operations)); Mr Nick McGhee (Assistant Secretary to Council); Ms Jennie Moule (Deputy Director of Development and Alumni Relations) [*for Minute 58*]; Mr Tim Perry (Secretary to Council); Professor David Price (Vice-Provost (Research)); Mr Adrian Punaks (Deputy Director of Development and Alumni Relations) [*for Minute 58*]; Professor Anthony Smith (Vice-Provost (Education)); Professor Sir John Tooke (Vice-Provost (Health)).

Apologies for absence were received from Ms Carol Lake, Professor Chris Thompson and Professor Maria Wyke.

Key to abbreviations used in these Minutes:

AHSS	Academic Health Science System
BME	black and minority ethnic
CPD	continuing professional development
DARO	Development and Alumni Relations Office
ELUTECH	East London University Technical College
HE	Higher Education
HEFCE	Higher Education Funding Council for England
LETB	Local Education and Training Board
MoU	Memorandum of Understanding
NSS	National Student Survey
NUS	National Union of Students
SLMS	School of Life and Medical Sciences
SMT	Senior Management Team
StARs	Student Academic Representatives
STEM	science, technology, engineering and mathematics [subjects]
UCLP	UCL Partners
UCLU	University College London [Students'] Union
UCU	University and College Union
USS	Universities Superannuation Scheme

<p style="text-align: center;">Preliminary Formal Business</p>

54 **DECLARATION OF INTERESTS**

Noted

- 54.1 Any member of Council who had (or who knew of a family member who had) a material, personal, financial or other beneficial interest in any item on the Agenda was requested to declare that interest at the beginning of the meeting in order that such declaration could be recorded in these Minutes. No such interests were declared.

55 **MINUTES**

55A **Council Minutes**

Approved

- 55A.1 The Minutes of the Council meeting held on 27 November 2013 [Council Minutes 21-53, 2013-14] were confirmed by Council and signed by the Chair, subject to the amendment of Minute 24 (and associated amendment of APPENDIX C 2/17 (13-14) as recorded at APPENDIX C 3/46 (13-14)).

55B **Finance Committee Minutes**

Noted

- 55B.1 The unconfirmed draft Minutes of the Finance Committee meeting held on 28 January 2014.

56 **MATTERS ARISING FROM THE MINUTES**

Noted

- 56.1 An update on matters arising from the last meeting at APPENDIX C 3/46 (13-14).

Matters for discussion

57 **PROVOST'S BUSINESS**

Received

57.1 An oral report from Professor Michael Arthur, President and Provost.

57A **HEFCE Funding letter**

Reported

57A.1 The annual funding letter from the Department for Business, Innovation and Skills to HEFCE had been received on 10 February. The letter confirmed a net reduction of £45m on the 2014-15 recurrent teaching grant, offset by a £20m increase in teaching capital funding, and indicated that savings should be delivered in ways that would protect high cost (including STEM) subjects, widening participation measures, and small and specialist institutions. HEFCE was also urged to seek to maintain the quality of the student experience and to ensure that institutions take forward actions recommended by the Diamond and Wakeham reviews. The Government was proceeding with the announcement in the Autumn Statement of up to 30,000 additional full-time student places in 2014/15 and the removal of student number controls altogether in 2015/16. The Provost noted the apparent vulnerability of a number of smaller funds including the Quality Assurance, Higher Education Academy, Catalyst, JISC and Revolving Green funds.

57A.2 UCL's own award letter was expected on 24 March 2014.

57B **Industrial disputes**

Reported

57B.1 The UCU had called three two-hour strikes in recent weeks in relation to the 2013 pay claim, and a one-day strike of all three campus trade unions had taken place on 6 February. UCL had withheld two hours' pay from staff participating in the two-hour strikes but reserved the right to withhold a full day's pay for future instances of industrial action of this nature.

57C **USS Pension Scheme**

Reported

57C.1 A formal valuation of the USS pension scheme, the deficit on which was estimated at between £7 and £13 billion, was due in March 2014. It was thought likely that the scale of the deficit would lead to the involvement of the Pensions Regulator and the development of a recovery plan. In the short term significant uncertainty would remain

about the scale of a possible uplift in the contribution from employers and members.

57D **UCL Strategy 2034**
[Council Minute 24.2, 2013-14]

Reported

57D.1 A draft UCL Strategy for the next 20 years was nearing completion and would be circulated to Council members ahead of the away day on 24 February [see Minute 64 below].

57E **Teaching and Learning Space**

Reported

57E.1 A Task and Finish Group had been established to address the issue of the provision of teaching and learning space. In addition, the Provost reported the following specific developments:

- UCL's bid to purchase Bidborough House from the London Borough of Camden [Council Minute 49A.1, 2013-14 refers] had been successful and the purchase was being finalised. The flexibility created by the purchase presented significant opportunities for the provision of additional teaching space, either through the conversion of Bidborough House into teaching space or by making space available elsewhere on campus;
- UCL had rationalised its *ad hoc* booking of teaching rooms at Birkbeck into an agreement securing the use of 24 teaching rooms five days a week from 9am to 5pm;
- consideration was also being given to the conversion of a small number of additional rooms at 188 Tottenham Court Road and Astor College for teaching purposes.

