

127th Meeting of the Board of Governors  
TM3-03 Roding building, yellow zone, Holloway Campus (N7 8DB)  
Thursday 29 June 2023, 1:30 PM — 4:00 PM BST

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<b>Present:</b>	Lynn Dobbs Baron Anyangwe Shefaly Yogendra Rosemary Benson Urmi Dutta- Roy Rohin Aggarwal Rishi Trikha Tijs Broeke  Muniya Barua Linda Patterson Usman Khan Valerie Leipheimer Tammika Chambers Margaret Farragher Petra Wend Andrea Stark Awesome Olasope	Vice Chancellor Independent Governor Independent Governor Staff Governor Independent Governor Independent Governor Independent Governor Independent Governor and Chair of the Board of Governors Independent Governor Independent Governor Independent Governor Independent Governor Staff Governor Independent Governor Independent Governor Independent Governor Student Governor
<b>Also present:</b>	Eugene McCrossan Gary Davies Nikki Le Faou Julie Hall Lynn Robinson Maeva Khachfe	Chief Operating Officer DVC for Student Recruitment and Bu University Secretary DVC (Academic) Advance HE Head of Research and Knowledge Exchange Strategies Implementation
<b>Apologies:</b>	Renarta Guy	Independent Governor

## 1 Welcome, Apologies, Announcements and Declarations of Interest

**Apologies:** Apologies had been received from Independent Governor Renarta Guy.

**Welcome:** The Chair welcomed Maeva Khachfe (Head of Research and Knowledge Exchange Strategies Implementation) observing as part of a mentoring programme, and Lynn Robinson, Advance HE attending to present the final governance review report. The Board also welcomed Independent Governors Andrea Stark and Petra Wend who were attending their first meeting.

**Departures:** The Chair offered his thanks on behalf of the Board to departing Governors Shefaly Yogendra, Rohin Aggarwal, Margaret Farragher and Renarta Guy. The Chair also requested that the Board's thanks to Denise Morrison, former SU President, be put on record.

**Recordings:** It was noted that Board meetings would no longer be recorded to assist with minute preparation.

**Declarations of interest:** Independent Governors Tijs Broeke, Urmi Dutta-Roy and Usman Khan declared an interest in item 2.3. They would leave the room for the duration of the consideration of the item.

### **1.1 Minutes of 23 March 2023 Board of Governors meeting**

For Approval - Presented by Tijs Broeke

The Board of Governors approved the minutes of the 23 March 2023 Board of Governors meeting.

### **1.2 Minutes of London Metropolitan University (No. 00974438) General Meeting**

The Board approved the minutes of the 23 March 2023 General meeting.

### **1.3 Confidential minutes of 23 March 2023 Board of Governors meeting**

The Board approved the confidential minutes of the 23 March 2023 meeting.

### **1.4 Minutes of Bi annual joint Board of Governors and Academic Board - 23 March 2023**

The Board of Governors approved the minutes of the 23 March 2023 Board of Governors joint meeting with the Academic Board.

### **1.5 Matters arising not covered elsewhere**

For Noting - Presented by Tijs Broeke

There were no matters arising.

## **2 Governance Matters**

### **2.1 Governance Review**

For Consideration - Presented by Lynn Robinson

The Governance Committee considered the final report from Advance HE who had undertaken a comprehensive review of the University's governance arrangements. Advance HE had completed its work and issued the final report in May 2023. The report had been considered by the Governance Committee at their 25th May 2023 meeting.

In introducing the Governance review Advance HE advised that the findings had been positive and indicated that the University was well-placed in respect of its governance and compliance arrangements. Advance HE highlighted that Board diversity was a particular strength, and was outstanding in the sector. It was noted that the recommendations had been designed to build upon mechanisms already in place. It was noted that many of the recommendations had been identified separately by the University, and as such were already being implemented.

Advance HE presented their governance review report to the Board which included 8

recommendations and 9 suggestions for implementation. It was noted that the number of recommendations and suggestions was typical for these kinds of reviews.

