



COUNCIL

Thursday 15 March 2018

MINUTES

PRESENT:

Dame DeAnne Julius (*Chair*)

Ms Sarah Al-Aride
Mr Dominic Blakemore
Professor Annette Dolphin
Professor Patrick Haggard
Ms Nahid Majid
Mr Turlogh O'Brien
Lord Sharkey
Mr Justin Turner QC
Professor Andrew Wills

Professor Michael Arthur (*President and Provost*)
Professor Lucie Clapp
Dr Andrew Gould
Mr Hamza Jamshaid
Ms Lindsay Nicholson
Dr Hynek Pikhart
Mr Philip Sturrock
Ms Sarah Whitney
Baroness Valentine

In attendance: Ms Wendy Appleby (Secretary to Council); Anne Marie O'Mullane (Assistant Secretary to Council); *For minutes 64-67 and 76:* Dame Nicola Brewer (Vice-Provost (International)); Mr Philip Harding (Director of Finance and Business Affairs); Ms Lori Houlihan (Vice-Provost (Development)); Mr Rex Knight (Vice-Provost (Operations)); Professor David Lomas (Vice-Provost (Health)); *For minutes 64 and 65:* Mr Andrew Grainger (Director of UCL Estates); *For minute 67:* Professor Becky Francis (Director of UCL Institute of Education).

Apologies for absence were received from Dr Martin Fry, Dr Celia Caulcott (Vice-Provost (Enterprise and London)) and Professor Anthony Smith (Vice-Provost (Education & Student Affairs)).

Key to abbreviations used in these Minutes:

AB	Academic Board
BSU	Biological Services Unit
HEFCE	Higher Education and Funding Council for England
IoE	Institute of Education
IoN	Institute of Neurology
OfS	Office for Students
PALS	Division of Psychology and Language Sciences
PSW	Pool Street West
SRS	Student & Registry Services
SSW	Student Support & Wellbeing Service
UKDRI	UK Dementia Research Institute
USS	University Superannuation Scheme
UUK	Universities UK

WP Widening Participation

Preliminary Formal Business

62. REGISTER OF INTERESTS

62.1 Mr O'Brien brought to the attention of Council that he was a USS Pensioner. It was noted that a similar interest would impact on a number of members of Council who were active members of the scheme.

63. MINUTES OF THE PREVIOUS MEETING

63.1 Approved: the minutes of the Council meeting held on the 30 January 2018 [*Council minutes 42 – 61, 2017-18*] subject to the following changes being made:

- Mrs Lori Houlihan to be removed from the list of those in attendance;
- Minute 45.4: That changes be made to the minute in order to reflect the fact that Council discussed the impact of delays in research contract administration on researchers and the actions that were being taken to address the matter.
- "Poole" be changed to "Pool" where it was mentioned in the minutes.

Matters for Discussion

64. PROVOST'S BUSINESS

64A Appointment of new Dean of the Faculty of Social & Historical Sciences

64A.1 Professor Sasha Roseneil has been appointed as the new Dean of the Faculty of Social & Historical Sciences from 10 September 2018. Professor Roseneil would join UCL from the University of Essex where she was Executive Dean of the Faculty of Social Sciences.

64B Award to UKDRI

64B.1 The Business Secretary, Greg Clark, recently announced a £300m competitive fund to build a Britain fit for the future. Included within this announcement was the confirmation of the award of £40 million to the UKDRI.

64C Brain Prize

64C.1 The 2018 Brain Prize had been awarded to Professor John Hardy (UCL IoN) and Professor Bart De Strooper (UKDRI, UCL), along with two other scientists. Council extended their congratulations to Professor Hardy and Professor De Strooper.

64D Office for Students

64D.1 Council was updated on the registration process as a current provider with the OfS. Council would consider a range of documentation at its meeting on the 27 April 2018 in advance of the submission deadline of 30 April 2018.

64E Freedom of Speech

64E.1 The legal opinion on the obligations placed on Council, its members and the Executive in relation to freedom of speech had been received [*Council Minute 44G, 2017-18*]. The legal opinion broadly endorsed UCL's approach, but made some suggestions for amendment. Once the legal opinion had been absorbed, it would be shared with the Executive and Council.

64F London of Conference for Intelligence

64F.1 The application to book UCL space for the London Conference for Intelligence had been withdrawn. The Honorary Senior Lecturer who organised the conference had offered his resignation and this would be considered by the Faculty Committee which made decisions on the award of Honorary Senior Lecturer positions.

64G UCL Visitor

64G.1 The appointed QC had agreed to join elements of a second petition to the Visitor Investigation covering the matters that fell within the Visitor's authority.

64H Special Meeting of Academic Board

64H.1 A requisition had been made for a Special Meeting of Academic Board to discuss the creation of a commission to review perceived issues with respect to UCL's governance, decision-making, and strategic direction.

