

**COURT OF GOVERNORS
Minutes**

Minutes of the meeting held on Monday 6 July 2015 at 4.25pm in the Large Boardroom,
272 High Holborn, WC1V 7EY.

- Present:** Sir John Sorrell CBE (Chairman)
- | | |
|--|-----------------------------|
| Shelly Asquith (until 6.45pm) | Kyran Joughin |
| Professor Oriana Baddeley (until 6.30pm) | David Lindsay |
| Lorraine Baldry OBE | Diana Osagie (until 5.25pm) |
| Nigel Carrington | John Parmiter |
| Harry Gaskell | Andrea Rose CMG OBE |
| Sir David Green KCMG (until 6.45pm) | Sim Scavazza (until 6.45pm) |
| David Lindsay | Jane Slinn (until 6.45pm) |
| Andrew Hughes | Alison Woodhams |
- In attendance:** Natalie Brett (Pro Vice Chancellor LCC) (from item 11 onwards)
Dr Philip Broadhead (Deputy Vice-Chancellor Academic)
Professor Frances Corner OBE (Pro Vice Chancellor LCF) (from item 11 onwards)
Mark Farthing (Programme Director (Major Projects), Estates Department) (up to and including item 9)
Marion Feery (Deputy University Secretary)
Stephen Marshall (University Secretary and Registrar, and Clerk to the Court of Governors)
Alexandra Peacock (Financial Controller) (up to and including item 9)
Stephen Reid (Deputy Vice-Chancellor Strategic Development)
Bola Tadjudeen (Student governor designate)
Professor Adam Thorpe (for item 16 only)
Professor Chris Wainright (Pro Vice-Chancellor, CCW) (from item 11 onwards)
- Apologies:**
- | | |
|--------------------------|-------------------|
| Jamie Bill | Peter Logan |
| Aisha Caan | Grayson Perry CBE |
| Professor Sir Ivor Crewe | Ben Terrett |
| Ben Evans | |

1. ANNOUNCEMENTS, NOTIFICATION OF URGENT BUSINESS AND DECLARATIONS OF INTEREST

- 1.1 Apologies were as set out above. The Chairman welcomed Bola Tadjudeen, student governor designate, to the meeting, attending as an observer. [There were no items of urgent business announced].
- 1.2 The Chairman invited any declarations of interest. There were none.

NOTED

2. MEMBERSHIP, CONSTITUTIONAL AND COMPLIANCE MATTERS

The Chairman, with the University Secretary and Registrar, presented this report which set out: the position on and various recommendations about the membership of the Court of Governors; an annual update on progress with the governing body's effectiveness review action plan; and actions being undertaken in relation to the new Committee of University Chairs (CUC) Higher Education (HE) Code of Governance.

- AGREED:**
- (i) To approve the reappointments of the following serving governors as follows:
 - John Parmiter as an independent governor for a further two years expiring on 22 October 2017.
 - Andrea Rose CMG OBE as a co-opted governor for a further term of three years expiring on 22 October 2018.
 - Aisha Caan as a co-opted governor for a further term of 3 years expiring on 18 November 2018, subject to her indicating her willingness to act.
 - (ii) To extend thanks to Professor Sir Ivor Crewe for his contribution to the Court of Governors during his time as a governor.
 - (iii) To note the current level of vacancies on the Court of Governors and action being taken by the Nominations Committee to fill them.
 - (iv) To appoint Sir David Green KCMG to the Audit Committee with immediate effect.
 - (v) To appoint Bola Tajudeen as the student governor for a one year term commencing on 7 July 2015 and ending on 31 July 2016, subject to satisfactory completion of all formalities, and extend thanks to Shelly Asquith for her contribution to the Court of Governors during her time as student governor.
 - (vi) To note the progress in implementing agreed action flowing from the 2012 effectiveness review of the governing body.
 - (vii) To adopt the latest iteration of the CUC HE Code of Governance in principle and agree that an action plan should be drawn up for how the University proposes to meet the revised requirements of the Code where necessary, with a further report to be submitted to the Court of Governor in due course.

3. MINUTES OF MEETINGS – 16 MARCH AND 23 APRIL 2015

AGREED: That the minutes of the meeting of 24 March 2015 and the virtual special meeting of 23 April 2015 be approved as a true and correct record.

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

4.1 The Vice-Chancellor presented his report focusing on certain areas as set out below.

Government Funding

4.2 Cuts in government funding for higher and post-19 further education had already been announced with more potentially to come in the Budget. These further cuts might focus on the maintenance grant currently available to students from families with low incomes but were also likely to take the form of immediate cuts to universities' direct budgets. Further cuts were likely to follow over the next two years

affecting both higher and further education. There was also the possibility that the government might lift the cap on tuition fees which the University was likely to be obliged to follow.

