

London Metropolitan University
107th Meeting of the Board of Governors
Meeting took place via conference call
Thursday 19 March 2020, 10:00 AM — 12:00 PM GMT

Present:	Anders Krohn Cecile Tschirhart Diini Muse Mark Anderson Michael Murphy Shefaly Yogendra Tim Cochrane Rosemary Benson Cathy McCabe Lynn Dobbs Rolande Anderson Tricia Croasdell	Independent Governor Academic Governor Student Governor Chair of the Board & Independent Governor Independent Governor Independent Governor Independent Governor Staff Governor Independent Governor Vice-Chancellor Independent Governor Independent Governor
Also present	Chris Ince Eugene McCrossan Gary Davies Don MacRaidl Donna Whitehead Baron Anyangwe Nicola Le Faou Urmi Dutta–Roy Jenny Wilkinson Demetria Maratheftis	University Secretary Chief Finance Officer Pro Vice-Chancellor for Student Recruitment and Business Pro Vice-Chancellor for Research and Knowledge Exchange Deputy Vice Chancellor Coopted FRC Member Assistant University Secretary Board Apprentice Head of Recruitment & International Development Head of Marketing
Apologies:	Margaret Farragher Renarta Guy	Independent Governor Independent Governor
Absent:	Harini Iyengar	Independent Governor

1 Welcome, Apologies, Announcements and Declarations of Interest

Apologies were received from Independent Governors Renarta Guy and Margaret Farragher.

Independent Governor Mark Anderson declared an interest as a non- executive Director of Higher Education Partnerships and as a fellow of Hughes Hall, University of Cambridge; Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm; Independent Governor Anders Krohn declared an interest as co-founder and CEO of Aula Education, a communication platform for education, and; Independent Governor Tim Cochrane declared an interest as his wife was a partner at EY.

Chair's announcement

The University was continuing to develop and implement plans to respond to the highly exceptional circumstances related to COVID-19. The University Secretary would prepare proposals to ensure the Board was agile, and able to make decisions to respond to the changing circumstances in a very difficult and uncertain period.

1.1 Minutes of 23 January 2020 Board Strategy Day

For Approval - Presented by Mark Anderson

The minutes of the 23 January 2020 Board Strategy day were approved as a correct record.

1.2 Matters arising not covered elsewhere

For Noting - Presented by Chris Ince

There were no matters arising.

2 Vice Chancellor's report to the Board

For Noting - Presented by Lynn Dobbs

The Board of Governors considered the Vice-Chancellor's report. The discussion, which was focused on the University's response to Covid-19, included the following points:

- i) The University had implemented unprecedented measures to respond to the impact of the pandemic in a very short period. The initial focus of the Senior Leadership Team (SLT) had been to move teaching to online delivery, the fantastic response from all staff across the University had facilitated a swift launch.
- ii) An SLT planning event for the future of the University would take place on Monday, once the closure of the University had completed and online delivery had fully launched. SLT (which had been temporarily expanded to include the Director AQD and the Director of Estates) were meeting online on a daily basis allowing them to remain responsive to a fast changing situation.
- iii) A skeleton staff would be in place at the University's campuses, this would be reviewed in line with Government advice.
- iv) The Government's daily Coronavirus briefing on 18 March had confirmed that A-Level examinations would not take place in Spring/Summer 2020, it was anticipated that A Level students were likely to be awarded predicted grades on the basis of teacher assessment and mock exam results. Given the lack of clarity around the timeline of award allocations, it was likely that the sector would move to making students unconditional offers.
- v) Students, Staff and Governors had been kept well informed with developing circumstances via regular email updates from the Vice-Chancellor.
- vi) London Met's 2020 Staff Survey had launched and would be open until end of Monday 23 March, it was acknowledged that the current circumstances were likely to have an impact on the results.

Governors were advised that initial indications were that staff had been positive and supportive of the University's approach to the Covid-19 pandemic. They had responded well to the challenge of online teaching, and in many instances had implemented creative solutions to support continued service delivery by offering an alternative experience in the face of unprecedented challenges. SLT's future planning meeting would include plans for continuation of staff communications and keeping morale high.

vii) The University was developing plans to support student recruitment at this difficult time; Governors would be kept up to date with announcements from the Government and UUK.

viii) Given that all staff would be working remotely from 20 March 2020 onwards, additional pressure had been placed onto IT systems. It was highlighted that the new arrangements may also impact upon capacity for management oversight of some areas. The Board requested that consideration for process reviews should be added to the SLT work programme.

ix) The Students' Union would contact students to assess the efficacy of the new online delivery modes. Questions, issues and feedback raised in response would be passed to the University management.

