
Board of Governors
26 November 2015

**Minutes of the 79th meeting of the Board of Governors
held on Thursday 26 November 2015 (5.00pm – 7.40pm)**

Governors present:

Mr Clive Jones, Chair
 Professor Kathy Castle
 Mr Emir Feisal
 Mr Rob Hull, Vice Chair
 Mr Tony Millns
 Ms Ann Minogue, Vice Chair
 Mr Michael Murphy
 Mr Obie Opara, Student Governor
 Professor John Raftery, Vice Chancellor
 Ms Cathy Sullivan
 Professor Dianne Willcocks

In attendance:

Ms Beatrice Bizigire (Governance intern)
 Mr Paul Bowler (Deputy Chief Executive)
 Ms Lynn Burke (Director, Office of Institutional Effectiveness)
 Mr Iain Franklin (Ernst & Young) (for part)
 Mr Peter Garrod (University Secretary and Clerk to the Board of Governors)
 [REDACTED] s.43(2) FOIA - commercially sensitive
 Professor Peter McCaffery (Deputy Vice Chancellor)
 Ms Pam Nelson (Director of Finance)
 Ms Siobhan O'Donoghue (Assistant University Secretary) (minutes)
 Dr Christopher Sarchet (Director, Strategic Programme Office)

Welcome, Apologies and Announcements**Oral**

1. The Chair welcomed Governors and the following attendees to the meeting.
 - a. [REDACTED] s.43(2) FOIA - commercially sensitive
 - b. Iain Franklin, the One Campus One Community Programme Manager, on secondment from Ernst & Young; and
 - c. Beatrice Bizigire, the Governance Support intern from the University Secretary's Office.
2. Apologies had been received from Governors Rolande Anderson, Pauline Curtis and Adrian Kamellard.
3. A number of supplementary reports and additional paperwork had been circulated to Governors since the despatch of papers, which would be discussed at the appropriate point during the meeting.

Declarations of Interest**Oral**

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| 4. There were no declarations of interest. |
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Minutes and Matters Arising**BG 79/1.1 - BG 79/1.2**

5. The Board received the minutes of the last Board meeting held on 8 October 2015 and approved them as a correct record, subject to the addition of the following sentences:
- a. Para 31: *'The Staff Governor expressed concern that the full extent of potential financial and educational risks had not been considered or quantified sufficiently; that the risks stemming from student number reductions linked to current recruitment, portfolio review and move disruptions were not analysed or clearly presented in the report; and that pursuing Option 3 risked the viability of the institution as a full service University.'*
 - b. Para 32: The Staff Governor... *'declared that she was against approval of Option 3 on the basis of inadequate information provided and the level of risk involved.'*
6. The Board had approved the following recommendations by circulation on 14 October 2015:
- a. BG 78/3.2, Re-appointment of Students' Union Trustee: The Board approved the re-appointment of Independent Governor Rob Hull as a Students' Union Trustee.
 - b. BG 78/5.1, Audit Committee meeting report: The Board approved the appointment of PwC as internal audit provider; approved PwC's Internal Audit Charter; and the Audit Committee's Terms of Reference.
 - c. BG 78/5.2, Finance and Resources Committee meeting report: The Board approved the Pension Deed for signing.

7. **The Board of Governors:**
- a. **approved the minutes of the last Board meeting held on 8 October 2015 as a correct record, subject to the amendments detailed above;**
 - b. **noted the table of updates on actions arising from the 8 October 2015 Board meeting that were not dealt with elsewhere on the agenda; and**
 - c. **noted a summary report on Met2020 projects, which had been circulated via email in advance of the meeting in response to an action from a previous meeting.**

Vice Chancellor's General Report**BG 79/2.1**

8. The Board received the Vice Chancellor's General Report.
9. Higher Education Green Paper: The Government's Green Paper, *Fulfilling our potential: teaching excellence, social mobility and student choice*, had been published on 6 November 2015, with the consultation period running until 15 January 2016. As anticipated, there was a focus on widening participation, student outcomes and social mobility. There was much that London Met might usefully say, and the Board agreed that it was important that the University engaged with and responded to the consultation. The University, led by the Deputy Vice Chancellor, would be preparing a

response over the coming weeks. The Board agreed that it would be useful for the Board to receive a briefing session on the Green Paper, its implications and the University's response, early in the New Year, and that the University's response should be circulated to Governors.

