



## COUNCIL

10<sup>th</sup> October 2018

### MINUTES

*PRESENT:*

Dame DeAnne Julius (*Chair*)

Professor Michael Arthur ( <i>President and Provost</i> )	Mr Dominic Blakemore
Mr Farooq Dean	Professor Annette Dolphin
Dr Martin Fry	Dr Andrew Gould
Professor Patrick Haggard	Ms Lindsay Nicholson
Mr Turlogh O'Brien	Professor Hynek Pikhart
Mr Mahmud Rahman	Lord Sharkey
Mr Philip Sturrock ( <i>Treasurer</i> )	Ms Sarah Whitney
Professor Andrew Wills	Baroness Valentine ( <i>Vice-Chair</i> )

*In attendance:* Ms Wendy Appleby (Secretary to Council); Ms Anne Marie O'Mullane (Assistant Secretary to Council); *For minutes 4 – 23:* Mr Phil Harding (Director of Finance & Business Affairs); Ms Lori Houlihan (Vice Provost (Advancement)); Mr Rex Knight (Vice-Provost (Operations)); Professor Anthony Smith (Vice-Provost (Education and Student Affairs)); *For minutes 4 – 6:* Dr Celia Caulcott (Vice-Provost (Enterprise and London)); *For minutes 5 – 23:* Professor David Lomas (Vice-Provost (Health)); *For minute 5:* Ms Fiona Ryland, Director of Human Resources; Mr Duncan Palmer (Director of Student Accommodation); *For minute 7:* Professor Graham Hart (Chair of the UCL GDPR Project Board) and Mr Thibault Williams (GDPR Programme Manager)

Apologies for absence were received from Professor Lucie Clapp, Mr Justin Turner QC and Dr Dame Nicola Brewer.

*Key to abbreviations used in these Minutes:*

AB	Academic Board
ASER	Annual Student Experience Review
COO	Chief Operating Officer
EIB	European Investment Bank
FOI	Freedom of Information
GCAB	Governance Committee of Academic Board
GDPR	EU General Data Protection Regulations
HEIs	Higher Education Institutions
NSS	National Student Survey
OfS	Office for Students
OVPEA	Office of the Vice Provost (Education & Student Affairs)
PGCE	Postgraduate Certificate in Education
JEP	Joint Evaluation Panel
SMT	Senior Management Team
TEF	Teaching Excellence Framework

THE	Times Higher Education
UNESCO	United Nations Educational, Scientific and Cultural Organization
USS	University Superannuation Scheme
UUK	Universities UK

## 1. DECLARATIONS OF INTERESTS

- 1.1 Dame DeAnne Julius declared a new role as a member of the Economic Council of the Liberal Democratic Party.

## 2. MINUTES OF THE PREVIOUS MEETING

- 2.1 **Approved:** The minutes of the meeting held on 17<sup>th</sup> July 2018 [*Council Minutes 102 – 122, 2017-2018*] subject to correcting the spelling of Professor Gudrun Moore's name in minute 119.

## 3. MATTERS ARISING

- 3.1 The Provost provided an update on the reporting lines for UCL Culture, Legal Services and Research Services. UCL Culture will now report to the Vice-Provost (Education & Student Affairs). Legal Services will report to the COO. A report on Research Services had been received and a decision would be taken following consideration of this report.
- 3.2 A Council member highlighted the Guidance on Servicing UCL Formal Committees to Council particularly the guidance around the recording of votes and dissenting opinion.

## Matters for Discussion

## 4. PROVOST'S BUSINESS

### 4A Enrolment

- 4A.1 There had been a very strong recruitment round this year. There were 5,563 UG student enrolments. While there had been a drop in UG UK students, there had been an increase in EU and International UG student enrolments. There were 11,294 PGT enrolments with a similar pattern of reduction in UK student enrolments and an increase in EU and international PGT student enrolments. There had been 1,078 PhD student enrolments and 1,718 PGCE enrolments.
- 4A.2 In response to questions about the recruitment of students, the Provost explained that, currently, there was a demographic dip with fewer 18 year olds in the UK population, a trend that would continue until 2022. Furthermore, recruitment decisions took into account the need to avoid over-burdening the campus. UCL had been successful

in the undergraduate recruitment round in the face of stiff competitive actions by others including the proliferation of unconditional offer-making.