Conclusions

The Board of Governors noted the Vice Chancellors report, and in particular the University's positive and swift response to Covid-19.

3 Governance

3.1 Articles of Association

For Approval - Presented by Chris Ince

The Board considered a report which presented proposals for amendments to the University's Articles of Association, the proposals had previously been considered at the Board's October 2019 meeting. A response had been received from the Office for Students that it did not have any comments or concerns regarding the proposals, which enabled the University to proceed with the proposed amendments.

Conclusions

The Board approved the Special Resolution as set out in Annex 1 to the paper (in their capacity as members of the University) to adopt the new Articles of Association as no objections had been made by the Office for Students.

3.2 Board and Committee appointments

For Approval - Presented by Chris Ince

The Board considered a report which sought the confirmation of a number of re/appointments for Independent Governors on the recommendation of the Governance Committee.

Conclusions

The Board of Governors approved the following Board and Committee appointments:

- i) The reappointment for a second term of three years, until 2023, of Renarta Guy
- ii) The reappointment for a second term of three years, until 2023, of Shefaly Yogendra, also continuing as Chair of the Governance Committee
- iii) The appointment for a first term of three years, until 2023, of Baron Anyangwe. To commence immediately.

3.3 Board Apprentice

For Approval - Presented by Chris Ince

The Board of Governors considered the recommendation of the Governance Committee to appoint Urmi Dutta-Roy as the University's Board Apprentice on the recommendation of the Governance Committee. It was highlighted that engagement with the scheme presented an opportunity for the University to diversify its Board.

At its October 2019 meeting the Governance Committee agreed that governors Shefaly Yogendra, Margaret Farragher and Rosemary Benson would act as the shortlisting panel, which was undertaken by circulation. Interviews took place on 29 February 2020, following which a recommendation was reached to appoint Urmi Dutta-Roy as the University's Board Apprentice for one year to 31 July 2021.

In line with the Governance Committee's request for the Board Apprentice recruitment process to follow that of the Independent Governors as closely as possible, the apprentice's induction would be the same as that provided to a governor. At its March meeting the Committee had approved revisions to the induction programme, which would be made available to all governors on Convene for their information.

Recommendations

The Board of Governors approved the recommendation appoint Urmi Dutta-Roy as the University's Board Apprentice for one year to 31 July 2021 on the recommendation of the Governance Committee.

4 Marketing update presentation

For Noting - Presented by Gary Davies, Jenny Wilkinson and Demetria Maratheftis

The Board of Governors considered a presentation prepared by the Pro Vice-Chancellor for Student Recruitment and Business Development, the Head of Recruitment & International Development and the Head of Marketing, regarding the University's marketing and recruitment activities. It was highlighted that work in this area was particularly important in the current circumstances. The Board was provided with an overview of the additional steps being taken regarding marketing and recruitment to respond to the developing situation regarding the Coronavirus.

The Board was advised that the University was relatively well positioned to adapt the way it operated to meet the changing circumstances. Following the announcement from Government that A Level examinations would not take place in 2020 it was anticipated that arrangements would be made to award predicted grades, the University would be well-placed to accommodate prospective students

wishing to attend in 20/21. It was highlighted that consideration should be given to how best the University could keep prospective students engaged with the community ahead of their start date e.g. short courses.

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The University had received positive feedback from students in response to the University's recent social media activities. The Marketing team were undertaking an audit of the website to make sure it was fit for purpose and gap-free, as it would be critical for information sharing in the coming weeks and months.

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The University's recruitment events would be undertaken online, the information regarding which would be reported via the website. Delivery of an online induction for students was under development

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Conclusions

The Board of Governors noted the presentation.

5 Any other business

The Chair offered his thanks to the Senior Leadership Team and the Board of Governors.

Update on actions from March 2020 meeting

Item	Paragraph	For action by who	By when	Update on action
VC's Report to the Board	The Board requested that consideration for process reviews should be added to the SLT work programme.	SLT	ASAP after meeting	-
Board Apprentice	The induction programme approved by Governance Committee at their March meeting should be made available to Governors via Convene.	Assistant University Secretary		

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