10. The Vice Chancellor also reported on a useful event he had attended earlier that week where the Minister of State for Universities and Science had spoken; and on positive conversations held with the Chair of the Business, Innovation and Skills Select Committee.

11.  s.43(2) FOIA - commercially sensitive

12. **The Board of Governors noted the Vice Chancellor's General Report to the Board.**

Vice Chancellor's Quarterly Report to HEFCE and the Board

BG 79/2.2

13. The 22nd Vice Chancellor's Quarterly Report to HEFCE and the Board, covering the period 1 July to 30 September 2015, had been circulated to Governors via email on 20 October 2015. The report was now presented for information.

14. **The Board of Governors noted the Vice Chancellor's Quarterly Report to HEFCE and the Board.**

Student Governor's General Report

BG 79/3.1

15. The Student Governor introduced his update report to the Board.
16. Student Surveys: The Students' Union (SU) had conducted a survey of students' views on One Campus | One Community, which had received a total of 811 responses. There had been a strong negative response from Cass students in particular, but initial analysis by the SU indicated that there was a balanced view across the other three Faculties and no overall opposition to the project across the University as a whole. The Student Governor expressed concern, however, about the level and nature of opposition being expressed by Cass students. The Student Governor urged further engagement and open dialogue with students and encouraged the Executive to find areas of mutual understanding and compromise.
17. Whilst acknowledging that there was limited 'new' information available to share at this stage, the Board agreed that there should be a focus on communication activity and that efforts to engage constructively with Cass Faculty staff and students should continue. Invitations to participate actively in the design and delivery of the One Campus | One Community programme should be re-extended. It was important that the University seized the initiative in communications and was not reactive.

18. The Board felt that damaging and misleading statements, including those around the One Campus | One Community decision, course closures and staff reductions, should be challenged and corrected. It should be stressed that the Board's decision to move to a single campus had been made on the basis that the Cass studio system, its approach to teaching and making and the Cass 'brand', would be maintained at Holloway. The significant financial investment in the Islington campus should also be emphasised.

19. **The Board of Governors noted the Student Governor's general report.**

One Campus | One Community

BG 78/4.1

20. The Board received the latest Programme Initiation Document (PID) for the One Campus | One Community (OC|OC) programme, including the programme risk register, and noted the following update from the Deputy Chief Executive:
- a. All workstreams were on track. Work was underway on developing KPIs, the risk register and the benefits tracking system, which would enable the Board to track spent funds against projected/achieved benefits.
 - b. The Finance and Resources Committee had approved a budget for implementation of the first phase of OC|OC, which would be accommodated by existing consultancy and restructure budgets. Additional resource has been added to the Implementation Team, which was felt to be adequate for current activities.
 - c. Two meetings of the Governor Oversight Group had taken place. Rob Hull, one of the two Vice Chairs on the Group, reported that the project set-up for OC|OC and the progress to date had been impressive.
 - d. The accelerated 'Estates Transformation' workstream continued. There had been strong interest in Central House and the Board was asked to delegate authority to the Finance and Resources Committee to approve a recommended sale price and purchaser. [REDACTED]
[REDACTED] s.43(2) FOIA - commercially sensitive
 - e. A good deal of effort had gone into the 'Communications' workstream. As reported elsewhere, there had been an adverse reaction from the Cass Faculty, and the communications effort would now need to be forward-looking, with an intensified focus on the 'vision' for the future campus at Holloway. A selection panel to consider shortlisted Masterplanners was scheduled for December 2015 and the successful applicant would develop the Holloway 'vision' as a priority.
 - f. At its October 2015 meeting, the Board had suggested that it would be helpful to have an additional, external overview of the OC|OC programme. Initial conversations were taking place with an experienced external consultant who, it was hoped, would provide an independent review of OC|OC on a *pro bono* basis. Suitable arrangements would be put in place to define the basis of the work. The Deputy Chief Executive expressed his thanks to Vice Chair, Ann Minogue, for her involvement in establishing contact.