The key recommendations of the externally facilitated governance review were as follows:

- i) To further strengthen the relationship between the Board and executive whilst having clear boundaries in place between governance and management. It was noted that progress had already been made in this area. Challenges to the examples provided in relation to potential Board over-reach were challenged, with some members feeling that the shift in boundary had been necessary for those specific issues at that time. A session for Governors to include discussion around the delineation line between the Board and Executive was recommended- a briefing and discussion with an external expert was already scheduled for 29 June 2023.
- ii) Having greater emphasis on strategy and KPIs; noting that the University has a well-defined strategy. It was recommended that the Board continued to monitor the KPIs in every board meeting and only focus on the KPIs that are off-target and to avoid long discussion on the KPIs that are on track. The Board pack should include papers on metrics that are off target, to offer context with those areas being prioritized for discussion. It was also suggested that during the joint meeting with the Academic Board, it would be beneficial for the Board to hear of the university life, academic developments, and the oversights of quality and standards.
- iii) Board development and induction for new and existing Governors to be streamlined; it was recommended that having a series of bite-sized development programs over the duration of 12 to 18 months would be beneficial. It was noted that many of the current Board members are mid-career and consequently would benefit from an ongoing development program, an approach which had already been implemented via the Governor review process.

#### **Conclusions:**

The Governance Committee approved all recommendations (1-8) for implementation. The Board requested that the Governance Committee take forward the monitoring of the implementation of the recommendations and agreed that the Governance Committee be empowered to consider the suggestions detailed in the report.

## **2.2 Proposed amendments to the Board and Committee Structure**

For Approval - Presented by Nikki Le Faou

The Board of Governors considered a report that presented proposals for amendment to the Board's committee structure following the approval of the People, Digital and Estates Strategies which had entered the implementation and monitoring phase following approval.

The report outlined that in May 2021 proposals had been developed to 'bring the People strategy to the fore' within the University's Board structure. The proposals were designed to support effective oversight of the development of a new People Strategy, alongside anticipated additional workload expected to arise in Finance and Resources Committee's portfolio as a result of the University's Estates and Digital Strategies which were also under development. To support this work, and to ensure that the revised CUC Code's emphasis on culture, inclusion and community were adequately addressed in the committee structure, the Human Resources elements of the FRC's Terms of Reference were moved to the Remuneration Committee (re-named People and Remuneration Committee). The proposal was intended to avoid overloading the FRC and avoid the need to establish a new committee given the demands already placed on Governors' time.

It was noted that the amended arrangements had worked well and had ensured that effective governance arrangements had been in place to support the approval of the three strategies (People, Digital and Estates). However, now that the strategies had been approved, it was considered timely to consider revising the arrangement to align more closely to historical arrangements, as each of the

strategies will now be subject to annual/bi-annual monitoring reviews. The proposals were also designed to ensure that staff and student voices were formally incorporated into the committee structure in respect of 'people' related matters.

The Board of Governors considered two options; option 1 to amalgamate the responsibilities of Finance and Resources Committee and People and Remuneration Committee entirely, and option 2 to amend the remit of the People and Remuneration Committee to remove the 'People' elements of its duties and renaming it 'Remuneration Committee'. To ensure that the CUC requirements in relation to culture, inclusion and community continued to be met, the People related duties previously addressed by the People and Remuneration Committee to be moved into Finance and Resources Committee's remit. It was proposed that both options would result in a name change for the Finance and Resources Committee to People, Finance and Remuneration Committee. Full details of the proposed amendments were provided in the report's appendices with tracked changes.

The Board of Governors acknowledged that following the approval of the People strategy, and the creation of associated KPIs, the workload for people related items would be reduced. The Board highlighted that the Chair would need to be mindful of managing meetings to ensure that 'People' remained at the forefront of the agenda.

