
**Minutes of the 84th meeting of the Board of Governors
held on Thursday 6 October 2016 (5.00pm – 7.00pm)**

Governors present:

Mr Clive Jones (Chair)
Mr Rob Hull, Vice Chair
Mr Adrian Kamellard (for part)
Mr Tony Millns
Ms Ann Minogue, Vice Chair
(for part)
Mr Michael Murphy
Ms Florence Onwumere
Mr Alex Tarry
Prof. John Raftery, Vice
Chancellor
Prof. Dianne Willcocks
Mr Shaun Williams

In attendance:

Mr Mark Anderson
Ms Lynn Burke, Director of Business Process Change
Dr Elizabeth Charman, Pro Vice-Chancellor Academic
Outcomes
Mr Peter Garrod, University Secretary
Mr Michael Goleniak, Governance Support Intern
[REDACTED] s.43(2) FOIA - commercially sensitive
Mr Richard Lee, Interim Chief Financial Officer
Ms Pam Nelson, Acting Chief Operating Officer
Professor Dominic Palmer Brown, Pro Vice-Chancellor
Employment Outcomes

Welcome, Apologies and Announcements**Oral**

1. The Chair welcomed [REDACTED] Alex Tarry, the recently elected Staff Governor; Liz Charman, Pro Vice-Chancellor Academic Outcomes; Dominic Palmer Brown, Pro Vice-Chancellor Employment Outcomes; Richard Lee, Interim Chief Financial Officer; and Michael Goleniak, Governance Support Intern in the University Secretary's Office, who was attending as an observer. s.43(2) FOIA - commercially sensitive
2. Apologies had been received from Independent Governors Rolande Anderson, Pauline Curtis and Harini Iyengar; and from Peter McCaffery, Deputy Vice-Chancellor; Graham Taylor-Russell, Interim Director of Academic Quality and Planning; and Iain Franklin, One Campus | One Community Programme Director.

Declarations of Interest**Oral**

3. There were no declarations of interest.

Minutes and Matters Arising**BG 84/1.1**

4. The minutes of the meeting of the Board held on 30 June 2016 were approved as a correct record.
5. There were no matters arising.

6. The Board of Governors:

- a. approved the minutes of the Board meeting held on 30 June 2016 as a correct record; and
- b. noted the table of updates on actions arising that were not dealt with elsewhere on the agenda.

Board and Committee Appointments**BG 84/1.2**

7. The Board approved the recommendation of the Governance Committee that the terms of office of Independent Governors Ann Minogue and Dianne Willcocks should be extended by 12 months from the end of their third term of office (i.e. until 31 July 2018), as permitted by the University's Articles of Association, in light of their expertise, their contribution and the challenges faced by the University. The Board also approved the Committee's recommendation that Mr Baron Anyangwe should be appointed as a co-opted member of the Finance and Resources Committee for an initial term of three years, until 31 July 2019.
8. As required by the University's Articles of Association, the Board confirmed the appointment of Mr Alex Tarry as the Staff Governor for a term of three years, until 31 July 2019, following the recent Staff Governor elections. The Chair congratulated Mr Tarry on his election.

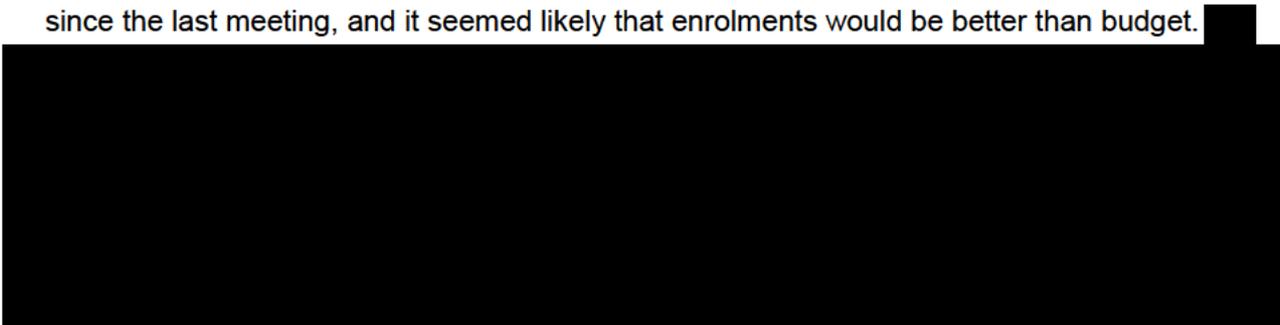
9. **The Board of Governors approved:**
 - a. **the extension of the terms of office of Independent Governor Anne Minogue and Dianne Willcocks by 12 months, until 31 July 2018;**
 - b. **the appointment of Baron Anyangwe as a co-opted member of the Finance and Resources Committee;**
 - c. **the appointment of Alex Tarry as the Staff Governor.**