21. The Board discussed the programme update, noting its concern over the reaction by the Cass Faculty. Damaging and false statements were being made, and it was important that the University regained the initiative. The Board again urged the Executive to redouble its communication efforts and seek to engage with the Faculty; noting that there might need to be a subtle shift in the approach and also increased resources. There had to be a concerted effort to continue with open engagement, challenge misconceptions and misstatements and to address genuine staff and student concerns. However, the University could not afford to be distracted from the thrust of the OC|OC programme.
22. The Board agreed that it was important that the following points continued to be emphasised:
 - a. There was no intention to close the Cass; the intention was to relocate and recreate it at Holloway. There was no attack on Cass values or culture, and there would be no dismantling of the studio system or the Cass's approach to teaching.
 - b. The Cass had been approached and invited repeatedly to be involved in the design and planning of its new home at Holloway and the University remained open to this. Furthermore, the OC|OC programme provided a unique creative opportunity that should capture staff and students' imaginations. There was great potential to achieve something significant and special in Holloway.
 - c. Course closures had been identified as part of an established and routine portfolio review mechanism, and on the advice of the relevant Deans.
23. The Board agreed that a letter setting out the points made in para. 22 above should be drafted to Cass staff in response to an open letter to Governors, which had been circulated to the Board before the meeting.
24. It was suggested that discussion at the Academic Board would provide an opportunity to share information and address staff concerns. As discussed earlier, active dialogue was important, as was challenging misconceptions – for example around the relative financial contribution of Faculties and the viability of some courses. A Governor suggested that possible ways of phasing and sequencing the portfolio review might also be considered, with a view to mitigating the reduction in students.
25. Regarding the disposal of Central House, [REDACTED] queried the proposed timescale for the sale of the property and sought clarification about the basis on which the Board had made its decision at the October 2015 meeting; noting his concern that a sale at this stage would be without the comfort of the programme demonstrating that it was deliverable. s.40(2) FOIA - personal information
26. The Deputy Chief Executive confirmed that the Board had agreed as part of its approval of 'Option 3' at its October 2015 meeting that the move to a single campus included an accelerated Estates workstream, including the disposal of Central House, given that the receipt from the sale of this asset was fundamental to the financial viability of the programme. In making its decision, the Board had also been mindful of concerns about the current property market in the area and the potential for this to deteriorate. It was also noted that these issues had been discussed in

detail previously by the Finance and Resources Committee. The Finance Director added that the financial forecast paper elsewhere on the agenda set out quite clearly the University's cash flow position and wider financial situation if urgent action, including the sale of Central House, was not taken.

27. [REDACTED] abstained from approving the recommendation to delegate authority to the Finance and Resources Committee for the sale of Central House; on the basis that his recollection of the Board's decision to dispose of the property was not in accordance with the timescales now presented.

s.40(2) FOIA -
personal
information

28. The Board of Governors:

- a. **noted the draft One Campus One Community programme initiation document and risk register; and**
- b. **approved delegation of authority to the Finance and Resources Committee for the sale of Central House.**

