



## COUNCIL

Tuesday 12 July 2016

## MINUTES

### *PRESENT:*

Dame DeAnne Julius (*Chair*)

Professor Michael Arthur  
(*President and Provost*)  
Professor Lucie Clapp  
Professor David Coen  
Dr Andrew Gould  
Ms Nahid Majid  
Mr Simon Melliss (*Treasurer*)  
Ms Wahida Samie  
Baroness Warwick (*Vice-Chair*)

Mr Ven Balakrishnan  
Mr Dominic Blakemore  
Lord Clement-Jones  
Dr Martin Fry  
Dr John Hurst  
Dr Saladin Meckled-Garcia  
Mr Mohammad Ali Mumtaz  
Mr Philip Sturrock

*In attendance:* Ms Wendy Appleby (Secretary to Council); Dame Nicola Brewer (Vice-Provost (International)); Dr Celia Caulcott (Vice-Provost (Enterprise and London)); Mr Philip Harding (Director of Finance and Business Affairs); Mr Rex Knight (Vice-Provost (Operations)); Professor David Lomas (Vice-Provost (Health)); Mr Nick McGhee (Assistant Secretary to Council); Professor David Price (Vice-Provost (Research)).

Apologies for absence were received from: Ms Lindsay Nicholson, Professor Anthony Smith and Baroness Valentine.

*Key to abbreviations used in these Minutes:*

AB	Academic Board
BEAMS	School of Built Environment, Engineering, and Mathematical & Physical Sciences
HEFCE	Higher Education Funding Council for England
HEI	Higher Education Institution
QAA	Quality Assurance Agency
SLMS	School of Life and Medical Sciences
SMT	Senior Management Team

## Preliminary Formal Business

### 62 DECLARATION OF INTERESTS

62.1 No interests were declared.

### 63 MINUTES

63.1 **Approved:** the minutes of the Council meeting held on 17 March 2016 [*Council Minutes 48-61, 2015-16*], were confirmed by Council and signed by the Chair.

## Matters for discussion

### 64 PROVOST'S BUSINESS

#### 64A Higher Education White Paper

64A.1 It was understood that despite recent events the Government nevertheless still intended to proceed with the second reading of the White Paper before Parliament rises on 21 July<sup>1</sup>. The White Paper would introduce very significant changes for the sector, including the reallocation of HEFCE's research function to a new body to sit alongside Research Councils UK and Innovate UK, and the reallocation of HEFCE's teaching-related operations to the new Office for Students, which would also house the current Office for Fair Access. The Provost noted some concerns in the sector over the breadth of the regulatory burden falling on this new body. The White Paper would also introduce the Teaching Excellence Framework, the outcome of which would dictate whether the institution concerned could raise fees by the rate of inflation [*see Minute 66*].

#### 64B QAA Higher Education Review

64B.1 The QAA Higher Education Review visit had taken place in the week of 9 May and the key findings letter, setting out a positive outcome for UCL<sup>2</sup>, had now been received. The Provost recorded his thanks to the staff concerned.

#### 64C Expense accounts

64C.1 The issue of Discretionary Accounts was to be dealt with later in the agenda [*Minute 65*]. The issue of expense accounts had initially arisen through the internal audit process, specifically in relation to the number of exceptions being granted to standard policy. The policy had been recirculated, and subsequently revised following a benchmarking process against other HEIs. Deans and Faculty Managers were accorded a fair degree of flexibility in applying the rules.

<sup>1</sup> The bill received its second reading on 19 July 2016.

<sup>2</sup> <https://www.ucl.ac.uk/teaching-learning/tl-news/ucl-performs-well-qaa-review>

64D **Rent Strike**

64D.1 The Rent Strike had now been settled, with debt for rent currently at approximately the usual level for the time of year. UCL had developed a bursary scheme with a view to targeting support where it was most needed.

64E **Academic awards**

64E.1 UCL had made a record 14,746 academic awards in 2015-16, to 4,253 undergraduate, 9,315 taught postgraduate and 1,178 research students. The Provost thanked the academic community for this extraordinary achievement.

