

Part I: Preliminary Business

1. New Members of Council

- 1.1. The Chair welcomed Dr Alun Coker, Ms Carol Paige, Professor Helen Roberts and Ms Ashley Slanina-Davies to their first meeting of Council as Council members.

2. Declaration of Interests

- 2.1. Mr Dominic Blakemore declared a new role as Non-Executive Director on the Board of the London Stock Exchange Group plc with effect from 1 January 2020. This was declared under Item 16, Register of Interests 2019/20.

3. Minutes (1-01)

- 3.1. Council approved the minutes of the meeting held on 8 July 2019 [Minutes 124-143, 2018-19] subject to an amendment to Minute 137.1, to add the following to

USS 2018 valuation

- g. The USS valuation 2018 had now concluded and the final contribution rates required of members and employers had been confirmed. From 1 October 2019 members would contribute 9.6% of pay and employers 21.1% until October 2021, followed by 11% and 23.7% respectively thereafter. The next valuation has been brought forward to 2020; all

delivery of specific training required for Health & Safety, operational risks associated with food supply and allergies, and the capacity of filling vacancies as they arise as well as supporting career progression.

- iii. It was recommended that maternity pay also be prioritised due to risks of inequalities arising and this point was accepted.
 - iv. Opportunities should be taken to review service level agreements with a view to mitigating operation costs as part of covering the costs of £7million on an annual basis.
 - v. The journey to parity was taking place across the sector and it was positive to be engaging with UNISON constructively on this issue.
- l. Council endorsed the direction of travel being taken by the UCL Senior Management Team subject to looking for opportunities to mitigate the costs in the operation of the contracts.

6. Financial Update (1-02)

- 6.1. The Director of Finance and Business Affairs introduced the paper setting out the draft year-end results for 2018/19. The key points arising from the presentation were that:
- a. The draft unconsolidated operating surplus for the 2018/19 financial year stood at £91million. This was an increase in of £17million against the 2018/19 Forecast 2 position.
 - b. Within this surplus there was:
 - i. An increase in total Faculty contribution of 7.7% on prior year and a £5million outperformance against Forecast 2. This was attributable largely to substantial fee income growth. All Faculties had exceeded their contribution target.
 - ii. An underspend in the Professional Services/Vice Provost Offices area was attributable to the deferral of funding to UCLB in 2019/20 and a reduced requirement for scholarships and bursaries due to the number of eligible students.
 - iii. A £9million positive variance in corporate activity was primarily due to unrealised gains on investments.
 - c. USS pension provision was expected to increase significantly this year as a result of changes to following completion of the 2017 scheme valuation. There was also an expectation that members would see a substantial reduction in the deficit recovery plan following completion of the 2018 valuation and that, as a result, the 2019/20 financial statements would include a substantial credit gains on investments

- b. The deterioration of payment performance in the NHS was queried and it was confirmed that it was taking a longer period of time for bills to be paid.
register.

6.3. Council noted the draft year-end results for 2018/19.

7. Improvements to Budget 19/20 and Projections to 2021/22 (1-03)

7.1. The Director of Finance and Business Affairs introduced the paper which sought approval for a revised budget 2019/20 and financial projection to 2021/22 relative to the budget and financial projections that were given provisional approval by Council in July 2019.

7.2. The following key points were made in the presentation:

- a. The paper set out an improvement to surpluses of at least 4.6% in 2019/20, 5.2% in 20/21 and 5.3% in 2021/22. There remained a challenge to deliver an unassigned improvement target of £10.9million for 2019/20 and a number of mechanisms were set out in the paper for achieving this target including a proposed sensitively applied 6-month delay (against plan) to the recruitment of any new posts which could deliver £4.2million of unbudgeted savings in 2019/20.
- b. A range of updated information had been received since submitting the budget amounting to £7.5million; the most significant being the announcement of government research grant allocations. The sums would be allocated to faculties along with a corresponding adjustment to their contribution target, so adding to the surplus.