Programme for Improved Student Outcomes

BG 78/4.2

29. The Deputy Vice Chancellor presented an update report on progress with the Programme for Improved Student Outcomes (PISO). All six projects that made up the programme were on schedule or ahead of schedule. All projects had project leads, engagement champions, and specified targets and outcome success criteria. A Programme Board had been established to oversee and coordinate the overall programme. Headlines for each project were set out in the report, and the Deputy Vice Chancellor highlighted the Academic Workforce Improvement project, the Student Led Module Feedback Scheme, and progress in establishing strong relationships with key feeder institutions as part of the Marketing, Recruitment and Induction project. The Board also noted the tie-in of the six programme strands with the themes covered in the Government's recently published Higher Education Green Paper. It was noted that progress on PISO would be discussed at the Board's joint meeting with the Academic Board on 26 January 2016, at which the PISO strand leads would be present.
30. The Board welcomed the report, noting the intention to provide routine updates on PISO in future. Although the report provided a helpful overview of progress overall, it was suggested that future reports might include more information about the structure of the individual projects and associated timelines and milestones, and that the language might be more 'Governor-friendly'.

31. The Board of Governors noted the report on PISO.

Student Numbers Update

BG 79/5.1

32. The Director of the Office of Institutional Effectiveness (OIE) presented the latest update on student numbers against budget, and as a year on year trend. The report included assumptions for future years, and the Board noted that these figures in the next update report in January 2016 would also factor in the anticipated impact of the campus consolidation and course closures.

33. In overall terms, the October 2015 forecast indicated that the University had planned appropriately for a reduced 2015/16 student intake, [REDACTED] Year 2 and Year 3 figures showed improvement, but these students were not always straightforward in terms of finances. Year 0 student numbers were stable and ensuring retention of these students was important. Overseas recruitment was down and forecast as static going forward, reversing previous hopes for regaining this market. Efforts were being put into alternative markets, however.

s.43(2) FOIA -
commercially
sensitive

34. Of particular concern was the forecast for London Met's 'traditional' Year 1 students, [REDACTED] This decline was significant and was being investigated; for example, Faculties were analysing breakdowns of their data on a course by course basis. It was expected that the decline would be, to a large extent, attributable to the removal of the student numbers cap, as it reflected decisions made by applicants prior to the course portfolio review and the initiation of OC|OC. The effect of the portfolio review on future intake would be minimal for UG courses and affect primarily PG courses; it was noted that the closed courses had an average enrolment of only 4.5 FTE students.

s.43(2) FOIA -
commercially
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35. It was noted that there was limited reliable information available at the current point in the cycle, but the Board suggested that the inclusion of any available comparator information in the next report would be helpful, for example patterns in international recruitment. The Director of the OIE reported that UCAS 'firm accepts' data would be released in early 2016, and that this could be reflected in the next re-modelled update. It was also suggested that it would be useful to see a breakdown of where, and which types of, marketing efforts were paying off in terms of improved recruitment and retention.

36. **The Board of Governors noted the student numbers update.**

2015/16 Budget and Financial Forecast Update

BG 79/5.2

37. The Director of Finance presented a remodelled 2015/16 budget and scenario to 2017/18, which summarised the potential impact of various factors that had changed since the budget and forecast were approved in July 2015. A formal reforecast was not appropriate at this stage, as this would need to be underpinned by more reliable numbers and timelines relating to the in-year planning for OCIOC and tactical cost reduction measures, which were not yet available.

38. Overall, although there would be an improved operating deficit for 2015/16, increases to the deficit in 2016/17 and a further deficit in 2017/18 were anticipated.

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39. In response to two queries from Governors, the Director of Finance clarified that 'staff costs' covered all individuals on the University's payroll, including graduate interns; and that the decrease in bursaries was as a result in the decrease in student numbers.

40. **The Board of Governors noted the 2015/16 Budget and Financial Forecast update.**

2014/15 Audited Financial Statements

BG 79/5.3

41. The Director of Finance presented the final 2014/15 financial statements, which had been audited by KPMG, who had issued a 'clean' audit opinion. The Board was asked to note, in particular, the financial highlights set out in the report, and also that the accounts had been prepared on a 'going concern' basis, on the basis of strategic decisions taken by the Board in October 2015, which were now being taken forward as One Campus | One Community.
42. The Board noted that the draft financial statements had been reviewed by the Senior Management Team and both the Finance and Resources Committee and the Audit Committee. Both Committees had recommended the financial statements to the Board.