**4B Late Summer Assessments**

4B.1 The Director of Academic Services and his team successfully delivered the first late summer assessments at UCL for students who failed at the first attempt or had extenuating circumstances. There were 5,200 candidatures taking 1,300 separate exams.

**4C First National Teaching Fellowship Award**

4C.1 Dr Jenny Marie, UCL Arena, has been awarded a National Teaching Fellowship by the Higher Education Academy; a first for UCL. Council congratulated Dr Marie for this great achievement.

**4D HULT Prize**

4D.1 Four UCL students, studying biomedical sciences, statistical science and economics, had won the 2018 HULT prize. With the support of UCL Innovation and Enterprise, they founded a company which offered rice farmers an innovative way of funding the efficient treatment of rice crops. This would result in less wastage and offered a higher quality of rice grain. They beat over 2000 teams worldwide to be awarded \$1 million to make their business idea a reality at a ceremony presided by Bill Clinton. Council congratulated the students for their fantastic achievement.

**4E UNESCO recognition**

4E.1 George Orwell's personal archive has been added to the UNESCO Memory of the World International Register. UCL achieved this accolade for the Orwell Papers following a highly competitive and selective process. Council gave special thanks to Pro-Vice-Provost (UCL Library Services), Dr Paul Ayris, and his team for helping ensure that the personal archive was inscribed to this prestigious Register.

**4F Research Income**

4F.1 Research income for 2017/18 was £471m as compared to £404m in 2016/17. Applications for research income in 2017/18 increased to £1.94b from £1.7b in 2016/17.

**4G Times Higher Education: Old Stars vs International Powerhouses**

4G.1 Following analysis of the World University Rankings, the THE had moved UCL from the International Powerhouses to Old Stars category; which was the top category. This was due to UCL's broadening research excellence and global reputation.

## **5. CONSULTATION: USS**

*[Paper 1-01, 2018-19]*

[Ms Fiona Ryland, Director of Human Resources, attended for this item]

- 5.1 Council considered for approval a proposed response to the UUK employer consultation on the JEP recommendations, which was launched on 24<sup>th</sup> September 2018 and was due to close on the 30<sup>th</sup> October 2018. UCU was separately consulting with its members.
- 5.2 It was noted that several members of Council, including internal members and at least one external member, had a conflict of interest due to the fact that they contributed to the USS Pension Scheme or were in receipt of a pension. It was also noted that several attendees, including the Secretary, had a conflict of interest as they contributed to the USS Pension Scheme and one attendee was a member of the USS Joint Negotiating Committee.
- 5.3 Council noted the implications of the parallel process being undertaken by USS; it had invoked the cost-sharing process for employees and UCL under scheme rules 76.4 – 8 while looking at options for the future. A consultation was taking place with individual scheme members via employers.
- 5.4 Council noted the minutes of the AB meeting on the 3<sup>rd</sup> October 2018 and the GCAB memo to AB which indicated support for the JEP recommendations. Professor David Price, who chaired the 3<sup>rd</sup> October 2018 AB meeting, provided an update on proceedings at the meeting. The Provost provided an overview of feedback from AB members gathered through an online form.
- 5.5 Council discussed the affordability of the JEP recommendations for UCL as an organisation and its employees. It also discussed the potential impact of increased contributions for employees on attracting and retaining talent, particularly early career academics. The possible time frame for completion of the 2017 USS valuation was also discussed as well as the earliest possible implementation of the JEP recommendations should they be accepted.
- 5.6 Council discussed the additional points made by AB that went beyond the scope of responding to the consultation document. Council agreed that deductions made from the salary of staff who participated in strike action should not be re-paid as it would set a precedent for future actions. Council agreed it would not be appropriate for UCL to pay the increase in the employee's contribution as it was important to maintain the 65/35 split in contributions. This principle should also apply to any future "pension holiday". Council noted that the Provost would be exploring mechanisms to improve reward conditions for those particularly at the lower end of the pay scale once the outstanding issues surrounding pensions had been resolved.