64H.2 Council discussed the possible motivations behind the requisition. Some Council members queried the scope of dissatisfaction across different faculties with UCL's strategic direction, or whether it related to the process of decision making, or simply reflected general dissatisfaction with management. It was agreed that, if it were possible, it would be helpful for the Chair to attend the Special meeting of Academic Board as an observer to understand better the range of views.

64I **Pensions**

- 64I.1 The Provost provided an update on the current status of the industrial action in relation to the USS pensions dispute. UUK had asked UCL whether it wished to support the original proposal or the revised proposal that had been put together by a joint UUK and UCU negotiators. UCL's response had been that the revised proposal represented a better outcome for staff.
- 64I.2 The Provost explained his wish to manage the strike in a humane manner and described the steps that had been taken to mitigate the financial impact, as much as possible, for members of staff participating in strike action.
- 64I.3 Students had received apologies for any disruption caused to their classes. The Students' Union UCL had passed a motion seeking refunds for tuition fees. UCL had been placing moneys deducted as a result of strike action into the student hardship fund. Council took note that the dispute could become protracted.

65. **UCL 2034 ENABLER E: SUSTAINABLE ESTATE**

[Paper 4-44, 2017-18]

[Mr Andrew Grainger, Director, UCL Estates, was in attendance for this item]

- 65.1 The Director of UCL Estates, Mr Andrew Grainger, updated Council on progress against Key Enabler E, "Maintaining a Sustainable Estate" providing highlights for the year and the key challenges and risks. An update on progress with key projects within UCL's Capital Programme was also provided. Council congratulated Mr Grainger on the progress he had made in his nine years as Director of UCL Estates and thanked him for his services, noting his intention to retire from UCL in the summer.
- 65.2 The opening of the New Student Centre, due in early 2019, was expected to have a major impact on perceptions of the UCL central estate. The major projects of the IoN, UCL East, Eastman Dental Institute and the IOE refurbishment would continue this impact, developing an estate to support UCL's academic ambitions.
- 65.3 Council discussed the challenges of utilising departmentally bookable space and the strategy in relation to the refurbishment and replacement of student accommodation. There was a need to schedule student residence refurbishments carefully in order to have sufficient numbers of nomination agreements in place to meet projected demand.
- 65.4 The report stated that the current non-residential estate identified a priority need for ongoing expenditure of circa £20m per annum. The current spend was £15m per annum. Priorities for expenditure were matters of compliance and mandatory needs.
- 65.5 While some of the student spaces, teaching spaces and staff offices which operated in an agile manner were efficiently used, there was still room for improvement. An asset survey would be a useful tool to support better space utilisation.

- 65.6 The approach being taken to BSU rationalisation was also discussed and the appointment of consultants to assist with this noted.
- 65.7 The recruitment of high-quality senior staff to the UCL Estates team had now been completed and the focus would turn to the next level down in the UCL Estates team. It was confirmed that UCL financial regulations were adhered to when UCL Estates procured consultants.
- 65.8 The Capital Programme was now fully committed and attention would need to turn to financing the next period of estates development. As a consequence, a refresh of the longer term Financing Strategy was being developed.

66. **CAPITAL PROJECTS THAT REQUIRE COUNCIL APPROVAL**

[Paper 4-44, 2017-18]

[Mr Andrew Grainger, Director of UCL Estates, was in attendance for this item]

- 66.1 Council received a paper outlining two capital projects that required Council approval, on the recommendation of Finance Committee. The first project, Astor College, requested additional funds of £3.95m to deliver enhancements identified and to provide a sufficient risk allowance to complete the project.
- 66.2 The second project, Camden Road Land Swap, related to a small land swap on the boundary at Ifor Evans Hall to achieve a better configured site for potential redevelopment. This removed existing rights of way over a small strip of UCL land.

RESOLVED - on the recommendation of Finance Committee

- 66.3 **To approve the extra scope of works and funding of £3.95m for the Astor College Capital Project as set out in Paper 4-44, 2017-18.**
- 66.4 **To approve the proposed Camden Road land swap as set out in Paper 4-44, 2017-18.**

67. **UCL INSTITUTE OF EDUCATION REPORT**

[Paper 4-46, 2017-18]

[Professor Becky Francis, Director, UCL Institute of Education, was in attendance for this item]

- 67.1 The Director of UCL IoE, Professor Becky Francis, presented a critical reflection on activity since the last report, the challenges and successes encountered; and a look ahead at planned priorities.
- 67.2 Some key successes were that UCL IoE had been ranked first in Education in the QS World Rankings for the fourth consecutive year. It had initiated two major new research centres (on education improvement and teaching and teachers and the centre for global higher education); a new, flagship public events programme; and was integrating successfully into UCL's interdisciplinary research activity. Key challenges identified were addressing the diversification of the international student body and handling the downturn in initial teacher education applications.