43. **The Board of Governors:**
- a. **approved the audited 2014/15 financial statements; and**
 - b. **authorised the Chair and the Vice Chancellor to sign the Corporate Governance Statement and the Balance Sheets on behalf of the Board.**

2014/15 Financial Results Tables and Commentary

BG 79/5.4

44. The Board received the 2014/15 Financial Results Tables and Commentary, which re-cast the 2014/15 financial statements under HEFCE's headings. The Financial Tables and Commentary were an element of the University's Accountability Returns to HEFCE.

45. **The Board of Governors:**
- a. **approved the financial results tables and commentary for submission to HEFCE as part of the annual Accountability Returns; and**
 - b. **authorised the Vice Chancellor to sign the commentary on behalf of the Board.**

2014/15 External Audit Memorandum, Management Letter and Letter of Representation

BG 79/5.5

46. The Board received the external auditor's Audit Memorandum and Management Letter and the Letter of Representation, which formed part of the University's 2014/15 Annual Accountability Returns to HEFCE. No significant audit issues had been identified by KPMG, who would sign a clean audit opinion. One minor recommendation had been made, and had been accepted, around miscoding and mapping of income within analysis lines of 'other operating income'.

47. The Board noted that the Letter of Representation requested by KPMG had been reviewed by the Senior Management Team and also the Audit Committee, which recommended the Letter to the Board for approval.

48. The Board of Governors:

- a. **noted the external Audit Memorandum and Management Letter;**
- b. **approved the Letter of Representation; and**
- c. **authorised the Chair of the Board and the Vice Chancellor to sign the letter on its behalf.**

2014/15 Annual Value for Money Report

BG 79/5.6

49. The Director of Finance presented the 2014/15 Value for Money report, which summarised the University's approach to ensuring value for money (VfM) and the activities it carried out in 2014/15 to implement its VfM policy. The report was an optional element of the Annual Accountability Returns and the Audit Committee had approved the VfM report for recommendation to the Board.

50. The Board of Governors approved the 2014/15 annual Value for Money report.

2015 ASSUR Report

BG 79/5.7

51. The Board received the University's 2015 Annual Sustainability Assessment Report (ASSUR), which was an optional element of the annual HEFCE Accountability Returns. The ASSUR summarised how the University's strategies took into account the anticipated operating environment and ensured that the University and its core publicly-supported activities were sustainable. Although the report was not a compulsory element, the Board noted that the University had submitted an ASSUR as part of the 2013/14 Accountability Return; and that the Finance and Resources Committee had reviewed the report and recommended it to the Board for approval and submission. The appendix summarising the University's KPIs would be updated before submission to align it with the KPIs submitted to HEFCE in the latest Vice Chancellor's quarterly report.

52. The Board of Governors:

- a. **approved the 2015 ASSUR report; and**
- b. **authorised the Chair to sign the report prior to submission to HEFCE.**

2014/15 Internal Audit Annual Report

BG 79/5.8

53. The Board received the 2014/15 Internal Audit Annual Report, which had been considered by the Audit Committee at its meeting on 17 November 2015. The report summarised the internal auditor's view on the adequacy and effectiveness of London Met's arrangements for risk management, control and governance, and value for

money. The Board noted that, except for the internal audit work on 'Partnerships', which had received a high risk rating overall due to the volume of exceptions classified as medium, the report concluded that London Met had adequate and effective arrangements and processes; and that these had improved compared on previous years. The Deputy Chief Executive confirmed that management had accepted all of the 'Partnerships' report findings and that the recommendations were being implemented.

54. The Board of Governors approved the 2014/15 Internal Audit Annual Report for submission to HEFCE as part of the Annual Accountability Returns.