Student Recruitment for the Forthcoming Academic Year

4.3 The Vice-Chancellor was pleased to report that the University's performance in recruiting students for the next academic year had been very positive, with an increase in the number of international students applying for Foundation places and an increase in undergraduate applications at both Home/EU and International level.

4.4 Across the University Home/EU undergraduate acceptances were not far below the intake target. This was an extraordinarily positive result which meant that only a few places would have to go through the 'clearing' process.

Staff Engagement Survey

4.5 A comprehensive staff survey had been undertaken at the end of 2013. A further 'pulse' survey had recently been undertaken designed to test the extent to which the University was successfully addressing areas of concern identified in the main survey. The Vice-Chancellor was pleased to report that overall levels of staff satisfaction had increased in the majority of measures.

4.6 The Vice-Chancellor was asked whether further details from the survey could be considered at the next meeting of the Court of Governors. The Vice-Chancellor agreed that a more detailed report could be submitted.

Admissions Review

4.7 As previously reported, a programme had been underway for the last year to improve the University's Admissions Service which had previously operated largely on a decentralised basis. The purpose of the programme was to make the University's admissions systems and processes as applicant friendly as possible and place the University in the best possible position in recruitment terms. The new service would be centralised with clear leadership for admissions processes and resourcing across all levels of provision.

4.8 After a long period of review and consultation with staff and Trade Unions, it had been determined that central leadership of all admissions administration across the University should fall under the management of a University Head of Admissions who would have direct management of former College-based admissions administrative staff and a reporting line to the University Secretary and Registrar.

Digital Task Force

4.9 This task force was reviewing a wide range of matters linked to the digital world such as teaching and students' learning. The task force would be reporting to the Executive Board.

QS World University Rankings for Art and Design

4.10 The Vice-Chancellor was pleased to report that the University was ranked eighth in the world (and second in the UK) for art and design in this league table. The rankings were based on academic reputation, employer reputation and research impact.

AGREED: (i) To note the contents of the Vice-Chancellor's report.
(ii) That a further report with a more detailed analysis on the staff engagement survey should be submitted to the next meeting.

5. EQUALITY, DIVERSITY AND INCLUSION PROGRESS 2010 – 2015 AND PROPOSED STRATEGIC OBJECTIVES 2015 – 2018 [Part Redacted]

5.1 This report set out an overview of the University's progress on equality, diversity and inclusion for 2010-15 and proposed strategic objectives for 2015-18. All governors had

received as a background document the Annual Progress Report for 2015 on the Equality and Diversity Framework.

- 5.2 The student governor welcomed the University's approach on records management for trans gender students. She noted that UAL was one of the first Universities in the country to implement this. A staff governor noted the reduction in satisfaction levels for disabled students; means of addressing this were discussed.
- 5.3 The student governor designate raised the impact that the reduction in Foundation places might have on students from disadvantaged backgrounds. The Deputy Vice-Chancellor Academic explained that an equality impact assessment had been undertaken of the proposed restructuring of the Foundation Diploma. In response to a request from the student governor, the Deputy Vice-Chancellor Academic agreed to send the details of the assessment to the Student Union (SU).

AGREED: (i) To note the University's progress on equality, diversity and inclusion.
(ii) To approve the Equality Diversity and Inclusion Strategic Objectives 2015-18.

6. MAJOR ESTATES PROJECTS

- 6.1 The Vice-Chancellor introduced this item which updated the Court of Governors on the major estates projects being undertaken by the University: LCF at the Olympic Park, LCC at a new adjacent site at Elephant and Castle, and Camberwell College Hall of Residence and Academic Extension.
- 6.2 The Programme Director (Major Projects), Estates Department, reported on progress with the design proposals for the relocation of LCF at the Olympic Park. Of particular importance for governors was consideration of the proposed development for LCC at Elephant and Castle as the Court would be asked under the next item, Capital Budget, to include the project in the University's capital programme. The Project Director described the proposals for this development, drawing attention to the fact that Delancey, the developer, shortly expected to carry out a public consultation exercise on the proposals.

AGREED: (i) To note the progress being made on negotiations with the London Legacy Development Corporation and the appointment of the design team for the new London College of Fashion building at Stratford.

(ii) That the Estates and Finance Committees be authorised to approve the University entering into an agreement for lease for the LCF development and the signing of the agreement, subject to both Committees being satisfied with the proposals.

(iii) To note the progress being made on negotiations with Delancey for the shell and core building plus land for the new London College of Communication and University Services site.

