

COURT OF GOVERNORS
Minutes

Minutes of the meeting held on Tuesday 15 March 2016 at 12 noon in the Rosebery Room.
Sadler's Wells Theatre, London, EC1R 4TN.

Present:

Sir John Sorrell CBE (Chairman)	David Lindsay
Professor Oriana Baddeley	Anne Morrison
Jamie Bill	John Parmiter
Aisha Caan	
Nigel Carrington	Sim Scavazza
Ben Evans	Ben Terrett
Sir David Green KCMG	Sir Eric Thomas
Andrew Hughes	Alison Woodhams
Kyran Joughin	

In attendance:

Dr Philip Broadhead (Deputy Vice-Chancellor Academic)
Natalie Brett (Pro Vice-Chancellor – LCC)
Professor Frances Corner OBE (Pro Vice-Chancellor LCF)
Martin James (Director of Finance)
Stephen Marshall, Clerk (University Secretary and Registrar)
Naina Patel (Director of HR)
Stephen Reid (Deputy Vice-Chancellor Strategic Development)
Zioge Smith (Deputy University Secretary)
Gary Sprules (Director of Planning)
Professor Jeremy Till (Pro Vice-Chancellor CSM)
Jessica Vine (Governance Manager)
Professor Chris Wainwright (Pro Vice-Chancellor CCW)
Steve Howe (Director of Estates)
Mark Farthing (Programme Director – Major Capital Projects) – item 7 only

Apologies:

Lorraine Baldry OBE	Diana Osagie
Harry Gaskell	Andrea Rose CMG OBE
Peter Logan	Jane Slinn

1. ANNOUNCEMENTS AND MEMBERSHIP

1.1 Apologies were noted as above. There were no declarations of interest.

2. MINUTES OF THE MEETING HELD ON 1 FEBRUARY 2016

AGREED: That the minutes of the meeting held on Monday 1 February 2016 be approved as a true and correct record. There were no matters arising that were not on the agenda.

3. VICE-CHANCELLOR'S REPORT [*Part Redacted*]

3.1 The Vice-Chancellor updated the Court on the various Estates projects.

3.1.1 Estate Developments

The LCF building works were progressing slowly but well. The Master Plan had been signed off and commercial negotiations were being worked on.

Negotiations had been ongoing regarding the proposed development at Elephant and Castle and the University was close to a resolution around some minor issues.

The Vice-Chancellor also updated the Court on the Camberwell building work and on potential future opportunities relating to student accommodation.

3.1.2 New Senior Management Appointments

The Vice-Chancellor reported on changes to the University's management structures, which had the aim of improving resilience. The Court noted changes and appointments to the University's in-house legal team and the Finance department; the appointment of Professor David Crow as Pro Vice-Chancellor and Head of CCW, succeeding Professor Chris Wainwright with effect from 1 August 2016 and the appointment of a new Director of Development.

Members also noted that Dr Philip Broadhead, Deputy Vice-Chancellor Academic, would be retiring at the end of the academic year. The Vice-Chancellor together with the Executive Board would be considering how to best configure key management responsibilities before seeking a new Deputy Vice-Chancellor (Academic).

3.1.3 Research Initiative

The Vice-Chancellor reported that the University was in detailed discussions with Kings College London with a view to developing collaborative research and PhD supervision in the areas of Design Thinking and Policy Development.

3.1.4 Admissions Project

In 2013, a major project was launched with the objective of harmonising admissions administration across colleges under one single leadership model, in line with the majority of universities in the sector. The project was now entering its implementation stage and the restructuring of the admissions support would yield greater efficiencies in applications processing and contribute to protecting and

enhancing UAL's ability to recruit home and overseas students.

3.1.5 Recruitment

Governors noted that Home/EU applications were down on last year and International applications had also recorded a minor decline. Cross sector data showed an overall decline in applications for art and design subjects of 2%, which was compared to UAL data. The drop could be attributed to the withdrawal of maintenance grants and the University would continue to monitor overall recruitment, with a focus on maintenance issues.

NOTED: The contents of the Vice-Chancellor's report.

4 REVIEW OF THE 2015-16 BUDGET

4.1 The Director of Finance presented this report by summarising the proposed changes to budget allocations which were within the broad parameters of the original budget approved by the Court of Governors in July 2015 and were consistent with the University's 2015-22 Strategy. He confirmed that the revised budget reflected the need to restore the amount of funds being generated to fund the University's capital programme to the necessary level.