### **Conclusions:**

The Board of Governors approved option 2 on the recommendation of the Governance Committee; the Finance and Resources Committee's remit would be expanded to include 'People' related elements which previously fell within People and Remuneration Committee's remit. The revision would be accompanied by a change of name to 'People, Finance and Resources Committee'. Given the removal of 'People' related elements, the People and Remuneration Committee would revert to being called 'Remuneration Committee'. The Board approved the Terms of Reference provided within the appendices which had been developed to support the proposal.

## **2.3 Remuneration of Committee Chairs**

The Board of Governors considered a report that presented a proposal to remunerate Urmi Dutta-Roy and Usman Khan for acting as the Chairs of Audit and Risk Committee and People, Finance and Resources Committee respectively.

The report highlighted that in considering the proposal the Board should bear in mind that remuneration of Governors for their trustee duties is an exception to the normal principle of voluntary trusteeship. It also highlighted that in considering the proposal the Board must ensure that the requirements of Charity Commission guidance and the University's Articles of Association are met.

In considering the recommendation to remunerate the Board applied its collective mind to the question of appropriateness to remunerate Urmi Dutta-Roy and Usman Khan in recognition of the roles. It was noted that Charity Commission guidance stated that 'a charity trustee may only be paid for serving as a trustee where this is clearly in the interests of the charity and provides a significant and clear advantage over all other option. In considering the proposal, the Board of Governors noted that:

i) Remuneration was in the clear interests of the University and provided a significant and clear advantage over all other options. Previous attempts to recruit an unpaid member of the Audit and Risk Committee had been unsuccessful, and expressions of interest from current Board members for chairing roles had not yielded any results. Considering the expanded responsibilities of the People, Finance and Resources Committee and the importance of the Audit and Risk Committee Chair roles, it was appropriate to recruit from the current membership to leverage institutional knowledge, for which payment was required. Further it was noted that previous recruitment exercises had demonstrated that there was a strong appetite for remuneration of these roles in the sector. The

Board confirmed its comfort that all reasonable steps for the role to be undertaken by an unremunerated trustee with the right competence and skills had been undertaken.

ii) The Board confirmed that it was satisfied that conflicts of interest can be managed properly and in accordance with the usual processes as defined within the Articles of Association and Board regulations.

iii) The Board of Governors considered the benchmarking information provided within the report and agreed that the level of remuneration should be set in accordance the going rate for similar roles in the Higher Education Sector.

iv) As required by law the amount of remuneration would be fully declared in the University's annual report and accounts.

v) The Board noted the importance of ensuring that the duties are performed to an acceptable level, that payment represents value for money to the University and that payment continues to be in the best interests of the University. It was noted that performance would be managed via the existing performance management process for Governors. Amendments to the Senior Independent Governor role were presented separately to ensure that reviews were undertaken with input from or by unremunerated Governors. The guidance note prepared for the Governance committee in respect of reappointment of the remunerated Chair of the Board of Governors (which included consideration to ensuring duties were appropriately undertaken and represented value for money) would also be applied to these roles if the proposal to remunerate was approved.

vi) Consideration to reputational risks had been undertaken, it was also confirmed that there were no financial risks to the Charity and payment would not affect the University's ability to carry out its purpose.

vii) The duties could not be spread out amount other trustees.

viii) The trustees, excluding conflicted trustees can form a quorum to deal with performance reviews, judge value for money, and if necessary terminate payments.

### **Conclusions:**

The Board of Governors approved the recommendation to remunerate Urmi Dutta-Roy and Usman Khan in their roles as Chair of the People and Remuneration Committee and Chair of the Audit and Risk Committee respectively in line with the benchmarking information provided in the report (within a range of £6-8k) in recognition of their experience, institutional knowledge, the demands of the role and the University's willingness to retain them in the posts. The Board highlighted the importance of ensuring that the guardrails outlined in the minute above and throughout the report. The Board also requested that the Governance Committee return to the question of remuneration, with consideration to ensuring that remuneration decisions are as equitable as possible.