(iv) That, subject to the Court of Governors' endorsing the project's inclusion in the Capital Budget (see next item), the Estates and Finance Committees be authorised to agree the signing of an Agreement for Lease for the LCC development at Elephant and Castle, subject to the Committees being satisfied with the proposals.

(v) To note progress on the hall of residence and academic extension at Camberwell College.

7. CAPITAL BUDGET*

The Financial Controller presented this item, drawing attention to where cash flows had been refined on each previously approved project and drawing the attention of the Court of Governors to the proposal to approve the development of LCC at Elephant and Castle for inclusion in the capital programme.

Certain decisions are set out in the private and confidential annex* - reserved under the Freedom of Information Act.

AGREED: That in relation to the following projects:

A. *Camberwell College Hall of Residence*

(i) To note the project is progressing according to plan.

(ii) To note there are no proposed changes to the overall cost of the project.

(iii) To note there has been some minor refinement to the timing of cash flows between years.

B. *Camberwell College Academic Extension*

(i) To note the budget is progressing according to plan.

(ii) To note there are no proposed changes to the overall cost of the project.

(iii) To note there has been minor refinement to the timing of cash flows.

C. *LCF at the Olympic Park*

(i) To note the project is progressing to plan.

(ii) To note there are no proposed changes to the overall cost of the project.

(iii) To note that cash flow information for this project is now included within the capital budget, however this is subject to change over the forthcoming months as information becomes available.

D. *LCC at Elephant & Castle*

To endorse the inclusion of this project in part four of the capital budget.

8. 2015-16 BUDGET

The Financial Controller presented this item which set out the key elements for a balanced budget for 2015-16. Various items of non-recurring expenditure had been taken out of the budget from the previous year. Further revisions of the budget would be necessary during the year.

AGREED: To concur with the recommendation of the Finance Committee of 15 June 2015 (Minute 10) and the budget for 2015-16 be approved.

9. FIVE-YEAR FINANCIAL FORECAST

AGREED: To approve the Five-Year Financial Forecast for submission to HEFCE.

10. VOTE OF THANKS

The Chairman noted that the Deputy University Secretary and Deputy Clerk to the Court of Governors was retiring from the University and this would be the last meeting of the governing body she would attend.

AGREED: That the Court of Governors place on record their thanks to the Deputy University Secretary for her professionalism and her support for the Court of Governors during the time she has worked at the University.

The meeting adjourned at 5.25pm and reconvened at 5.45pm.

The next two items were taken out of the listed running order.

11. UAL AWARDING BODY: OFQUAL COMPLIANCE *[Part Redacted]*

The Awarding Body was due to submit its statement of compliance to Ofqual by the end of September 2015.

- AGREED:**
- (i) To submit the statement of compliance to Ofqual towards the end of September.
 - (ii) That the Chairman of the Court of Governors be authorised to approve, on behalf of the Court of Governors, an annual statement of compliance that accurately describes the degree of compliance against Ofqual condition GCR 2.2 as it stands at the point of submission, so as to allow the return to be submitted before 30 September 2015.

12. MINUTES OF COMMITTEES

AGREED: To receive the following minutes and endorse any recommendations therein:

- (i) Conferments Committee of 17 March 2015, noting the final list of honorary awards for 2015.
- (ii) Academic Board of 18 March 2015.
- (iii) Audit Committee of 12 May 2015, noting the summary of top key risks and endorsing the full market tendering exercise for the appointment of the external auditor for the year ending 31 July 2017.
- (iv) Nominations Committee of 27 May 2015, noting the governor skills' profile as at July 2015.
- (v) Personnel Committee of 11 June 2015.
- (vi) Estates Committee of 15 June 2015.
- (vii) Finance Committee of 15 June 2015.

13. STUDENT EXPERIENCE

13.1 The Deputy Vice-Chancellor Academic presented this report which set out the significant changes made during 2015-16 to improve the student experience and increase levels of student satisfaction.

13.2 A staff governor asked about the range of and qualitative nature of student feedback available, and also what strategies might be in place for increasing feedback in the future. The Deputy Vice-Chancellor Academic confirmed that he would be working

with the Student Union with a view to having a different way of engaging with students from the next academic year. For example, he would be considering how to get the best from the Deans Forum meetings with students and reviewing the effectiveness of student representation on academic committees.