- 67.3 UCL IoE priorities were: to continue with activities intended to support financial sustainability; to continue to support cross-UCL initiatives through leadership of and/or participation; to plan for the further phases of the Masterplan for work on the UCL IoE estate; to continue with activity intended to support UCL IoE staff well-being; and to continue the work being undertaken to strengthen UCL IoE's ability to influence policy making.
- 67.4 Council congratulated Professor Francis and the IoE on the significant progress that had been made since merger. Council discussed the reasons behind BA Education satisfaction levels and the likelihood of satisfaction improvements in the future. Council noted that the foundation degree programme was being refreshed following its transfer to a different department within IoE; this programme was a key part of IoE's WP offer. Members queried whether there was scope to expand the successful pre-sessional academic writing programme within IoE to the rest of UCL and learnt that the recruitment of a director of academic writing was in progress.

68. STUDENT MENTAL HEALTH & WELLBEING

[Paper 4-47, 2017-18]

- 68.1 The Registrar and Head of SRS, Ms Wendy Appleby, provided an update activity undertaken by Student Support and Wellbeing (SSW) in 2016-17. This paper had previously been considered by Academic Committee. Following a productive meeting with the Registrar and the Head of SSW, the Students' Union UCL had decided not to submit a paper.
- 68.2 An overview was provided on key innovations and developments that had taken place in 2016-17. For example, SSW and the Division of PALS had been exploring how to best support students with complex mental health conditions. SSW had been working with specialist charities who provide support to students in cases of Student Sexual Violence and contributed to the UCL Preventing Sexual Misconduct Strategy Group.
- 68.3 Reducing waiting times for student psychological services from registration to initial consultation continued to be a challenge; this was a consistent trend across the sector. An analysis would be undertaken on the most helpful interventions in order to support identifying funding priorities for the planning round.
- 68.4 Council noted the high number of cases presenting with anxiety, discussed the waiting times between registration and initial consultation and the use of triage, the facilities provided by Care first, and the closure of online registration process during evenings and weekends. In respect of the latter, students were signposted to 24/7 services such as Care first, the Samaritans or Accident & Emergency for urgent cases to ensure that they receive the appropriate care and support as SSW services were not designed to replace emergency health care.
- 68.5 It was queried whether physical activity was being used as a treatment. It was confirmed that examples of best practice in this area were being examined with a view to introduction.

69. **FINANCIAL UPDATE**

[Paper 4-48, 2017-18]

69.1 Council received and noted the Financial Update.

<p style="text-align: center;">Matters for approval or information</p>

70. **STUDENT'S UNION UCL FINANCIAL STATEMENTS**

[Paper 4-49, 2017-18]

70.1 **Received** – the audited Student's Union UCL Financial Statements for the year ending 31 July 2017.

71. **HEFCE ANNUAL ASSESSMENT OF PROVIDER RISK**

[Paper 4-50, 2017-18]

71.1 **Received** – the HEFCE Annual Assessment of Provider Risk 2017-18, confirming HEFCE's view that UCL was not at higher risk in respect of financial sustainability, good management and governance matters, and that UCL met requirements on quality and standards.

72. **CHAIR'S ACTION**

[Paper 4-51, 2017-18]

72.1 **Received** – a paper informing Council of action taken by the Chair on behalf of Council, and on the recommendation of the Provost, since the last report. These were as follows:

- Approval of the appointment of the Dean of the Faculty of Population Health Sciences as designated officer for the purposes of a disciplinary procedure, in accordance with Statute 18, paragraph 7(4)
- Approval of the appointment of a Tribunal pursuant to Statute 18, paragraph 16 which comprised the Vice-Provost (Education & Student Affairs) as Chair, Dr Andrew Gould (Council Member), and Professor Becky Francis (Member appointed by the Academic Board).
- Approval of the re-appointment of Professor Bert De Reyck as the Head of the School of Management, from 1 September 2018 to 31 August 2023.
- Approval of the appointment of Dr David Hornsby as the Head of the Department of Science, Technology, Engineering and Public Policy from 1

February 2018 until the new Head of Department was appointed.

73. **MINUTES OF ACADEMIC BOARD AND ACADEMIC COMMITTEE**

[Paper 4-52, 2017-18]

73.1 **Received** - the minutes of Academic Committee on the 2 November 2017 and the unconfirmed minutes of Academic Board on the 17 January 2018.

74. **DATE OF THE NEXT MEETING**

74.1 The next meetings was scheduled for 27 April 2018 in the Plexal Innovation Centre London, Here East.

Wendy Appleby
Secretary to Council
March 2018