## **2.4 Board and Committee appointments**

For Approval - Presented by Nikki Le Faou

The Board of Governors considered a report that presented proposals for appointments to the Board of Governors and the Board's sub-committees.

### **Board vacancies**

At their meeting on 14 October 2022 the Governance Committee agreed that an external search using recruitment consultants should commence to fill three Independent Governor roles. Over the course of 2022/23, the Governance Committee, assisted by the University Secretary had led a process on the Board's behalf searching for four Independent Governors to fill upcoming vacancies.

Minerva was appointed as recruitment consultants to assist with the search and a selection panel was identified by the Chair of the Governance Committee. The search had been designed to stagger the recruitment into two phases, the first tranche had completed in March. The June phase was designed to focus on gaps in the Board of Governors skills matrix as follows: Governance and Audit and Risk. The Board should note that since the commencement of the campaign additional members of the Board of Governors had indicated their intention to step down or had departed from the Board of Governors.

Interviews for the Independent Governor governance and Audit and Risk roles had taken place on 18th May 2023. The unanimous agreement of the Governance Committee acting as the selection panel was to recommend the appointment of Munesh Mahtani for appointment to the Board in recognition of his governance skills. The recruitment campaign had not successfully identified an individual for appointment in the Audit and Risk skills gap.

### **Committee vacancies**

The departures from the Board of Governors due to take place on 31 July 2023 will give rise to a number of committee vacancies, including the Chair of the Governance Committee and Audit and Risk Committee roles. Following the decision taken by the Board of Governors in respect of the People and Remuneration Committee, consideration to filling the Chair of the Remuneration Committee role was also required.

### **Conclusions**

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

- i) The appointment of Munesh Mahtani as an Independent Governor for an initial term of three years commencing on 1 August 2023;
- ii) The appointment of Munesh Mahtani as a member of the Governance Committee for an initial term of three years, commencing on 1 August 2023;
- iii) The appointment of Linda Patterson as a member of the Governance Committee for an initial term of three years, commencing 1 August 2023;
- iv) The appointment of Tijs Broeke (Independent Governor and Chair of the Board of Governors) as interim Chair of the Governance Committee commencing 1 August 2023 for a term of one year;
- v) The appointment of Andrea Stark as a member of the Audit and Risk Committee and Chair of the Remuneration Committee for an initial term of three years, commencing on 1 August 2023 subject to it being confirmed that there were no restrictions on serving in both posts in tandem within the University's governance framework. *[Post meeting note: it was confirmed that there were no restrictions on serving as Chair of Remuneration Committee and on the Audit and Risk Committee within the University's governance framework following the meeting].*
- vi) The appointment of Usman Khan as Chair of the Audit and Risk Committee for an initial term of three years, commencing 1 August 2023;
- vii) The appointment of Petra Wend as a member of the People, Finance and Remuneration Committee and Independent Governor Academic Quality;
- viii) The appointment of Muniya Barua as Senior Independent Governor for an initial term of three years;
- ix) The Board noted the appointment of Awesome Olasope as a Student Governor, serving ex-officio in his role as SU President. Following the closure of the elections in 2023, Tammika Chambers would continue in post for a further year.

### 3 Vice Chancellor's report to the Board of Governors

For Noting - Presented by Lynn Dobbs

The Board of Governors considered the Vice Chancellor's report to the Board of Governors.

The Vice Chancellor provided an oral update in respect of the marking and assessment boycott. At the time of writing the report the impact and extent of the strike action on marking was uncertain, however the Vice Chancellor was able to confirm that all marking had been completed as plans, as such no effects on graduation was expected.

The Board noted that in April the University had appointed Professor Nona McDuff OBE as the new Pro Vice Chancellor Student Experience (Operations), since which time Professor Marcia Wilson had also been appointed as PVC Student Experience (Development) with effect of 1 September 2023. The Board welcomed the appointment of the two sector-leading professionals.

