

COURT OF GOVERNORS Minutes

Minutes of the meeting held on Monday 25 September 2017 at 4.15pm in Room 302, 3rd floor, 272 High Holborn, London.

Present:

Sir John Sorrell CBE (Chairman)	David Lindsell
Lorraine Baldry OBE	Scott Mead
Aisha Cahn	Professor Susan Orr
Nigel Carrington	Sim Scavazza
Terry Finnigan	Nicolai Tangen
David Fison	Ben Terrett
Harry Gaskell	Alison Woodhams
Andrew Hochhauser QC	Baroness Lola Young OBE
Hansika Jethnani	
Kyran Joughin	

In attendance:

Ross Anderson (Director, UAL Awarding Body – *item 5 only*)
Natalie Brett (PVC International & Head of LCC)
Professor Frances Corner OBE (PVC Digital & Head of LCF)
Professor David Crow (PVC Student Experience & Head of CCW)
Steve Howe (Director of Estates – *item 7 only*)
Peter Herman (UAL Awarding Body – *item 5 only*)
Martin James (Director of Finance)
Stephen Marshall (University Secretary & Registrar and Clerk to the Court of Governors)
Professor Simon Ofield-Kerr (Deputy Vice-Chancellor Academic)
Naina Patel (Director of HR)
Zioge Smith (Deputy University Secretary)
Professor Jeremy Till (PVC, Research & Head of CSM)

Apologies:

Diana Osagie
John Parmiter
Matthew Phull
Jane Slinn
Sir Eric Thomas

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

- 1.1 Apologies from governors were received as set out above. Andrew Hochhauser QC and Sir John Sorrell declared an interest in item 7 as trustees of V&A. The Chair welcomed Baroness Lola Young to her first Court meeting.
- 1.2 The Court noted that this would have been John Parmiter's last meeting if he had been able to attend. The Chair reported that John Parmiter had served on the Court for eleven years and noted thanks, on behalf of the Court, to Mr Parmiter for his strong leadership of the Estates Committee.
- 1.3 The Chair announced that after five years as Chair of the Court of Governors, he would be stepping down from this role in July 2018.

2. MEMBERSHIP, CONSTITUTIONAL AND COMPLIANCE MATTERS

The Chair and Deputy Chair left the room at this point.

2.1 Appointment of Chairman and Deputy Chairman for 2017/18

- 2.1.1 The University Secretary and Registrar invited nominations for Chairman and Deputy Chairman for 2017-18. Sir John Sorrell CBE was duly nominated and seconded. There were no other nominations. Sir John's appointment was unanimously endorsed. David Lindsell was nominated and seconded for appointment as Deputy Chairman. There were no other nominations and David Lindsell's appointment was unanimously endorsed

AGREED: (i) That Sir John Sorrell CBE be reappointed as Chairman for 2017-18.
(ii) That David Lindsell be reappointed as Deputy Chairman for 2017-18.

2.2 Report by the University Secretary and Registrar

- 2.2.1 The University Secretary and Registrar updated the Court on membership matters. He reported that, in seeking to fill existing vacancies and following an informal interview, the Nominations Committee was proposing that Louise Moore (background in Publishing and Media) be appointed as an independent governor. It was further proposed that, if appointed, Louise Moore should serve on the People Strategy & Remuneration Committees.
- 2.2.2 The Chair of the Nominations Committee also reported that the Nominations Committee had (prior to the Court meeting) completed a positive interview with Es Devlin OBE, a designer with a career spanning the worlds of theatre, music and fashion. The Nominations Committee was proposing Es Devlin be appointed as an independent governor.
- 2.2.3 The Court noted the themed meetings in the 2018 calendar which were meetings aimed at exploring particular issues of importance to Court that may not have been fully explored during an ordinary Court meeting; or to explore strategic areas of which governors may wish to have a greater understanding.

AGREED: (i) To approve the appointment of Louise Moore and Es Devlin to the Court of

Governors and to appoint Louise Moore to the People Strategy and Remuneration Committees.

- (ii) To approve the Calendar of Court meetings for 2018;

3. MINUTES OF THE MEETING HELD ON 3 JULY 2017

AGREED: That the minutes of the meeting of the Court of Governors held on 3 July 2017 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.

Recruitment

- 4.2 The Vice-Chancellor reported that the University was predicting a small excess over its enrolment targets in the coming year at all levels. EU and international student recruitment had been resilient despite the reduction in students applying to universities. The University had plans to further enhance its recruitment efforts especially given the decline in numbers of students studying arts and design subjects at GCSE and A' levels.

- 4.2.1 The Chair asked that the relevant staff should be thanked on behalf of the governors for the hard work around recruitment. It was noted that, in terms of marketing, an increased focus could be given to UK students, to expand the University's share of the UK market.

- 4.2.2 A governor reiterated the need for outreach work to be done with schools and colleges to address the falling demand for Arts and Design subjects.

Political Landscape

- 4.3 The Court noted that universities had featured heavily in the political and media arena over the last three months. This was partly the result of focus on Vice-Chancellor pay levels but also a reflection of the political conflict around the future funding of Universities. The Vice-Chancellor explained the difficulties of the current economic climate in relation to a future Government being able to adequately fund higher education from public sources. If tuition fees were to be abolished or reduced, universities could either experience a drop in funding per student or a reduction in the number of UK students they were permitted to recruit. This could have a significant impact on the student experience and UAL's ability to invest for the future.