### **RESOLVED:**

- 5.7 **To approve the draft response to question one, two and three of the UUK consultation on the JEP recommendations.**

- 5.8 To approve the draft additional comments included as part of the response to the UUK consultation on the JEP recommendations, subject to the inclusion of an additional comment:

***“In the event of a pension holiday created by future fund revaluations, the benefits should be shared 65/35 between the employers and employees”.***

## 6. PRINCIPAL THEME 2 ANNUAL REPORT TO COUNCIL

[Paper 1-02, 2018-19]

- 6.1 **Received:** An update on progress towards achieving Principal Theme 2, “A global leader in the integration of research and education, underpinning an inspirational student experience” from the Vice-Provost (Education and Student Affairs), Professor Anthony Smith.
- 6.2 The Vice Provost reported on progress with delivery of key actions that supported progress for this theme and achievement of the UCL Education Strategy. There was an increase in teaching space capacity, with the addition of 2,800 teaching seats. More than 500 additional study spaces were created for the beginning of the year, bringing the total to 4,200. A further 1,000 spaces would become available when the New Student Centre opened. Further work was required to reduce reliance on external teaching spaces. Improvements had been made to the student records system as a result of a huge effort by many staff and there was now a definitive list of 8,600 modules offered at UCL. This would allow for a single source of truth for key processes such as assessment and timetabling as well as being beneficial for students when selecting modules. The introduction of late summer assessments had brought UCL into line with the rest of the sector and delivered a better student experience for our students.
- 6.3 There was a 2% improvement in the NSS student satisfaction rates. By contrast, the overall satisfaction score for the NSS across the Russell Group fell by 2%. Some departments with particularly poor satisfaction scores had improved their results and this was very encouraging. There was, nonetheless, a lot of progress that needed to be made, particularly in the context of the forthcoming subject-level TEF and the variability in performance across the institution. Following the SMT retreat, the OVPESA has been working with Deans, Vice Deans and Heads of Department to strengthen accountability for education in key faculty and departmental roles.
- 6.4 Council welcomed the improvements in NSS satisfaction scores that had been made by some departments this year. There was a discussion on the variabilities in performance from year-to-year and also the significant variability in the performance between departments across UCL. Council was concerned to see some departments’ NSS satisfaction scores had not improved or had significantly deteriorated. Council questioned what mechanisms could be used to achieve a consistently strong performance across the board.

- 6.5 Council discussed the levers that could be used to increase accountability for performance in student surveys and how to encourage a large step change in culture around ownership of education quality issues. In order to shape assessment and feedback strategies it was important to understand how students were engaging and utilising feedback.
- 6.6 Council requested two additional columns be added to the overall satisfaction next year; the size of the cohort and the response rate. This was considered to be important as the size of the cohort had an impact on the institutional overall satisfaction level and the response level also provided important contextual information.
- 6.7 Council asked Academic Board to report on proposals to improve student engagement and satisfaction, following its discussion of the Principal Theme 2 Annual Report (17-18).

## **7. GDPR – UPDATE**

*[Paper 1-05, 2018-19]*

- 7.1 **Received:** An update from Professor Graham Hart, Chair of the UCL GDPR Project Board and Mr Thibault Williams, GDPR Programme Manager on the progress UCL had made to enable compliance with the GDPR and the Data Protection Act (2018).
- 7.2 KPMG had found the GDPR programme to be well-funded and well supported. 30% of staff had already completed the online GDPR training which also included elements around FOI and information security. The training was mandatory for UCL staff, honorary staff and PhD students. SMT had discussed how to ensure that momentum was maintained in increasing completion rates. A network of data protection coordinators existed but needed to be strengthened. The key risks surrounding compliance with the data protection legislation were discussed. The GDPR programme team were aware of the high risk areas and had a road-map developed for dealing with these issues.
- 7.3 Council welcomed the progress that had been made. Council emphasised that there was no room for complacency on compliance with the data protection legislation; to this end, Council members agreed that they would undertake the GDPR training