#### Conclusions

The Board of Governors noted the Vice Chancellor's report.

### 4 Budget 2023/24

For Approval - Presented by Eugene McCrossan

The Board of Governors considered a report that presented it with the draft Budget for 2023/24 for approval on the recommendation of the Finance and Resources Committee's June meeting.

The Budget presented aligned to the University's Strategic Plan and contained minor updates to the one presented to the FRC meeting on 8th June 2023. The updates reflected the inclusion of additional strategic planning resource requests that were now affordable given an increase in income estimates. The impact of these changes balance back to the original draft budget presented to FRC and include £0.7m increase in income, £0.5m increase in pay and £0.2m increase in non-pay.

The report had also been updated to reflect a request from the FRC to provide more detail on the investment in staffing resources across the University. The additional information provided in the appendices to the report showed in-year approval for 31 posts during the current financial year, along with 119 posts included in the draft budget for FY24.

In terms of headlines, the Board noted that:

ii) that the University was set to deliver a surplus of £5.6m (compared to £1.5m for FY23);

iii) Income was expected to be £165.8m [REDACTED]

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commercial interests

iv) Capital spend was £41.7m including £33.6m estates strategy, £4.4m digital strategy and £2.0m business development;

v) Non-pay cost had increased by 23% to £14.9m

vi) The SU block grant had been determined at £0.6m

v) cash ends the year at £66.9m.

In terms of contingency the budget had been prepared to on the basis of the following:

Revenue- £3.0m, which included:

i) VC Pay - cost of change - £250k

ii) VC Pay - capacity building - £475k

iii) Investment income - £1.0m -dependent on cast and rates

iv) Oversees tuition fees - £1.3m - not in budget

Capital at £500k, which was made up entirely from the DVC Academic Development Fund (not allocated).

The Board noted that 2023/24 would see the first significant tranche of capital spend on the University's Estates and Digital strategies.

The Student Representatives raised questions in relation to the block capital grant allocated to the Students' Union, to which it was confirmed that a 5% increase had been allocated this year. The SU was encouraged by the Board to reach out to the Vice Chancellor and Chief Operating Officer to discuss the allocation in more detail.

The Board noted the risks and opportunities outlined in the report, which included:

- i) Risk that Government policy impacts overseas students:
- ii) Industrial action impacting on continuation and:
- iii) Inflation on non-pay increasing.
- iv) Potential Teachers Pension Scheme saving of £0.5m

The Board noted that some provision for inflation had been made, and noted that elsewhere similar provision had been made to accommodate for approximately 10% inflation. It was confirmed that the budget had been prepared on the basis of current projections.

#### **Conclusions:**

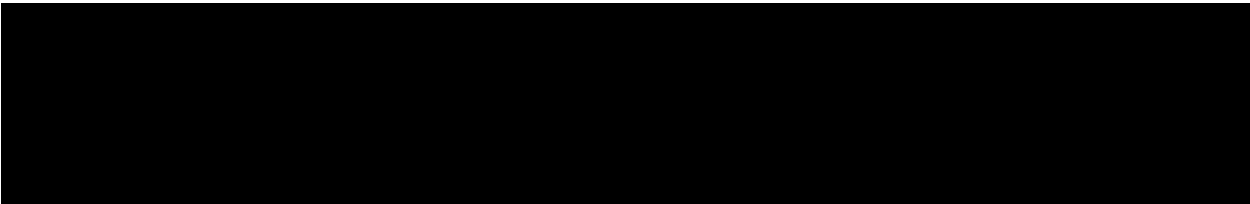
The Board of Governors approved the 2023/24 budget and noted the significant improvements made to the University's finances which were now in a strong position, as a result the University was well-placed to invest.

## **4.1 Request for Approvals**

For Approval - Presented by Eugene McCrossan

The Board of Governors considered a report that presented key contracts with suppliers whose annual expenditure was over £5.0m and as such required authorisation from the Board of Governors, in line with the Board Regulations and Scheme of Delegation.