2014/15 Audit Committee Annual Report

BG 79/5.9

55. The Board received the Audit Committee's 2014/15 Annual Report, which was one of the elements of the 2014/15 Annual Accountability Return. The Annual Report summarised the work of the Committee during 2014/15 (and any significant matters up to the current date) and set out the Committee's opinion on the adequacy and effectiveness of the University's arrangements for risk management, control and governance; value for money; and the management and quality assurance of statutory data submissions. The Chair of the Governance Committee had approved the text included in the report that summarised Governance Committee's review of the University's compliance with the Committee of University Chairs' revised Code of Governance.

56. The Board of Governors approved the 2014/15 Audit Committee Annual Report.

2014/15 Annual Assurance Return

BG 79/5.10

57. The Board received the 2014/15 Annual Assurance Return, which would be submitted to HEFCE as part of the 2014/15 Accountability Returns. The Assurance Return had also been considered by the Senior Management Team and the Audit Committee, which recommended it to the Board for approval.

58. The Board of Governors approved the Annual Assurance Return for signature by the Vice Chancellor as accountable officer.

Risk Management Report

BG 79/6.1

59. The Board received its regular quarterly report on risk management, summarising corporate risks being managed within the University. The Board noted that, as part of a revised risk management process, a Risk Workshop for the Senior Management Team had taken place in October 2015, which had focused on the development of a new corporate risk register (CRR), mapping major risks against the University's Strategic Plan. The Board would receive the updated CRR at its next meeting in January 2016. The programme boards for One Campus | One Community and the Programme for Improved Student Outcomes were developing separate risk registers and action plans.

60. **The Board of Governors noted the risk management report.**

Risk Management Policy and Process

BG 79/6.2

61. The Director of the Strategic Programmes Office presented the final Risk Management Policy and Process, which had been reviewed by the Senior Management Team and by the Audit Committee at its meeting on 17 November 2015 and was recommended to the Board for approval. The Policy and Process had been developed from a review of best practice in the sector and in consultation with the University's internal auditors.

62. **The Board of Governors approved the Risk Management Policy and Process.**

HEFCE Assessment of Institutional Risk

BG 79/6.3

63. In light of the One Campus | One Community programme approved by the Board in October 2015, HEFCE had updated its risk letter, replacing the letter received in April 2015.

s.43(2) FOIA -
commercially
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64. **The Board of Governors noted HEFCE's letter summarising its assessment of institutional risk.**

Revised Freedom Speech Code of Practice

BG 79/7.1

65. The University Secretary presented a report summarising the legal requirements imposed on universities as a result of the Counter-Terrorism and Security Act 2015 and the statutory 'Prevent' guidance issued by the Home Office under the Act, which had come into effect on 18 September 2015. HEFCE had been appointed as the 'monitoring authority' responsible for monitoring and reporting on the sector's compliance, and would be developing its approach over 2015/16. The Board also received the University's revised Freedom of Speech Code of Practice (relating to the conduct and approval of events), which was an element of HEFCE's compliance monitoring, and which had been updated in light of the 'Prevent' guidance.

66. As the University had a long-established policy in this area, only limited changes were required to align the Code of Practice with the guidance. In summary, these changes included extension of the Code to cover off-campus events; introduction of the right to refuse certain events; and the right to consult with other bodies about events. The proposed changes had been reviewed by the University's solicitors and the Senior Management Team, and had been provided to the Students' Union for comment. It was suggested that it would be helpful if the revised Freedom of Speech Code of Practice was also circulated to the Academic Board for information.

67. **The Board of Governors approved the revised Freedom of Speech Code of Practice.**

3 November 2015 Health and Safety Assurance Group – Meeting Report

BG 79/8.1

68. The Board received a report, summarising the business considered by the Health and Safety Assurance Group at its meeting on 3 November 2015. The Chair of the Assurance Group commented that he had been particularly impressed by the professional approach of the Principal HR adviser and Head of Safety and Environment, who both attended the meetings.