<b>Matters for approval or information</b>
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## **8. COUNCIL: TERMS OF REFERENCE, CONSTITUTION AND MEMBERSHIP**

*[Paper 1-06, 2018-19]*

- 8.1 **Received:** The terms of reference, constitution and membership for Council for 2018-19.

**9. REGISTER OF INTERESTS 2018-19**

*[Paper 1-07, 2018-19]*

- 9.1 **Received:** The annual declarations from Council members in the Register of Interests, 2018.
- 9.2 Council members and those in attendance signed their own entries in the Register during the course of the meeting.

**10. SOCIALLY RESPONSIBLE INVESTMENT POLICY**

*[Paper 1-08, 2018-19]*

- 10.1 **Approved:** The Socially Responsible Investment Policy.

**11. UCL SLAVERY AND HUMAN TRAFFICKING STATEMENT UPDATE REPORT**

*[1-09, 2018-19]*

- 11.1 **Approved:** The annual update to the Modern Day Slavery Statement.
- 11.2 **Received:** A report on UCL Slavery and Human Trafficking Statement.

**12. APPOINTED MEMBERSHIP OF ACADEMIC BOARD**

*[Paper 1-10, 2018-19]*

- 12.1 **Approved:** The appointment of two appointed members of Academic Board under Statute 7(B).

**13. TERMS OF REFERENCE: AUDIT COMMITTEE**

*[Paper 1-11, 2018-19]*

- 13.1 **Approved:** Changes to the terms of reference for the Audit Committee to reflect the role of the OfS.

**14. ACTION TAKEN BY THE CHAIR**

*[Paper 1-12, 2018-19]*

- 14.1 **Received:** A paper informing Council of decisions taken by the Chair on behalf of Council since the last report. The decisions were as follows:
- Appointment of Dean of the Faculty of Social and Historical Sciences; and
  - Minor updates and corrections to the Student Complaints Procedure and the Disciplinary Code and the Disciplinary Code and Procedure in respect of Students.

**15. MINUTES OF ACADEMIC BOARD**

*[Paper 1-13, 2018-19]*

15.1 **Received:** The unconfirmed minutes of AB (2 May 2018).

**16. UCL SEAL ANNUAL REPORT**

*[Paper 1-14, 2018-19]*

16.1 **Received:** A report on the sealings executed between 1 October 2017 and 30 September 2018.

**17. STUDENT SUSPENSIONS AND EXCLUSIONS 2017/18**

*[Paper 1-15, 2018-19]*

17.1 **Received:** A report on the number of students suspended and/or excluded from UCL in the academic years.

**18. EFFECTIVENESS REVIEW: ANNUAL UPDATE ON PROGRESS (CUC CODE)**

*[Paper 1-16, 2018-19]*

18.1 **Received:** A paper on how UCL's strategies, policies and procedures mapped against the 'must' statements set out in the CUC Code. The paper also commented on the implementation of agreed actions from the Effectiveness Review.

**19. REGISTRATION WITH THE OFFICE FOR STUDENTS**

*[Paper 1-17, 2018-19]*

19.1 **Noted:** The letter from the Office for Students informing UCL that it had met the initial conditions of registration and had been registered on the register of English higher education providers.

**20. COUNCIL BUSINESS PLAN**

*[Paper 1-18, 2018-19]*

20.1 **Received:** The UCL Council Business Plan for 2018/19.

**21. DATE OF NEXT MEETING**

21.1 The next meeting was scheduled for **Friday 16<sup>th</sup> November 2018** at 3pm in the Council Room.

Wendy Appleby  
Secretary to Council  
October 2018