The Board noted that there were three suppliers that were due to exceed the £5m level for the year ending 31 July 2024. The Board was invited to approve these transactions, all of which were included in the draft budget for approval as part of the agenda document pack as follows:



- CBRE Management Limited - £5.7m budgeted cost. London Met has contracted with CBRE to provide total facilities management service on all our sites. This is a contract that was approved by the Board in 2021. The exact value of the payments is variable because the contract contains elements of reactive maintenance and as such the Board is asked to approved payments up to £7m for the year to 31st July 2024.
- Overbury PLC - £6.27m contract value – This contract is for the development of the Nursing Simulation Centre at Holloway Road. Members should note that funding worth £5.8m has been secured from the Office for Students for this development. The Board is asked to approve the contract value of £6.27m and agree that the contract deed is signed. *[Post-meeting note: a revised version of*

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*the report was circulated to Governors following the meeting requesting approval of a revised maximum spend on Overbury PLC to £8.5m following new information received immediately following the meeting. The revised spend was approved by circulation].*

**Conclusions:**

The Board approved the recommended amounts for the three suppliers.

**5 Strategic Discussion - Partnerships (QAHE)**

Presentation - Presented by Gary Davies

Owing to time constraints this item was deferred to a later date.

**6 Academic Matters and Student Experience**

Oral update - Presented by Julie Hall

**6.1 Degree Outcomes Statement**

For Approval - Presented by Julie Hall

The Board of Governors considered a report on the annual Degree Outcomes Statement for 2021-22 which is a regulatory requirement, whereby the University is required to provide an annual update on its work around student outcomes. The Degree Outcomes Statement represented a key piece of the work undertaken to provide assurance on academic governance and academic quality.

It was noted that the proportion of first class honours and upper second class honours awarded by the University remained below the sector average, although the gap had closed somewhat in recent years, bringing it in closer alignment with the sector.

It was noted that white students were consistently awarded a higher proportion of first and upper second-class honours when prepared to Black, Asian and Minority Ethnic students. Positively, since 2015-16, the degree awarding gap for our UK domiciled, first degree undergraduate students closed steadily from 32 percentage points to 9.5 percentage points in 2021-2022. Analysis of the awards data indicated that on average our Black, Asian and Minority Ethnic students were meeting their expected degree outcomes when benchmarked against the sector for entry qualifications and subjects of study, the University remained committed to eliminating any gaps.

It was noted that the University reflects on the proportion of first and upper second-class honours being awarded to our student body by analyzing by subject, student entry qualifications and student characteristics with a focus on the student characteristics identified as a priority within our Access and Participation Plan. The University had rolled out the Education for Social Justice Framework supported by a programme of inclusive behaviours training for all staff in order to help address disparities in award outcomes for different student groups.

The Board of Governors was provided with assurances that the University remained alert to grade inflation, it was confirmed that assessments were run with rigor and inline with sector best-practice.

**Conclusions:**

The Board of Governors noted the Degree Outcomes Statement for 2021-22 which would be returned to the Office for Students and published on the University's website.

## **6.2 Student Protection Plan, Refund and Compensation plan**

For Approval - Presented by Julie Hall

The Board of Governors considered a report that set out what students can expect to happen should a course, campus, or institution close. The purpose of the plan is to ensure that students can continue and complete their studies or can be compensated if this is not possible. All education providers registered with the Office for Students (OfS) must have a student protection plan in place.

The Student Protection Plan had been updated with input from the Finance and Estates team. An analysis of risks had been conducted, and was presented to the Board for approval on the recommendation of the Academic Board.

### **Conclusions:**

The Board of Governors approved the Student Protection Plan, refund and compensation plan.

## **6.3 Freedom of Speech**

For Approval - Presented by Nikki Le Faou

The Board of Governors considered a report that presented a review of the University's Freedom of Speech Code of Practice for approval following consideration by the Academic Board's 7th June meeting. A review of the University's Freedom of Speech Code of practice had been undertaken to respond to the Higher Education (Freedom of Speech) Act which had entered into force on 11th May 2023.