8. Socially Responsible Investment Policy (1-04)

- 8.1. The Director of Finance and Business Affairs introduced the paper setting out recommendations of the Investments Committee to amend the Policy on Socially Responsible Investment in relation to fossil fuels and to publish annually the investment portfolio.
- 8.2. The following key points were made in introducing the paper:
 - a. The investment fund managers had progressively sold out their positions in fossil fuel companies and had separately decided to sell out their remaining investments in fossil fuel companies by the end of 2019.
 - b. This change gave rise to an opportunity to consider a change to the SRI policy to divest fully from fossil fuels.
 - c. Separately the Fossil Fuel group had requested greater transparency on the portfolio of investments.
- 8.3. The following points were made in discussion:
 - a. A student member made a statement in support of divesting from fossil fuels and publishing annually the investment portfolio citing the overwhelming support given by the student body to questions posed to them in relation to both issues. T

9. Principal Theme 2 and Enabler A Annual Report (Paper 1-05)

- 9.1. The Vice-Provost (Education and Student Affairs) introduced the Principal Theme 2 Annual Report, Integration of research and education, which also included a report on student satisfaction surveys. He commented that:
- a. UCL continued to attract well qualified students in substantial numbers and was one of a small number of institutions to not have entered clearing. Students were attaining good outcomes and more work was underway to make further progress.
 - b. Performance improved in every area of the NSS; with student satisfaction up 2%. This bucked the trend of Russell Group Universities where there was no improvement.
 - c. The Student Centre had been an extraordinary success and demonstrated a tangible commitment to the student experience.
 - d. The challenge ahead would be to

assessment & feedback was a multi-factoral and perennial issue. There was a new initiative to develop assessment norms and the academic model project had yielded data that was being used to understand whether over-assessment was taking place.

- 9.5. The Registrar and Head of Student and Registry Services advised that UCL previously used 30 different venues for 85,000 exam candidature sittings. Because of the volumes involved, the ExCel was the only venue that could accommodate examinations on the scale that UCL needed. Also, it had the benefit that UCL was now able to provide a consistent student experience and have the Student Support and Wellbeing Team on hand to support students where necessary.
- 9.6. Council:
- a. Noted the Principal Theme 2 and Enabler A Report.
 - b. Approved changes to the Enabler Statement and Objectives subject to the amendments to tighten the wording recommended by a Council member.

10. Update from the Joint Committee for the Selection of the Next President and Provost (1-06)

- 10.1. Exempt from publication, please see confidential minutes.
- 10.2. Exempt from publication, please see confidential minutes.

11. Changes to Committee Terms of Reference (1-07)

- 11.1. The Secretary to Council introduced the paper, which set out the constitution and terms of reference of Council Committees and sub-committees, proposing amendments where requested. It was confirmed that the changes to the composition and terms of reference of Finance Committee had been discussed at Finance Committee on the 30 September 2019. Quorums had been included in the constitution for each Committee of Council.
- 11.2. The following points were made in discussion:
- a. The Chair of Council had a right as set out in the Regulations for Management to attend any meeting of a Standing Committee of Council.
 - b. The title of the Student Union Education Officer should be reflected accurately in the Academic Committee Terms of Reference.
 - c. The quorums for Finance Committees in the corporate sector usually require a majority of independent, i.e. external, members. This should be something that is taken up by the next Council Effectiveness Review.
 - d. The student members would be raising the question of student participation in all Council committees through the effectiveness review.

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11.3. Council:

- a. Received the terms of reference and constitutions of Council committees and sub-committees.
- b. Approved the proposed amendments to the Terms of Reference of Audit Committee, Finance Committee, Investments Committee, Nominations

16. Access and Participation Plan Re-submission (1-12)

- 16.1. Council received the resubmitted APP to the O
- 16.2. Council noted the subsequent decision of the OfS to approve the APP and the notification that UCL would be subject to enhanced monitoring.

17. Register of Interests (1-13)

- 17.1. Council noted the Register of Interests for members of Council and attendees at Council meetings between 1 October 2019 and 30 September 2020.

18. UCL Seal Report 2018/19 (1-14)

- 18.1. Council received the UCL Seal Report 2018/19.

19. Student Suspensions and Exclusions 2018/19 (1-15)

- 19.1. Council noted the number of students suspended and/or excluded from UCL in the academic year 2018/19.