Vice Chancellor's General Report**BG 84/2.1**

10. The Board received the Vice Chancellor's General Report and noted the following updates:
11. Conservative Party Conference: the Vice-Chancellor had attended the recent Conservative Party Conference, including fringe meetings relating to higher education, and had made contributions that highlighted the improvement in the University's performance in key indicators of academic outcomes. However, there were aspects of the content and tone of the Conference, and the general direction of government policy, that were of concern for the higher education sector. The proposed 'gold', 'silver' and 'bronze' ratings to be used in the second year of the Teaching Excellence Framework (TEF), and the government's expectation that most institutions would be classed as 'silver', risked the international reputation of the UK HE sector, if it led to a perception that a highly successful sector was 'second rate'. The Home Secretary's intention to consult on a multi-tiered student visa system linked to institutional quality, as part of the drive to reduce net migration, had implications for the university sector and the wider UK economy that were similar to those of Brexit. The reduction in the University's international intake meant that London Met was less exposed to a change in Tier 4 policy than some other institutions, but there would still be an effect on income. While the University had improved in measures of academic quality and the student experience, Year 2 of the TEF would be challenging for London Met. It would be important to convey the message that the University's performance reflected the challenges faced by its student demographic and London Met's mission of widening access to higher education.
12. Improvement in academic quality indicators and in student recruitment: Governors noted that since the Board's meeting in June, the University had achieved its best ever results in the National Student Survey (NSS) and the Destinations of Leavers from Higher Education (DLHE) survey. The University's overall satisfaction score in the NSS had increased for the third year

in a row, from 78% to 80% (or 81% if students from partner institutions were excluded). This placed London Met in line with its main post-92 London competitors (whose scores for 'taught' students ranged between 80% and 84%), and above some higher tariff institutions, including LSE and the University of Edinburgh. In the DLHE, 93% of all 2014-15 graduates, and 89.4% of full-time, UK domiciled, first-degree graduates (the often-quoted E1a indicator), were in employment or further study six months after graduation, with 60.4% of the E1a population in a 'graduate/professional' role (up from 47.9% last year). London Met's E1a score showed the best improvement of any UK university over the two-year period.

13. The picture with respect to enrolments for autumn 2016 entry had also improved significantly since the last meeting, and it seemed likely that enrolments would be better than budget.



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16. It was noted that students who entered at Years 2 and 3 were a different group, and included students from partner colleges and students transferring from other institutions. These entrants tended to perform well in terms of retention, but less well in good completion.

17. The Board of Governors noted the key updates provided in this Vice Chancellor's Report.

Vice-Chancellor's Quarterly Report to HEFCE and the Board**BG 84/2.2**

18. The Board received the Vice-Chancellor's 25th quarterly report to HEFCE and the Board (covering the period April-June 2016), which had been circulated to Governors in July.