- 4.3.1 It was noted that tuition fees for next year had already been agreed but that the strengthening pound had not made a difference in 2017 demand.

AGREED: To note the contents of the Vice-Chancellor's report.

5. UAL AWARDING BODY ANNUAL STATEMENTS OF COMPLIANCE 2017

[part redacted]

- 5.1 The Court discussed this report with Ross Anderson and Peter Herman in attendance to answer questions. Governors noted that the Awarding Body was due to submit its

statement of compliance to Ofqual by the end of September 2017.

5.2 The Court discussed action being taken to meet the deadline for compliance and to mitigate risks. The FE Committee had reviewed the detailed evidence and had endorsed the compliance action plan.

5.3 Discussion took place on compliance with the General Data Protection Regulation (GDPR) by May 2018. Work was underway to meet the new information management requirements.

- AGREED:**
- (i) To submit the statement of compliance to Ofqual and CCEA 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, so as to allow the return to be submitted before 30 September 2017.

6. STUDENT GOVERNOR REPORT

6.1 The Student Governor updated governors on Student Union activities and achievements to date. She reported on the Freshers' Fair and the use of the Advice Service which had been in high demand over the summer. The Union was working closely with the Language Centre to provide support to International students and this remained a priority.

6.2 A governor commented on the possibility of future reports focusing on delivery against the Students' Union strategy.

NOTED

7. ESTATES MATTERS – UPDATE

[part redacted]

7.1 The Director of Estates presented this report which updated the Court on various Estates matters. He updated members on the progress of the revised design for the Stratford Waterfront (London College of Fashion) Development. Members noted that master planning stage of the design of the Stratford Waterfront development had concluded and that the next stage of the RIBA stage 2 concept design had now progressed. Stage 2 design would focus on the development of the individual buildings on the site and the continued development of the site wide elements. The design, planning, and procurement programme had been developed with the ambition of ensuring UAL's occupation in 2022. Further governors' design review panel meetings throughout this stage were being established.

7.2 The Court noted that planning determination for the LCC project was being awaited and was targeted for September/October. Construction modelling work had been progressed and had provided UAL with a greater level of comfort that the required delivery timeline was achievable.

7.3 Discussions were ongoing with regard to the University's residential portfolio and were advanced with respect to the potential acquisition of a second freehold hall.

7.4 The Director of Estates reported that his team had been working on a sustainable cost effective location for CSM short courses to continue to operate after January 2018 when the lease on an existing building expired. Estates had worked on the opportunity to secure space at Elthorne Road from this September and the opportunity should conclude by 1st October 2017, allowing fit out and occupation by December 2017.

- AGREED:**
- (i) To note the progress and status of the LCF and LCC developments
 - (ii) To approve delegation to the Estates and Finance Committees to review Heads of Terms for a new residential hall. The full contracted arrangements to be approved by Court at a later date
 - (iii) To note that UAL accommodation team had achieved 100% sales on halls of residence rooms.
 - (iv) To endorse Estates and Finance Committees' approval, in principle, to dispose of an academic building when the lease expires in January 2018; to note the progress made in respect of the acquisition of extra space at Elthorne Road Annex in September 2017 to facilitate UAL short-courses; and to delegate authority to Estates and Finance Committees to approve the terms.
 - (v) To note the progress and status of the CSM additional accommodation and associated works.
 - (vi) To note the launch of the UAL sustainability manifesto.

8 NATIONAL STUDENT SURVEY (NSS) RESULTS – PRESENTATION

[part redacted]

- 8.1 The Deputy Vice-Chancellor (Academic) gave a presentation on the NSS results. The Court noted that the award of the Silver TEF weakened the link between the NSS flags and TEF outcomes and it was likely that the role of NSS results may be adjusted for future TEFs.
- 8.2 A change of culture and approach to the NSS was necessary and members noted the various initiatives being undertaken by the University such as:
- The Academic Enhancement Model (AEM) where NSS benchmarks and attainment differentials were used to identify courses that fell into the AEM programme.
 - The 'Making it Happen' initiative that engaged closely with the Students' Union and identified persistent issues that needed collective attention to address them.
 - The increased use of an Internal Student Survey where first and second year students complete surveys about their experiences based on NSS questions.
 - Library & Academic Support moving towards a model of resilience to study.
 - Determination of final awards – evaluating different models for students determining the final level of awards, which can recognise earlier learning.
- 8.3 The Court noted that UAL's response rate to the survey, which was below the sector response rate; however, many universities did not meet the publication threshold, which was likely to be due to the strength of the NUS boycott.
- 8.4 The NSS results identified courses that would now be part of the AEM programme and there was also an imperative to learn from the stronger courses. The results set out by

questions and College were noted.

- 8.5 A discussion took place about the reliability of the data given the NUS boycott; it was noted that if the boycott continued, this could affect new initiatives. It was further noted that having less data did not necessarily invalidate the data provided and that the University's focus should be on improving student experience.

AGREED: To note the NSS results and the work being done to improve them.

9. MINUTES OF COMMITTEES

AGREED: To receive the minutes of the following committees:

- a) FE Committee – 5 June 2017
- b) Special Estates Committee – 4 September 2017
- c) Virtual FE Committee - 12 September 2017

15. ANY OTHER BUSINESS

15.1 Date and time of next meeting

NOTED: That the next ordinary meeting of the Court of Governors would take place on **Monday 20th November at 4.15pm**. The location for the meeting was to be confirmed.

The meeting concluded at 6.30pm.

Signed as a true and correct record

CHAIRMAN

Date