57F **National Student Survey**
[Council Minute 26, 2013-14]

Reported

57F.1 The response rate from UCL students in the NSS 2014 was currently approximately double that at the same stage last year.

58 **UCL CAMPAIGN UPDATE**
[Council Minute 61, 2013-14]

Received

58.1 APPENDIX C 3/47 (13-14) – an update on activities connected with the UCL Campaign since the previous update to Council.

58.2 An oral report from Ms Lori Houlihan, Director of Development and Alumni Relations, Ms Jennie Moule and Mr Adrian Punaks (Deputy Directors of Development and Alumni Relations).

Discussion

- 58.3 The target figure would not be finalised for another 6-12 months, although it would certainly be one of the largest HE campaign targets in Europe and clearly more than the £300m achieved by the Campaign for UCL in 2012. Council noted that it was not uncommon for the target to be revised part-way through a campaign. Although the symbolic significance of the target figure was important, it was essential to set a figure which could realistically be achieved. The campaign would finish in around 2020, with UCL's 200th anniversary in 2026.
- 58.4 The development of MoUs with the charities attached to UCL's partner hospitals, although legally complex, represented an interesting new approach to fundraising within the sector. A recent gift of £5m from the Sir Jules Thorn Charitable Trust for a partnership between the Institute of Ophthalmology and Moorfields Eye Hospital was noteworthy in this respect. SLMS supported the development of philanthropic partnerships across UCLP, not least because this strengthened the notion of the AHSS and had the potential to capitalise on the appeal to philanthropists of the translation of pure research into clinical care.
- 58.5 The DARO office has just over fifty staff, of whom more than one-third had been recruited in the last twelve months; it was likely that the size of the team would double in due course. The sector norm was a return of approximately £8 for every £1 spent on development activity; UCL was currently operating below this level due to the high proportion of new staff, but it was hoped that a return rate of 10:1 would be attainable in due course.
- 58.6 A Council member requested greater clarity on the ultimate destination of philanthropic income and the balance of pledges against receipts. An indication of the scale of endowment income would also be useful. Council would require the clearest possible projections of philanthropic income in order to help inform its decisions in coming months.
- 58.7 Council noted the importance of being seen to use philanthropic income in precisely the way requested by the donor, and the corollary that not all gifts could therefore be accepted. For this reason an unrestricted contribution to the endowment was the most valuable form of philanthropic gift, but also the most difficult to obtain.

59 VICE-PROVOST (HEALTH): REPORT TO COUNCIL

Received

- 59.1 APPENDIX C 3/48 (13-14) – the annual report to Council of the Vice-Provost (Health).
- 59.2 An oral report from Professor Sir John Tooke, Vice-Provost (Health) and Head of SLMS.

Reported

- 59.3 SLMS itself was a relatively modest structure focussing on the facilitation of interaction between the faculties, including coordination of research, as well as managing UCL's interactions with the NHS. Mindful of the expense of world-class biomedical science and the difficulty of recovering full costs, the School was seeking to achieve a sustainable performance with a balanced portfolio of research, educational programmes, CPD, philanthropic and enterprise activities, in order to mitigate the necessity for cross-subsidisation from other parts of the university. The report set out budgetary projections underpinning a year-on-year growth in SLMS' core contribution rate. Sir John also drew attention to the creation of an Academic Careers Office, tasked with developing leadership skills and identifying talent.

Discussion

- 59.4 The Francis Crick Institute was due to open in the summer of 2015, and would be fully operational a year later. It was essential for UCL to seek to play its full part in order to take maximum advantage of the translatable science arising out of the Institute.
- 59.5 Pending the appointment of the new Vice-Provost (International), SLMS was taking a strategic approach to overseas partnerships. In relation to medical education, rather than seeking to establish overseas provision, the School has sought to advise on context specific curricula rather than seeking to impose a UCL model.
- 59.6 There was a broad range of CPD opportunities open to SLMS, although the significant cuts in the budgets of Local Education and Training Boards (LETBs) were also noted.
- 59.7 Council thanked Sir John for an excellent report and invited him to circulate periodic communications of potential interest to Council members between annual updates.

60 UCLU IMPACT REPORT 2012-13

Received

- 60.1 APPENDIX C 3/49 (13-14) – an update of UCLU's key achievements from 2012-13.
- 60.2 An oral report from Mr Mohammed Zayyan Butt, Ethics, Environment and Operations Officer.

Reported

- 60.3 Mr Butt highlighted a number of UCLU's key achievements in the previous year, including: winning the NUS 'Most Improved Students' Union' award; a 30% increase in the number of Student Academic Representatives (StARs); and the work of the Voluntary Services Unit

and of the 229 UCLU clubs and societies. UCLU's current priorities included a focus on increased interaction with under-represented demographics, improving participation in UCLU elections, and ensuring that the Union adapted appropriately to the changing student landscape.