19. **The Board of Governors received the Vice-Chancellor's Quarterly Report to HEFCE and the Board.**

Student Governor's General Report**BG 84/3.1**

20. The Board received the Student Governor's General Report, which covered recent Students' Union (SU) and student activity.
21. The preceding months had seen the handover to a new sabbatical team and the induction of new external trustees. The report noted that the SU had risen significantly in the NSS question relating to satisfaction with the students' union, with a score of 85% (a 22 point rise from 2015), placing the SU above the students' unions at some comparable institutions. The results of the SU's own student satisfaction survey had been encouraging, with 95% of respondents indicating that they were fully or partially satisfied with the SU.
22. The report noted that SU had had a successful first year in running competitive sport, and would seek to monitor retention rates for students involved in sport to identify the value of sport in improving retention. A 'Visions' document had been submitted, setting out the SU's views on the One Campus | One Community (OC | OC) programme and the pivotal role which the SU could play in creating a student community. The SU was examining how it should adjust its representational model to reflect the new School structure. The annual audit was underway and was expected to report a small surplus for 2015/16.
23. The Vice-Chancellor paid tribute to the contribution of the previous sabbatical team over the past two years, which had seen initiatives like the PASS scheme and Student Led Module Feedback developed in partnership with the SU. The improvements in the SU's NSS score reflected the benefits which the SU had delivered for students. The Vice-Chancellor looked forward to continued partnership with the new sabbaticals in delivering key initiatives that benefited students.

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

One Campus | One Community – update**BG 84/4.1**

25. The Board received an update on the One Campus | One Community programme, and noted the progress of OC | OC's workstreams.
26. Estates: the Commercial Road building had been vacated by the end of the leaseback in August, with staff relocated to refurbished facilities at Calcutta House (images of the new facilities at Calcutta House were projected for Governors). Initial contacts with Islington Council over the Holloway redevelopment had been positive, and a pre-planning application for phase 1 of the Holloway campus redevelopment was being prepared. The pre-planning application would cover recladding the Tower and the refurbishment and upward extension of 'J' Block, and would allow the planning authority's feedback to be provided in advance of a full planning application. The University's consultants were developing a strategy to implement 'agile

working' in the new campus, based on creating workspaces that were flexible, effective and attractive; this would be piloted in the refurbishment of 'C' Block as teaching spaces and IT suites, to be completed for the start of 2017/18.

27. Benefits tracking: the tracking of financial and non-financial benefits from OC I OC had commenced, following a programme audit by PwC. Confirmed and realised financial benefits of £3.15m had been identified against a target for 2016/17 of £7.21m. This included benefits arising from the s.188 commenced in May 2016, and from the organisational restructure which had been implemented on 1 September. Further benefits would be achieved through the Business Process Review (BPR), and by requiring academic staff to submit their estimates of teaching workload into a single, University-wide system. This would identify where staff were teaching below the expected 90% of the maximum permitted in the academic contract, allowing for greater efficiency in the use of academic staff time.
28. Technology: projects identified in the technology strategy had been reviewed by EY, and Strategic Outline Cases had been prepared for 15 projects. There was currently a focus on improving the University's information management, with the development of a full Information Management Strategy to be completed by January 2017.
29. Productivity and reward: the MyReview online appraisal system had been fully implemented. Takeup had been encouraging, with 94.5% of substantive staff having commenced an end of year review. Information from the system would be used to develop a training plan for 2016/17 and to guide the allocation of the centralised staff training budget.
30. Personnel: Lynn Burke (formerly Director of the Office for Institutional Effectiveness) had been appointed Director of Business Process Change, responsible for scoping, commissioning and supporting business change projects, and would succeed Iain Franklin as OC I OC Programme Director in January 2017.
31. The following points were raised in discussion:
32. S.188 consultation: concerns were raised by the Staff Governor about the quality and timeliness of information provided to staff in the recent consultation; the decision to close the voluntary severance (VS) scheme on 31 July 2016; and the selection process for academic staff, which, it was suggested, had led to some staff finding out at a late stage what courses they would be teaching in 2016/17. While it was accepted that staff cuts were necessary, it was important to ensure that there was a full consultation with staff and that any changes were based on a correct understanding of processes and systems.
33. In response, it was noted that while there was always more that could be done by way of discussion and communication, the Vice-Chancellor was confident that the University had met all of its obligations with regard to the consultation process and that the steps which had been taken were reasonable. The s.188 commenced in May 2016 was different than those which the University had undertaken previously, as it was based on developing a sustainable London Met by reviewing systems and processes and how workload was allocated. Staff were being actively involved in the process of review and in identifying solutions. However, this meant that the University could not offer the degree of certainty about future roles that had been the case in previous consultations, and it was recognised that this could be unsettling. It had been necessary to set an end date for the VS scheme to prompt decisions that would enable the University to achieve the target set by the Board for reducing staff costs.