- 13.3 A staff governor commented that attendance by students at the Deans Forum meetings was good. Students were involved at LCF with the validation panels for degrees and were involved in interview panels for recruiting members of academic staff so there was real involvement of students in decision-making at all levels.
- 13.4 The student governor referred to her report later on the agenda and commented that the Deans Forum should feed into the formal academic committee structure to ensure matters raised by students at those meetings were being addressed. There should also be specific forum meetings to consider non-academic matters.
- 13.5 The Court of Governors discussed the matter of late and weekend opening hours of sites and, specifically, for studios. It was explained that extended opening hours could be a fairly complex matter to implement. Apart from ensuring that sites were always kept secure, additional specialist staff cover was required, for example, at studios to assist students with their work. Technical staff had been very flexible to facilitate the extended opening hours of the studios at Curtain Lane.

NOTED

14. STUDENT GOVERNOR REPORT *[Part Redacted]*

- 14.1 The student governor introduced her report which focused on student representation and engagement in decision making. Students wished to see problems resolved more speedily. The Student Union considered that there was a lack of appropriate fora centrally in which to raise matters of concern. She would propose, for example, that the Deans Forum could report to the Learning Teaching and Enhancement Committee (LTEC) which would allow matters raised by students at each Forum meeting to be dealt with within the formal committee structure.
- 14.2 The Vice-Chancellor stated that the University valued students' views. However, positive aspects of student engagement and examples of issues raised by students which had been successfully addressed had been omitted from the student governor's report. Matters at College level were more readily addressed by Colleges direct. The Executive Board (EB) had set up a formal termly business meeting with the Student Union sabbaticals and he looked forward to working with the new SU sabbatical officers collaboratively over the next academic year.
- 14.3 The student governor explained that the point she was making in her report related to the structures for dealing with student matters. It seemed convoluted, hence her suggestion that the Deans Forum should report into LTEC.
- 14.4 A Pro Vice-Chancellor suggested that matters raised at the Deans Forum tended to be College operational matters and should rightly feed directly into the College decision-making structure. It was added that different types of staff (such as technical and facilities management) attended the Deans Forum so that students had the opportunity to discuss matters with them direct.
- 14.5 The Chairman of the Estates Committee stated that the student governor had attended meetings of, for example, the Estates Committee to discuss strategic matters such as student accommodation provision. It allowed students to understand the constraints within which the governing body operated and which sometimes prevented immediate delivery of a particular result. He suggested the student governor could again attend and present on particular strategic topics next academic year.

- 14.6 The Chairman reminded the Court of Governors that the Court was not an operational group but rather its focus was on governance and strategy i.e. strategic decisions affecting the student body over the long term. The Court acknowledged that a continuing dialogue between students and the University was vital, and noted that student input into all levels of University life, e.g. about the proposed new estate proposals, would be part of such a dialogue.

NOTED

15. THE FUTURE OF FOUNDATION DIPLOMA IN ART AND DESIGN (FAD) AT THE UNIVERSITY [Part Redacted]

- 15.1 The Deputy Vice-Chancellor Academic reminded governors that the restructuring of the Foundation Diploma at the University was a response to the continuing loss of government funding for further education (FE). There was a substantial shortfall to the University between the costs of running the course and Home/EU fee income. Governors were reminded that the Foundation Diploma was for 18-19 year old students and was a diagnostic course to assist students to decide which subjects to study at degree level. The University was still the largest provider of this course in the UK.
- 15.2 The Vice-Chancellor confirmed that the intention behind the restructuring of provision was to manage the risk to the University of the government further reducing funding for FE in the future. LCC did not need such a diagnostic course, hence the closure of this course at the College.
- 15.3 The student governor stated that the SU did not consider that it had been appropriately consulted on the proposed restructuring of the provision and had adopted other means to make its voice heard.
- 15.4 The Chairman concluded the discussion by stating that the University was taking a long term view of the delivery of the programme. It was aiming for a high quality programme, relevant to the needs of future students and appropriately resourced. This would be beneficial to the University over the medium and long term.

NOTED

Oriana Baddeley left during the above item. Shelly Asquith, Sir David Green, Sim Scavazza, and Jane Slinn left at the end of the above item.

16. RESEARCH – SOCIALLY RESPONSIBLE DESIGN

Professor Adam Thorpe made a presentation on 'socially responsive design and innovation' and the Public Collaboration Lab at CSM. He highlighted the various projects being developed, particularly those in association with local government.

AGREED: To thank Professor Thorpe for his interesting and informative presentation.

17. FUTURE MEETINGS

NOTED: That the next meetings of the Court of Governors would take place as follows:

- Monday 28 September 2015 at 4.15pm, at Central Saint Martins, Granary Building, 1 Granary Square, King's Cross, N1C 4AA
- Monday 23 November 2015 at 4.15pm in Large Boardroom, 9th floor, High Holborn, WC1V 7EY

The meeting concluded at 7.08pm.

**Signed as a true and
correct record**

Date

CHAIRMAN