69. **The Board of Governors noted the report of the 3 November 2015 Health and Safety Assurance Group.**

Health and Safety Assurance Group – 2014/15 Annual Report

BG 79/8.2

70. The Board received the annual report of the Health and Safety Assurance Group, which summarised the Group's work during 2014/15.

71. **The Board of Governors noted the 2014/15 Annual Report of the Health and Safety Assurance Group.**

2014/15 Health and Safety Annual Report

BG 79/8.3

72. The Deputy Chief Executive presented the first Health and Safety Annual Report, which summarised and highlighted health and safety activity and achievements during 2014/15. The report also included an overview of the governance arrangements, roles and responsibilities relating to the University's Safety, Health and Environment Policies. The Board noted that both the Deputy Chief Executive and Director of Estates were members of the University's Health and Safety Committee and Health and Safety Assurance Group, and that health and safety staff were kept informed and consulted on relevant One Campus | One Community issues.

73. **The Board of Governors noted the 2014/15 Health and Safety Annual Report.**

5 November 2015 Remuneration Committee – Meeting Report

BG 79/8.4

74. The Board received a report, summarising the issues considered by the Remuneration Committee at its meeting on 5 November 2015. The Board noted that the Committee had approved the general 1% pay increase for mainstream staff; and had also approved the University's continued accreditation as a London Living Wage Employer, which would be reflected by increasing the minimum hourly wage rate to £9.40.

75. The Board of Governors noted the report of the 5 November 2015 Remuneration Committee meeting.

5 November 2015 Finance and Resources Committee – Meeting Report

BG 79/8.5

76. The Board received a report, summarising the issues considered by the Finance and Resources Committee at its meeting on 5 November 2015.

77. The Board of Governors noted the report of the 5 November 2015 Finance and Resources Committee meeting.

Finance and Resources Committee Terms of Reference

BG 79/8.6

78. At its meeting on 5 November 2015, the Finance and Resources Committee had reviewed its Terms of Reference and approved a number of amendments for recommendation to the Board. The amendments were, primarily, to align the Committee's Terms of Reference more closely with the Scheme of Delegation; reflect updated financial thresholds; and reflect the Committee's role regarding equality and diversity and the University's policy for fund-raising, donations and sponsorship.

79. The Board also noted that the Finance and Resources Committee had agreed to disband the Property Sub-Group, which had been superseded by the Committee's responsibilities as set out in the Scheme of Delegation.

80. The Board of Governors approved the Finance and Resources Committee Terms of Reference and the discontinuation of the Property Sub-group.

2014/15 Diversity and Equality Report

BG 79/8.7

81. The Board received the annual report, which provided an update on actions in train to maintain and further improve the University's performance against equality measures. The Board noted that the Finance and Resources Committee had also considered the report at its meeting on 5 November 2015, where it had suggested that future reports should reflect and celebrate more explicitly the diversity of the University and its workforce and included a summary of relevant ethnicity and gender statistics. The Board requested that it also receive this detailed information in future on an annual basis.

82. The Board of Governors noted the 2014/15 Diversity and Equality Annual Report.

Revised Financial Regulations

BG 79/8.8

83. The University's Financial Regulations had been updated to reflect policies that had been put in place since the Regulations were last reviewed in 2010, and now

followed the CIPFA model regulations for higher educational institutions. The Finance and Resources Committee had reviewed the Regulations at its meeting on 5 November 2015 and recommended them to the Board for approval.

84. The Board of Governors approved the revised Financial Regulations.

10 November 2015 Academic Board – Meeting Report

BG 79/8.9

85. The Board received a report, summarising the issues considered by the Academic Board at its meeting on 10 November 2015.

86. The Board of Governors noted the report of the 10 November 2015 Academic Board meeting.

17 November 2015 Audit Committee – Meeting Report

BG 79/8.10

87. The Board received a report summarising business considered by the Audit Committee at its meeting on 17 November 2015.