34. Workshops at Calcutta House: the Staff Governor suggested that some workshops at Calcutta House had not been ready for the start of the teaching and that this had caused dissatisfaction among students. In response, the Vice-Chancellor noted the scale and complexity of the move from the Commercial Road building to Calcutta House, which had involved moving a substantial amount of material in a tight timeframe. Overall, the move and the fitting out of Calcutta House had gone well, and the University had tried to avoid any effect on students. Some workshops had been timetabled to start 2-3 weeks into the start of term. The situation had been monitored closely with the Head of the Cass, and the University had sought to ensure that timetables were communicated to those affected. There would be a reflection on lessons learnt from the move, so that these could be incorporated into future campus moves.
35. Organisational structure: it was noted that overall, the implementation of the new organisational structure appeared to be going well. The new School structure improved the line of sight to individual courses and allowed for better focus on improving the student experience and academic outcomes. New Heads of School were in place, and each would be assisted, in the delivery of academic improvements, by a Head of Student Experience and Academic Outcomes. A new management team was being formed in the Student Journey area and good appointments were being made.
36. Communication: Governors noted the importance of regular, active communications in ensuring the engagement of staff and students with OC I OC. It was suggested that communications to students should be in partnership with the Students' Union, which was likely to be well placed to identify how messages could be effectively conveyed to different groups of students. A former sabbatical officer from the Students' Union had been recruited to assist in OC I OC communications, and had been located at Calcutta House temporarily to assist in outreach to students there. Progress on the OC I OC communications plan would be reported regularly in future to the OC I OC Governor Oversight Group. It was agreed that the Board should receive a report on OC I OC communications at its next meeting.

37. The Board of Governors noted the update on One Campus | One Community.

OC I OC Clearing checkpoint review

BG 84/4.2

38. Under the contingency planning process approved by the Board in May 2016, a checkpoint review was due in August to assess whether enrolment predictions would require any change in the University's forecasts that would trigger implementation of the contingency plan. The report to the Board noted that the Senior Leadership Team (SLT) had been monitoring student number estimates throughout the recruitment and Clearing period. While there were uncertainties over 'Brexit' and the Higher Education and Research Bill, SLT's view was that the June 2016 forecasts remained appropriate, and that there was no need to amend OC I OC plans at this time.

39. The Board of Governors noted the report on the OC I OC Clearing checkpoint review.

Draft outturn for 2015/16

BG 84/4.3

40. The Board received the unaudited draft outturn for 2015/16. The draft results prepared under UK GAAP showed an operating deficit of £7.5m, £13.6m better than budget, with the improved performance linked to higher income, lower payroll costs, lower non-staff costs and lower

depreciation (offset by higher restructuring and pension costs). The University was discussing with the external auditors how the pending rent reviews for Calcutta House and Moorgate should be reflected in the financial statements that would be presented to the Board in November. These would be presented according to FRS 102, the accounting standard that would be used in preparation of the financial statements from 2015/16 onwards.

41. Governors were pleased to note the improvement in the forecast outturn and the financial key performance indicators. It was noted that the University had been close to generating operating cash in 2015/16, once restructuring costs were removed.

42. **The Board of Governors received the draft outturn for 2015/16.**

Modelling the impact of Brexit

BG 84/4.4

43. The Board considered a report which estimated the financial risk arising from the possible loss of EU students following 'Brexit', and from unfavourable movements in the exchange rate against the dollar and the Euro. The report was based on forecasts which had been provided to HEFCE in July 2016.
44. Around 23% of London Met students in 2015-16 were EU nationals, divided roughly evenly between those who were domiciled in the UK before studying at London Met and those who were domiciled outside the UK. There were a number of uncertainties about the effect of Brexit on this population, including the future ability of EU students to access SLC funding, which was currently not guaranteed beyond 2016/17 entrants. It was assumed that EU nationals living in the UK who qualified for home residency would continue to qualify for SLC funding, and that 2017/18 would be the first year that SLC funding would not be available to EU non-UK domiciled students.

