



## COUNCIL

Tuesday 2 May 2017

### MINUTES

#### PRESENT:

Dame DeAnne Julius (*Chair*)

Professor Michael Arthur  
(*President and Provost*)  
Professor Lucie Clapp  
Dr Martin Fry  
Dr John Hurst  
Ms Lindsay Nicholson  
Baroness Valentine  
Dr Andrew Wills

Mr Ven Balakrishnan  
Mr Dominic Blakemore  
Professor Annette Dolphin  
Dr Andrew Gould  
Mr Simon Melliss  
Mr Philip Sturrock (*Treasurer*)  
Baroness Warwick (*Vice-chair*)

*In attendance:* Ms Wendy Appleby (Secretary to Council); Dr Celia Caulcott (Vice-Provost (Enterprise and London)); Mr Philip Harding (Director of Finance and Business Affairs); Mr Rex Knight (Vice-Provost (Operations)); Mr Nick McGhee (Assistant Secretary to Council).

Apologies for absence were received from: Ms Halima Begum, Lord Clement-Jones, Professor David Coen, Ms Nahid Majid, Mr Zakariya Mohran.

### Preliminary Formal Business

#### 77 DECLARATION OF INTERESTS

77.1 No interests were declared.

#### 78 MINUTES

78.1 Minute 67.2 was amended to read as follows:

Challenges faced by the School included below-sector average NSS scores in 2016. Feedback to students had been the principal cause. It was also felt that there was scope for improvement on communications with students. It was noted that BEAMS faced challenges in delivering the requirements of the personal tutoring system; this was the result of a significant proportion of teaching being delivered by colleagues from industry, which placed a disproportionate burden on academic staff.

- 78.2 **Approved:** the Minutes of the meeting held on 30 March 2017 [*Council Minutes 59-76, 2016-17*] were confirmed by Council and signed by the Chair, subject to the amendment above.

<b>Matters for discussion</b>
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79 **STRATEGY OVERVIEW AND ACADEMIC LEADERSHIP**

[*PAPER 5-58 (16-17)*]

- 79.1 The Provost outlined the highlights, challenges and risks against the UCL 2034 Principal Themes and Key Enablers, as well as proposals for medium-term goals as requested by Council at the Away Day in 2016, and a report on progress against Principal Theme 1.
- 79.2 Council welcomed progress indicated in the dashboard, noting that progress against the Principal Themes in UCL2034 was generally more advanced than that for the Enablers such as finance and the estate. Two KPIs per theme had been included in response to Council's request in 2016; detail on the full range of KPIs against each Key Enabler could be made available on request.
- 79.3 Members discussed the principal issues contributing to the 'amber' and 'red' designations against Key Enabler A (student support) and the steps being taken to address these, as well as Enabler B (valuing our staff). In discussing the KPI relating to the proportion of undergraduate students from low income background, it was suggested that it might be useful to see comparative data against other institutions.

80 **SUSTAINABLE ESTATE**

[*PAPER 5-59 (16-17)*]

- 80.1 The Vice-Provost (Operations) and the Director of UCL Estates updated Council on progress against Key Enabler E, 'Maintaining a Sustainable Estate'. The Capital Programme had been approved by Council in October 2014 [*Council Minute 19, 2014-15*], since which time a planning process had been established and financial arrangements clarified.
- 80.2 The current and coming academic years represented the peak of activity on the Bloomsbury Estate. A number of key projects were now coming on stream, with 22 Gordon Street having recently been completed and the Wilkins Terrace / Lower Refectory due for completion shortly. The opening of the new Student Centre in 2018 would be a key milestone; the project was currently ahead of schedule. The focus of activity would then shift away from the core campus, with major projects scheduled for Queen Square House, the Institute of Education at Bedford Way, and Stratford. The opportunities and challenges for the estate associated with the merger with the Institute of Education were noted.
- 80.3 Council discussed a number of issues including the recruitment of staff to support this high volume of activity, and details of the facilities to be developed at the new

Student Centre and Clare Hall. It was suggested that Council henceforth receive an update on the Estate Strategy on an annual basis.

**81 LONDON STRATEGY**

- 81.1 The Vice-Provost (Enterprise and London) outlined the early development of the UCL London Strategy, summarising the vision statement as ‘for UCL to be recognised for making a tangible difference for London’.
- 81.2 Eight objectives had been identified, and possible outcomes for UCL and its key stakeholders were explored. Much of the activity identified in the Strategy could be considered ‘business as usual’, but the Strategy would enable the better identification, description, and communication of such activity, and the key areas in which UCL might wish to do more.
- 81.3 Council discussed engagement with external parties, including the Mayor of London, and that part of the population with little awareness of universities or their activities, noting the importance of telling the ‘story’ of UCL in London. Members discussed the relationship between UCL’s London Strategy and its ambitions as London’s Global University, the lack of a dominant ‘civic’ university in London and the potential of the city to develop a global hub of activity of the type found in Boston or Silicon Valley.
- 81.4 Council thanked Dr Caulcott for her report. A further presentation would be scheduled once the Strategy and its KPIs had been further developed.

<b>Matters for approval or information</b>
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**82 VACANCIES ON UCL COMMITTEES**  
*[PAPER 5-60 (16-17)]*

**RESOLVED**

82.1 That the Terms of Reference of the Audit Committee be amended as follows, with the associated amendment to the Constitution:

Three ~~External~~ Members of Council, appointed by Council, including at least two external members, one of whom to be Chair.

**RESOLVED** – on the recommendation of the Nominations Committee

82.2 That Dr Andrew Wills and Mr Ven Balakrishnan be appointed to the Audit Committee with effect from 3 May 2017;

82.3 That Ms Sarah Whitney be reappointed to the Finance Committee from 1 October 2017;

82.4 That Mr Andrew Gould be appointed to the Finance Committee from 1 October 2017;

82.5 That Ms Lindsay Nicholson be appointed to the Remuneration and Human Resources Strategy Committee from 1 October 2017.

**83 APPOINTMENT OF EXTERNAL MEMBERS OF COUNCIL**  
*[PAPER 5-61 (16-17)]*

**RESOLVED** – on the recommendation of the Nominations Committee

83.1 That Lord Sharkey (John) and Mr Justin Turner QC be appointed external members of Council from 1 October 2017 to 30 September 2020.

**84 DATE OF NEXT MEETING**

84.1 The next meeting was scheduled for 3pm on 13<sup>th</sup> July 2017 in the Council Room.

Wendy Appleby  
Secretary to Council  
May 2017