65 **DISCRETIONARY ACCOUNTS – ACADEMIC BOARD RESOLUTION**

[PAPER 5-40, 2015-16]

65.1 **Received** – an oral report from the Provost.

65.2 Academic Board had discussed the issue of discretionary accounts at a Special Meeting on 9 June 2016; unconfirmed minutes of that meeting were included with the papers.

65.3 The Provost had written to academic staff in SLMS and BEAMS to confirm that, pending the advice of the Academic Board working group, the following would apply:

- expenditure of under £50,000 would not require notification as part of the annual planning cycle;
- non-pay expenditure of less than £5,000, and staff bridging arrangements of up to 6 months' duration, would be automatically approved.

65.4 Council was advised of some of the implications for clinical staff in choosing to keep consultancy income outside the university, particularly in respect of the risk to the security of funds kept in NHS systems, and the rate of overheads chargeable if such funds were used to employ staff.

65.5 Council noted the Academic Board Resolution, including the advice to Council 'to formally review the policies (at all levels) restricting the use of discretionary accounts and to do so urgently and in full consultation with Academic Board'. The Provost and the SMT would review the situation in the first instance and the Provost would report back to Council, as Chair of AB, once the proposed working group had reported back to AB.

66 **TUITION FEES 2017-18**

[PAPER 5-42, 2015-16]

66.1 **Received** – an oral report from Mr Phil Harding, Director of Finance and Business Affairs.

66.2 At its meeting on 5 July Finance Committee had recommended to Council that the regulated £9,000 fee should be increased by inflation if permitted by the government. Council noted a higher than usual proposed rise in overseas (non-EU) fees, reflecting a shift in UCL's market position after the REF.

**RESOLVED**

66.3 **That the student fees for 2017-18 be approved, including the 2.8% uplift to regulated undergraduate entrant fees for 2017-18.**

67 **UCLU ANNUAL REPORT 2015-16 AND 2016-17 BUDGET**

*[PAPER 5-43, 2015-16]*

67.1 **Received** – an oral report from Ms Wahida Samie and Mr Mohammad Ali Mumtaz, Education & Campaigns Officer and Sustainability, Engagement & Operations Officer, UCLU.

67.2 UCLU's financial position had improved significantly over the past 12 months, with a net operating deficit of £34,000 in the current year (largely due to capital depreciation) and a budgeted £55,000 surplus for 2016-17. A number of significant capital projects were underway, including refurbishment of Bloomsbury Fitness and of the UCLU cafes.

67.3 UCL had introduced a number of significant changes over the past year including a staff restructure, a new Senior Management Team, and a more strategic budgeting process. Students had responded particularly positively to the withdrawal of the fee for attending graduation ceremonies.

67.4 Council commended UCLU on its performance over the past year, particularly in addressing the issue of financial sustainability. The Chair thanked Ms Samie and Mr Mumtaz for their contribution to Council over the past 12 months.

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

67.5 **That the UCLU budget 2016-17, including the grant request of £2.7m, be approved.**

68 **CARBON MANAGEMENT PLAN**

*[PAPER 5-44, 2015-16]*

68.1 **Received** – an oral report from Mr Richard Jackson, UCL Sustainability Manager.

68.2 The requirement for a Carbon Management Plan had been introduced by HEFCE in 2010. UCL's understanding of its own emissions had improved significantly since that time. Reflecting a wider shift in focus over that period from emissions targets to whole life carbon, UCL's attention was now turning to issues such as carbon in procurement and travel.

68.3 The 2011 Carbon Management Plan set an ambitious target of a 34% reduction in emissions by 2020. This had proven unachievable in view of the expansion of space and staff/student numbers since that time. The current plan, which had been developed after widespread consultation, set a more realistic target of a 15% reduction in absolute emissions by 2020, as well as aligning UCL to the government's Climate Change Act which committed to an 80% reduction in emissions by 2050.