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45. Governors noted that Brexit posed a threat not only to student income, but also to academic exchanges and co-operation, including the Erasmus programme. While UK universities might be able to negotiate bilateral agreements with EU institutions, this would require a significant investment of leadership capacity in order to negotiate deals. UUK was leading the sector's response to ensure that the government was aware of universities' concerns. Brexit posed a challenge to all UK universities to ensure that they remained outwardly focussed, international institutions in which UK and overseas students benefitted from interaction with each other. There was also a risk to the recruitment of academic staff.
46. In light of the risks posed by Brexit, it was agreed that updates on its potential impact should be timetabled for reporting to the Board, and that a future report to the Board should analyse the proportion of the University staff who were non-UK EU nationals. Given the direction of government policy towards international students, it was also requested that the University should model the effect of a potential loss of the University's remaining intake of Tier 4 International students.

47. **The Board of Governors noted the report on the impact of Brexit.**

Student number and fee forecast position**BG 84/4.5**

48. The Board considered a report from the Interim Director of Academic Planning and Quality on the latest fee forecast against budget, based on projections of enrolment of new and returning students.

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49. The Board was pleased to note the improved performance in recruitment and thanked the staff involved in the marketing 'Surge', the design of new courses and in Clearing. The improvement reflected efforts to improve conversion and reduce the loss of offer holders through to enrolment, and the launch of new courses (largely based on existing modules) for autumn 2016.

50. **The Board of Governors noted the update on the student number and fee forecast position.**

2016/17 budget and financial forecast update**BG 84/4.6**

51. The Board received an update on the budget and financial forecasts approved by the Board in June 2016. No changes were proposed until the forecasts were re-run in advance of the Board's meeting in November 2016. The November forecasts would include the pending rent reviews for Moorgate and Calcutta House, the improving position with respect to 2016/17 student numbers (once the enrolment period had been completed), the effect of Brexit, the modelling requested by the Board relating to International student numbers, and other adjustments.

52. **The Board of Governors noted the 2016/17 budget and financial forecast update.**

2016 NSS results**BG 84/4.7**

53. The Board received a report on the 2016 National Student Survey, and noted the improvement in the University's overall performance which had been foreshadowed in the Vice-Chancellor's General Report. There had also been improvements in areas that would be linked to the TEF, including 'teaching on my course', 'academic support' and 'assessment and feedback'. However, there was still considerable room for improvement towards the sector averages in these areas, and towards the sector's overall satisfaction average of 86%. Performance in individual areas (the former faculties and courses) had been variable, with some excellent results (e.g. the Cass, up 17% and FLSC, up 7% in their overall satisfaction scores), and other areas performing less well (e.g. GFBL and FSSH, down 5% and 4%, respectively, in overall satisfaction). There was a better overall understanding within the institution of the importance of the NSS for the future of University and individual areas within it. Action plans to respond to the NSS results and student comments had been developed by the Schools and Professional Service Departments (PSDs), had been reviewed by the Senior Leadership Team, and would

go to the Academic Board in November. Actions would be integrated with PISO where they were not specific and local.

54. For the second year in a row, the University's overall NSS satisfaction score excluding FE partners was higher (81%) than the score when FE partner students were included (80%). This was being followed up with partners; [REDACTED]

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55. It was noted that the NSS would change substantially in 2017, with only eight of the survey's 27 questions remaining unchanged. The University's approach to PISO and improving student outcomes would need to be informed by these changes. The 2017 NSS would include a new section on 'learning community', with questions intended to assess how far students felt part of a learning community with students and staff. This would be addressed in the second year of PISO, which included a workstream on developing student partnership and enabling students to shape their education.
56. It was also noted that the Sunday Times' Good University Guide had recently placed London Met above all five London Russell Group institutions in its measure of 'teaching quality', which was related to the NSS.