AGREED: To concur with the recommendation of the Finance Committee and the revised budget for 2015-16 be approved.

5. 2015-2022 STRATEGY AND KPIS: UPDATE

5.1 The Director of Planning presented this report which provided an update on progress in delivering the strategic plan 2015-2022. He reminded the Court that the KPIs had been approved in the autumn term, having been considered in the context of the new strategy.

5.2 The Court noted that all internal activities were now aligned to the strategy and internal monitoring would be launched in the guise of an internal dashboard.

NOTED: The activities completed and in progress against the University's four key strategic areas.

6. STUDENT GOVERNOR REPORT

6.1 The Student Governor presented this report on "The Attainment Gap" which sought to highlight the difference between the proportion of white and black students achieving good degrees.

6.2 The Court noted that students from across the University had met at an event called 'UAL So White' to discuss their experiences and afterwards had agreed on a number of resolution focused demands which were included in the report.

6.3 The Vice-Chancellor advised the Court that as promoting race equality was a top priority for the University, there with no mismatch between the SU and UAL's

priorities. He said the University listened to the student voice as a whole as well as to the BAME student voice.

6.4 It was also noted that a number of initiatives had been undertaken to increase BAME academic and non-academic staff numbers and there was a recognised sector wide issue in attracting and growing BAME academics. As a result, there needed to be more joined up thinking and realistic timescales in consideration of the demands laid down by the UAL So White group.

6.5 Members noted that a report on Retention and Attainment would be presented at the next Court meeting.

NOTED: The Student Governor report on the attainment gap between white and BAME students.

7. MAJOR ESTATES PROGRAMME: LCC [Part Redacted]

7.1 A member of the Design Team gave a presentation on the LCC Elephant & Castle master plan, recapping how the design had progressed over the past few months. The UAL building was to the north of the shopping centre site facing New Kent Road and was adjoining retail units, a cinema and residential towers to the southwest, also a four story retail pavilion to the south.

7.2 The architect advised that the idea of a vertical campus was one that was happening more frequently in cosmopolitan areas and explained how a sequence of voids spiralling up the floor plan provided a visual and physical link with series of open accommodation stairs.

7.3 The proposed building sections and designs were explained in detail. The Committee noted that the design lent itself to collaborative spaces and effective movement between floors. The heights of the other surrounding buildings in relation to the LCC building were noted as was the fact that a terrace space was proposed at the base of each atrium as well as the top floor.

7.4 The Director of Estates reported on the key timescales of the projects. The Court noted that public consultations on the planning application were to commence in May 2016 and the planning application to be submitted in June/July 2016. Site works were expected to start in 2018 and the target date for occupation of the LCC building was Summer 2021.

AGREED: To approve delegation of powers for the approval of the final proposed legal and commercial transactions (including loan agreements) relating to the LCC development to the Chairman's Committee, on behalf of the University, within the parameters approved by the Court of Governors on 6 July 2015.

8. MINUTES OF THE COMMITTEES

AGREED: To receive the minutes of the following committees:

- (i) Academic Board of 24 June 2015
- (ii) Conferments Committee of 22 November 2015
- (iii) Conferments Committee Virtual meeting of 22 February 2016
- (iv) Estates & Finance Committees combined meeting of 1 February 2016
- (v) Estates Committee of 29 February 2016
- (vi) Finance Committee of 29 February 2016
- (vii) Chairman's Committee of 25 February 2015

To receive the minutes of and endorse the recommendations from the following committees:

- (i) Nominations Committee of 24 February 2016;
(The proposed timetable for the elections for staff governors nominated by Academic Board was endorsed.)
- (ii) Personnel Committee of 24 February 2016
(The updated version of the Capability Improvement Policy and Procedure was endorsed, following Union agreement; the People Strategy 2016-2022 was endorsed; the Dismissal Procedure for Holders of Senior Posts was endorsed.)

9. DATE OF NEXT MEETING

NOTED: That the next meeting would take place at 4.00pm, Monday 4 July March 2016 at High Holborn.

The meeting finished at 1.00 pm.

Signed as a true and correct record

Date

CHAIRMAN