The report highlighted that the legislation would significantly impact the way in which speech is protected in higher education institutions and Students Unions. The primary purpose of the Act was to ensure that higher education providers and Students Unions comply with enhanced free speech duties, or they would face sanctions from the Office for Students, and/or claims from individuals.

It was noted that the new legislation raised the bar for Universities to not simply ensure free speech and academic freedom is secured on campus, but that institutions are actively promoting those rights. It was also highlighted that the HE Freedom of Speech Act included a requirement for the governing body to proactively champion free speech and academic freedom.

### **Conclusions:**

The Board of Governors approved the proposed amendments to the University's Freedom of Speech Code of practice and noted the Freedom of Speech compliance checklist and next steps as detailed in the report.

## **7 Student Governor's Report (including SU Annual Accounts)**

For Noting - Presented by Tammika Chambers

The Board of Governors noted the Student Governors' report, which is a standing item.

The Board of Governors received the SU Annual Accounts for the year ended 31 July 2022.

### **Conclusions:**

The Board noted the Student Governors' report and requested that Student Union officers be invited to a future meeting to discuss their priorities for the coming year.

## **8 Finances**

### **8.1 Financial Management Report**

For Noting - Presented by Eugene McCrossan

The Board of Governors noted the May 2023 Financial Management report.

### **8.2 Investment Management Services**

For Noting - Presented by Eugene McCrossan

The Board considered a report that presented an update on the procurement process undertaken for Investment Management Services.

#### **Conclusions:**

The Board noted that as a result of the procurement process, the University had selected Investec and would award the 5-year contract for Investment Management Services commencing 30 June 2023.

Any investments made through this Investment Management Service and arrangements already in place would be reported to the Finance and Resources Committee at each meeting in a Treasury Management Report.

## **9 Reports from sub-committees**

### **10 Finance and Resources Committee**

For Noting - Presented by Urmi Dutta- Roy

The Board of Governors received the report of the Finance and Resources Committee's 8th June meeting. All items for approval were presented separately.

#### **10.1 Estates Strategy update**

For Noting - Presented by Eugene McCrossan

The Board received the Estates Strategy update report which had been subject to thorough review at the Finance and Resources Committee. The report was not considered in detail owing to time-constraints, the Board agreed it would return to the matter in the coming months.

### **11 Audit and Risk Committee**

For Approval - Presented by Shefaly Yogendra

The Board of Governors received the report of the Audit and Risk Committee's 17th May 2023 meeting. The Board approved a one-year contract extension for KPMG as the external auditors, and a two-year contract extension for Deloitte as the University's internal auditors on the recommendation of the March and May meetings of the Audit and Risk Committee.

## **12 Governance Committee**

For Noting - Presented by Margaret Farragher

The Board of Governors received the report of the Governance Committee covering the meeting held on 25th May. The Governance Committee reapproved the Students' Union Code of Practice on the recommendation of the Governance Committee. All other items for approval had been considered separately.

## **13 Academic Board (subject to Chair's approval)**

For Noting - Presented by Julie Hall and Margaret Farragher

The Board of Governors received the report of the Academic Board covering the meeting held on 7th June. Items for approval had been considered separately as part of the agenda.

**Actions from June 2023 Board of Governors meeting**

<b>Item</b>	<b>Action</b>	<b>For action by who</b>	<b>By when</b>	<b>Update</b>
<b>Governance Review</b>	The Board requested that the Governance Committee take forward the monitoring of the implementation of the recommendations and agreed that the Governance Committee be empowered to consider the suggestions detailed in the report.	University Secretary	October 2023	
<b>Student Governors' report</b>	The Board requested that Student Union officers be invited to a future meeting to discuss their priorities for the coming year.	University Secretary	October 2023	