57. **The Board of Governors noted the report on the 2016 NSS.**

Destinations of Leavers from Higher Education (DLHE) Survey 2014/15

BG 84/4.8

58. The Board received a report on the University's performance in the most recent DLHE survey. London Met had risen significantly to a point just slightly (0.7%) below its HESA benchmark for the E1a indicator of full-time, UK domiciled, first-degree graduates in jobs or further employment (a benchmark which was the lowest of any UK university, reflecting HESA's assessment of the challenges faced by the University's student body in gaining employment). London Met's E1a score (89.4%) showed the best improvement of any UK university over the two-year period.
59. The importance of continuing this improvement was underscored by the role the DLHE would play in Year 2 of the TEF, which would include benchmarks derived from the DLHE on the proportions of leavers in employment and further study, and in 'highly skilled' employment or further study. The PVC Employment Outcomes was leading the implementation of a work-related learning strategy intended to secure good employment outcomes, which would translate in turn into improved results in the DLHE and in its successor survey.

60. **The Board of Governors noted the report on the DLHE.**

Programme for Improved Student Outcomes

BG 84/4.9

61. The Board considered an update on the Programme for Improved Student Outcomes (PISO) which summarised the programme's recent achievements and outlined the changes that would reshape it in its second year (PISO II). Six workstreams (Student Partnership, Preparation for Study, Course Design and Delivery, Assessment and Feedback, Quality of Provision and Student Support) would replace the current projects, with each workstream led by a Head of

School under the overall leadership of the PVC Academic Outcomes. There would be a focus on addressing the NSS and the TEF, and the changing composition of the University's student body (particularly the increase in the proportion of Year 0 students). The latter required an emphasis on improving retention; building a sense of community with the institution; ensuring that Year 0 students saw their foundation year as part of an integrated four-year degree programme; ensuring that pedagogy was appropriate for students entering from non-traditional backgrounds; and preparing students at Levels 3 and 4 with the study skills they would require for further success. The PASS mentoring scheme would be extended to Year 0 and digital literacy would be embedded in the Year 0 curriculum. 'Student partnership' and the development of a learning community was a key theme of PISO II. In their role as PISO workstream leads, each Head of School would be assisted by a Head of Student Experience and Academic Outcomes from another School, and by a key student.

62. The report included targets for improved student numbers as a result of PISO over the period 2016/17-2018/19. Governors agreed that future reports should show progress against these targets and the effect on student numbers with and without PISO, so that PISO's effectiveness in improving student numbers could be assessed. It was noted that while PISO, overall, would improve recruitment and retention, the correlation between individual initiatives and improved enrolments was often loose, and care had to be taken when attributing cause and effect.
63. Initial induction and engagement activities played a crucial role in engaging students, and could help to improve retention among Year 0 students. The PVC Academic Outcomes confirmed that extending induction and academic skills support at Levels 3 and 4 were goals of PISO II. The University would develop interventions aimed at students who failed to attend induction, to ensure they were not at risk of dropping out. It was suggested that better ways of engaging mature and non-traditional student in Freshers' Week should be considered. The Students' Union had a crucial role to play in initial welcome and induction activities, which could help students to develop friends and social networks – something students rated highly.