Discussion

60.4 Responses to the NSS 2013 question on UCL students' satisfaction with their Student Union had been disappointing, although at the sector average. UCLU was looking into the surprisingly wide variation in responses on this issue between students of different departments. Although the NSS data were not helpful in explaining the reasons for the result, it was suggested that many students' responses reflected dissatisfaction with the Union's political stance rather than a view of the services and facilities provided. UCLU was working with UCL on an interpretation of UCL's NSS responses generally. Council urged that UCL and UCLU also work on sharing best practice in addressing BME issues.

60.5 Although the publication schedule of the Impact Report would not usually allow for it to be presented at the final Council meeting of the academic year, Council asked that an oral report from the outgoing student members be scheduled for that meeting, with the Impact Report submitted to the first meeting of the following academic year.

61 **REVIEW OF FINANCIAL REGULATIONS**

Received

61.1 APPENDIX C 3/54 (13-14) – a review and revision of UCL's Financial Regulations.

Noted

61.2 This item appeared on the agenda as a matter for formal approval but a request was received from Dr Martin Fry for the item to be discussed.

Discussion

61.3 Dr Fry requested: clarification as to why the existing Financial Regulations were considered 'unwieldy'; instances of where other policies or practices contradicted the Financial Regulations; that the review of Financial Regulations undertaken by the Director of Financial Control and Analysis be made available; that Council discuss whether it was appropriate 'to delegate responsibility for approval of the final version of the Financial Regulations arising from this review to the Director of Finance and Business Affairs, and Vice-Provost (Operations)'.

61.4 In response to the points raised by Dr Fry, the Director of Finance and Business Affairs advised: that the 'unwieldy' nature of the existing Financial Regulations was largely a presentational issue; that IP was

one example of the contradiction between the existing Financial Regulations and other policy; that two MSc students had carried out a short review of the Financial Regulations and the Director of Financial Control and Analysis had redrafted the Financial Regulations in the light of this; that officers would be content to withdraw their proposal that approval of the revised Financial Regulations be delegated as originally proposed.

- 61.5 Council agreed not to delegate approval of the revised Financial Regulations. It was further agreed that the proposed revised Financial Regulations should therefore be submitted to a future meeting of Council, *via* Finance Committee, with a note highlighting particularly significant changes proposed.

RESOLVED

- 61.6 **That proposed revisions to the UCL Financial Regulations be submitted to a future meeting of Council, *via* Finance Committee, accordingly.**

Matters for approval or information
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62 **UCL AND ELUTEC (COLLEGE OF DESIGN AND ENGINEERING)**

Received

- 62.1 APPENDIX C 3/53 (13-14) – a paper outlining the engagement of UCL, specifically the Faculty of Engineering Sciences, with the East London University Technical College (ELUTEC), a newly-established University Technical College.

RESOLVED

- 62.2 **That Council endorse the UCL engagement with ELUTEC.**

63 **REGULATIONS FOR MANAGEMENT – AMENDMENTS**

Received

- 63.1 APPENDIX C 3/55 (13-14) – proposed amendments to UCL Regulations for Management 11.1, 11.2 and 11.4.

RESOLVED

- 63.2 **That Council approve the amendments to UCL Regulation for Management 11.**

64 **COUNCIL/SMT AWAY DAY**

Noted

- 64.1 APPENDIX C 3/56 (13-14) – a summary of the timetable for the Away Day scheduled to take place on 24 February 2014.

65 **HEFCE ANNUAL ASSURANCE RETURN**

Noted

- 65.1 APPENDIX C 3/57 (13-14) – UCL’s annual accountability return to HEFCE for the year ending July 2013.

66 **APPOINTMENT OF NEXT CHAIR OF COUNCIL**

Noted

- 66.1 APPENDIX C 3/58 (13-14) – an update on developments since the Council meeting held on 7 October 2013 regarding the search for the next Chair of Council, to succeed Sir Stephen Wall with effect from 1 October 2014.

67 **APPOINTMENT OF LAY MEMBER OF COUNCIL**

Noted

- 67.1 APPENDIX C 3/59 (13-14) – a note on the appointment of Baroness (Jo) Valentine as a lay member of Council with effect from 1 October 2014.

68 **APPOINTMENT OF ACTING SECRETARY OF COUNCIL**

Noted

- 68.1 Tim Perry, the Secretary to Council, would be retiring from UCL on 31 March 2014. The Chair informed Council that Nick McGhee, currently Assistant Secretary, would be appointed Acting Secretary of Council with effect from 1 April 2014 until 31 December 2014.

69 **CHAIR’S ACTION ON BEHALF OF COUNCIL**

Noted

- 69.1 APPENDIX C 3/60 (13-14) – details of action taken by the Chair on behalf of Council since the previous update.