68.4 Mr Jackson noted an error in the governance structure set out in the paper; it was proposed that the Environmental Sustainability Steering Group report

through the Estates Management Committee to the Senior Management Team, with an annual update to Council.

- 68.5 Council noted UCL's increased visibility in this area, and the potential benefit in communicating issues around carbon in terms of improved health and wellbeing.

**RESOLVED**

- 68.6 **That the Carbon Management Plan be approved, subject to the amendment noted at 68.4 above.**

69 **COUNCIL EFFECTIVENESS REVIEW**

*[PAPER 5-45, 2015-16]*

- 69.1 **Received** – an oral report from the Chair. Following the extensive discussion of the draft report by Council at its Away Day in May, a number of changes to the recommendations had been incorporated in the final Review report. The Chair proposed that discussion therefore be focussed on the changes since the previous Council review of the draft Report.
- 69.2 Council discussed the proposed reduction in the membership of Finance Committee. One member noted a concern that it would be possible for the committee to obtain a quorum without an academic member present. It was noted however that all members were consulted about meeting dates in advance and were therefore expected to attend, and that there was an opportunity to submit comments to the Chair in the event of not being able to do so.
- 69.3 Council noted that the amendment to recommendation [g] made after the away day needed to be carried across to the summary of recommendations.

**RESOLVED**

- 69.4 **That Council approve the report of the Council Effectiveness Review Group 2016, and confirm that the Review Group had fulfilled its mandate;**
- 69.5 **That all of the Recommendations of the Council Effectiveness Review Group be approved<sup>3</sup>, subject to the amendment at 69.3 above.**

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<sup>3</sup> Approval of Recommendation [p], relating to the disestablishment of the Ethical Investment Review Committee, was deferred until after the discussion at Minute 78, but was confirmed at that point.

<b>Matters for approval or information</b>
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70 **RENAMING OF INSTITUTE OF CHILD HEALTH**

*[PAPER 5-47, 2015-16]*

**RESOLVED**

70.1 That the UCL Institute of Child Health be renamed the UCL Great Ormond Street Institute of Child Health, with effect from 1 August 2016, with associated amendment of the Regulations for Management.

71 **PANEL OF INDEPENDENT PERSONS**

*[PAPER 5-48, 2015-16]*

**RESOLVED**

71.1 That the proposed membership of the Panel of Independent Persons be approved for the period 1 October 2016 to 30 September 2019.

72 **UCL FRIENDS' TRUST**

*[PAPER 5-49, 2015-16]*

**RESOLVED**

72.1 That in implementing the provision of the Trust Deed of the Association of Friends of University College London for the appointment of Trustees of the Trust, UCL Council delegates its power of appointment, with effect from 1 August 2016, to the incumbent Trustees, with report to the Council of any such appointments as and when appropriate.

73 **MEMBERSHIP OF COUNCIL AND OTHER COMMITTEES / APPOINTMENT OF TREASURER**

*[PAPER 5-50, 2015-16]*

**RESOLVED**

73.1 That Lord Clement-Jones be reappointed Chair of the Audit Committee for a further year, from 1 October 2016 to 30 September 2017;

That Mr Simon Melliss be appointed to the Remuneration and Strategy Committee for one year with effect from 1 October 2016;

That Mr Philip Sturrock be appointed Treasurer with effect from 1 January 2017.

74 **MINUTES OF OTHER COMMITTEES**

[PAPER 5-54, 2015-16]

74.1 **Received** – a note of minutes of Council committees received since the last report.

75 **DATE OF NEXT MEETING**

75.1 Meetings of Council in 2016-17 and to the end of the calendar year 2017 would be as follows:

- Wednesday 19 October 2016
- Tuesday 29 November 2016
- Tuesday 14 February 2017
- Thursday 30 March 2017
- Thursday 13 July 2017
- Wednesday 25 October 2017
- Wednesday 29 November 2017

Wendy Appleby  
Secretary to Council  
July 2016