64. The Board of Governors noted the update on the Programme for Improved Student Outcomes.

Risk Management Report

BG 84/5.1

65. The Board received its regular report on risk management, which summarised corporate risks being managed within the University and the latest Corporate Risk Register (CRR).
66. The CRR had been reviewed by the Senior Leadership Team (SLT) in its role as the Risk Committee on 19 September 2016. The SLT had agreed to reduce the residual risk scores of five risks to reflect the progress in implementing the University's sustainability plan, including the improvement in the draft outturn for 2015/16, the improvement in the student recruitment position for autumn 2016, the launch of new courses for Clearing 2016 and for 2017 entry, the engagement with staff as part of OC | OC, and the successful exiting of the Commercial Road building by the end of the leaseback. The CRR and an update on Risk Management had been considered by the Audit Committee at its meeting on 28 September 2016, and the Committee had also reviewed a summary of significant OC|OC and PISO programme risks.
67. The Staff Governor queried the decision to reduce the residual risk score for *CRR 18: Failure to engage staff in supporting change*, in light of the points previously made about consultation with staff in the s.188. In response, it was noted that there had been good attendance and, overall, a positive atmosphere at three start of year staff meetings with the Vice-Chancellor in September and at the September meeting of the Wider Management Group; the Vice-Chancellor's 'Conversations' with staff on OC | OC continued, with positive suggestions being

made; and the OC | OC Google+ group (open to staff and students) remained active. A great deal of effort was being invested in communications with staff on OC | OC and progress was being made, although it was accepted that there was always room for improvement, and that communication was a two-way street.

68. The Board of Governors noted the risk management report.

Overdraft facility from Barclays

BG 84/6.1

69. The Board approved the renewal of the University's overdraft facility with Barclays Bank, and approved the resolution relating to the renewal which was required by Barclays.

70. The Board of Governors approved the renewal of the University's overdraft facility with Barclays Bank and the resolution required by Barclays.

28 September 2016 Audit Committee meeting – Meeting Report

BG 84/7.1

71. The Board received a report summarising the issues considered by the Audit Committee at its meeting on 28 September 2016.

72. The Board of Governors noted the report of the meeting of the Audit Committee.

21 September 2016 Finance and Resources Committee meeting – Meeting Report

BG 84/7.2

73. The Board received a report summarising the issues considered by the Finance and Resources Committee at its meeting on 21 September 2016.

74. The Board of Governors noted the report of the meeting of the Finance and Resources Committee.

Any Other Business

Oral

75. The Board paid tribute to the contribution to the Board and to the University of the outgoing Chair, Clive Jones CBE, who was attending his last meeting after serving as Chair since 2010. On behalf of the Board, Rob Hull praised the Chair's commitment to the University's mission and vision, his patience, and his role in steering London Met through difficult times in a rapidly changing environment. The Chair had played a significant part in getting the University to where it was now, with efforts to secure London Met's future sustainability beginning to bear fruit.

76. In response, the Chair thanked Governors and the executive for their help and support. Real progress had been made, and he was pleased to hand over to a new Chair with a sense of hope, with the University on a trajectory of improvement. He remained committed to the mission and nature of the institution, and its students, and would watch the University's future progress with interest.

Peter Garrod
October 2016

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 23.11.16)
BG 84/4.1 OC I OC update	Para 36) Board to receive a report on OC I OC communications at its next meeting	OC I OC Programme Director	November 2016 Board meeting.	<i>Update on communications included in OC I OC report to the meeting on 29.11.16 (BG 85/6.1)</i>
BG 84/4.4 Brexit	Para 46) Timetable future reports for the Board on the impact of Brexit.	University Secretary	November 2016 Board meeting.	<i>Update in the VC's report for the Board meeting on 29.11.16 (BG 85/2.1); Brexit to be a standing item in future VC's reports. Detailed reports to be timetabled depending on external developments.</i>
BG 84/4.4 Brexit	Para 46) Report to Board on number of non-UK EU staff.	Acting COO	November 2016 Board meeting.	<i>Included in the VC's report to the Board meeting on 29.11.16 (BG 85/2.1)</i>
BG 84/4.4 Brexit	Para 46) Model financial effect of possible removal of Tier 4 International student numbers.	Interim CFO / Interim Director of Academic Quality & Planning	November 2016 Board meeting.	<i>Included in budget and financial forecast update to the Board meeting on 29.11.16 (BG 85/6.3)</i>
BG 84/4.9 Programme for Improved Student Outcomes	Para 62) Future PISO reports to show progress against PISO student number targets and the effect with and without PISO.	PVC Academic Outcomes	November 2016 Board meeting.	<i>Detailed PISO update to be provided to the Board's meeting in January 2016.</i>