88. The Board of Governors noted the report of the 17 November 2015 Audit Committee meeting.

24 November 2015 Governance Committee – Meeting Report

BG 79/8.11

89. The Board received a report summarising the 24 November 2015 Governance Committee meeting. The main item of business had been consideration of nominees for 2015/16 honorary awards. As with 2014/15, the Committee had been impressed with the high calibre of candidates put forward by students, staff and alumni; and the Committee had selected nine individuals for the Board's consideration and approval. A number of other nominations had been deferred for consideration in 2016/17.

90. The Committee also made a number of other recommendations to the Board around Governor appointments and the approval of the Committee's updated Terms of Reference.

91. The Board of Governors:

- a. **approved the appointment of Governor Rolande Anderson as Chair of the Finance and Resources Committee with immediate effect;**
- b. **approved the appointment of Governor Kathy Castle to the Governance Committee with immediate effect;**
- c. **approved the appointment of Governor Clive Jones to the Health and Safety Assurance Group with immediate effect;**
- d. **agreed that the honorary doctorate of the University should be offered to the individuals put forward by the Governance Committee as set out in the**

report (subject to final due diligence checks by Secretary's Office);

- e. **approved the Governance Committee's Terms of Reference; and**
- f. **noted the report of the 24 November 2015 Governance Committee meeting.**

Governor Skills Matrix and Appointment Policy and Process

BG 79/8.12

92. The Board received the updated Governor Skills Matrix and Appointment Policy and Process, which had been considered by the Governance Committee at its meeting on 24 November 2015. The Committee had approved the proposed amendments for recommendation to the Board.

93. **The Board of Governors approved the Governor Skills Matrix and Appointment Policy and Process.**

Governor Performance Review Process

BG 79/8.13

94. The Board received the updated Governor Performance Review Process, which had been considered by the Governance Committee at its meeting on 24 November 2015. The Committee had approved the proposed amendments for recommendation to the Board.

95. **The Board of Governors approved the Governor Performance Review Process.**

Any Other Business

Oral

96. There were no further items of business.

**Siobhan O'Donoghue
December 2016**

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at XX.01.16)
BG 79/2.1 Vice Chancellor's General Report	Para. 9) Board to receive a briefing session on the Higher Education Green Paper and the University's response.	University Secretary	Early 2016	<i>Green Paper briefing session arranged as part of joint Board/Academic Board meeting on 26 January 2016.</i>
BG 79/4.1 One Campus One Community update	Para. 23) Letter to be drafted to Cass staff on behalf of the Board.	Vice Chancellor / University Secretary	Following the meeting	<i>Letter sent to Cass staff on 2 December 2015 (shared subsequently with Governors 14 December 2015).</i>
BG 79/5.1 Student Numbers Update	Para. 35) Future Student Numbers report to include comparator information and a summary of the impact of marketing strategies.	Director, Office of Institutional Effectiveness	For January 2016 Board	<i>See Item 80/X.X, elsewhere on the agenda.</i>
BG 79/5.7 Annual Sustainability Assurance Report	Para 51) KPIs in the ASSUR report to be updated before submission to HEFCE.	Director of Finance	Following the meeting	<i>Updated ASSUR report submitted to HEFCE as part of the 2014/15 Accountability Returns.</i>
BG 79/6.1 Risk Management	Para 59) Board to receive updated corporate risk register at its next meeting.	Director, Strategic Programmes Office	For January 2016 Board	<i>See Item 80/X.X, elsewhere on the agenda.</i>
BG 79/7.1 Freedom of Speech code of Practice	Para 66) Revised Freedom of Speech Code of Practice be circulated to the Academic Board.	University Secretary	Following the meeting	<i>Circulated to the Academic Board on [date]</i>
BG 79/8.7 Diversity and Equality Annual Report	Para 81) Board to receive more detailed annual information regarding diversity and equality	Deputy Chief Executive	To be reflected in 201/16 annual report.	<i>Board request passed to report author.</i>