
Minutes of the 85th Board of Governors
25 Old Castle Street, Aldgate Campus

29 November 2016
16:00 –19:00

Members present:

Mr Mark Anderson (Chair)
Ms Rolande Anderson
Mr Rob Hull
Ms Harini Iyengar
Mr Tony Millns
Ms Ann Minogue
Mr Michael Murphy
Ms Florence Onwumere
Mr Alex Tarry
Prof. John Raftery, Vice
Chancellor
Ms Cécile Tshirhart
Prof. Dianne Willcocks

Others in attendance:

Ms Lynn Burke, Director of Business Process Change
Dr Elizabeth Charman, Pro Vice-Chancellor Academic Outcomes
Mr Iain Franklin, One Campus, One Community Programme Director
Mr Peter Garrod, University Secretary
[REDACTED] s.40(2) FOIA - personal information
Mr Richard Lee, Interim Chief Financial Officer
Ms Pam Nelson, Acting Chief Operating Officer
Prof. Dominic Palmer Brown, Pro Vice-Chancellor Employment
Outcomes
Dr Graham Taylor-Russell, Interim Director of Academic Quality and
Planning

Welcome, Apologies and Announcements

1. The Board received apologies from Governor Adrian Kamellard and the Deputy Vice-Chancellor, Peter McCaffery.
2. The Chair welcomed [REDACTED] and Cécile Tschirhart, the incoming Academic Governor. s.43(2) FOIA - commercially sensitive
3. The Chair reported that since the last meeting, Pauline Curtis and Shaun Williams had resigned as Independent Governors. The recruitment process to select new Governors was underway.
4. The Chair advised that consideration would be given to holding Board of Governors meetings earlier in the day when setting the future programme of meetings. It was also intended to bring forward the Strategy Day, currently scheduled for May 2016, to allow for earlier consideration of the strategic issues and challenges in the external environment which would inform the Board's review of the One Campus | One Community programme (OCIOC) in June 2016. A date in January was being considered.

Declarations of interest

5. Governor Harini Iyengar noted her role as a spokesperson for the Women's Equality Party. This was not considered to present a conflict with any matter on the agenda. There were no other declarations of interest.

Minutes of the last meeting and Matters Arising**BG 85/1.1**

6. The Board approved the minutes of the last Board of Governors meeting held on 6 October as a correct record.
7. There were no matters arising.

Appointment of the Academic Governor

BG 85/1.2

8. The Committee confirmed the appointment of Cécile Tschirhart, a member of the Academic Board, as the Academic Governor, as per the conclusion of the recent election within the Academic Board.

Vice-Chancellor's General Report

BG 85/2.1

9. The Board were advised that, following discussions with HEFCE, the separate quarterly reports to HEFCE and the Board would be discontinued to avoid duplication. The Vice-Chancellor's report to the Board meeting (which would be used by HEFCE in future) was in a slightly revised format, to include topics which had previously only been covered in the quarterly reports.
10. The Vice-Chancellor advised the Board as to the sad passing of Kim Pite, who had served for many years as Campus Service Assistant at the Tower Building Reception. Kim was well known to many staff and students, both past and present; her passing was a great loss to the University.
11. The Board welcomed the excellent news that the University continued to be successful in its sustainability programme. London Metropolitan University had won five sustainability awards in the weeks preceding the meeting.
12. Student Retention Action Plan: The Vice-Chancellor provided an update on the implementation of the University's newly developed retention action plan. The University was 14% below its target benchmark in relation the 'T3' retention indicator (the continuation rate for full-time, UK domiciled, first degree entrants, including Year 0 students). This was particularly concerning, as the benchmark had been calibrated in acknowledgement of the University's student demographic. In order to improve retention rates, emphasis had been placed upon actions to identify and support students at risk of non-continuation. Additional focus would be placed upon assessment of the applicant's prior commitment to study as an input to the University's decision on whether to offer a place. The action plan – which had been considered by the Senior Management Team and reviewed by the Academic Board - had gained traction since its implementation in October 2016. It had been disseminated to staff via the Vice Chancellor's Conversations and presentation to the Wider Management Group, and would be embedded in the second year of the Programme for Improved Student Outcomes (PISO). In discussion, the Board highlighted the importance of ensuring that the 'student voice' was part of the development of the action plan.
13. As part of the retention action plan, 'establishing expectations early on' had been identified as a key area of focus. The Student Governor suggested that consideration be given to holding example lectures as part of students' induction to enable them to increase their understanding of what University would be like, and what would be expected of them. It was confirmed that some courses already offered this, and the University would develop a more consistent approach.

14. It was confirmed that students who had failed to establish successful pedagogical behaviours, including engagement with attendance and assessment, within the first six weeks of their course would face termination of their registration at the University. It was emphasised that termination decisions by the Schools were only taken after careful consideration, which included input from Personal Academic Tutors (PATs). PATs were provided with regular training, which included data analysis and development of 'soft skills'.

15. Work-related learning and apprenticeships: It was highlighted that the University was engaging in the development of apprenticeships, and had applied to the Skills Funding Agency to register as an apprenticeship provider. Following significant change in the policy landscape, apprenticeships formed part of a major government initiative to improve skills, for which funding (based on a levy on larger employers) would commence in April 2017. In response to this, two apprenticeship proposals were under development, expected to be ready for delivery in October 2017.

s.43(2) FOIA -
commercially sensitive

Governors noted the significance of apprenticeships for the sector, in terms of the level of investment by the government and the erosion of traditional boundaries. It was requested that the strategic implications of apprenticeships should be included in the Board's Strategy Day.

Conclusion:

16. The Board noted the key updates in the Vice Chancellor's Report to the Board and HEFCE.

Vice-Chancellor's 26th Quarterly Report to HEFCE and the Board

BG 85/2.2

17. The Board received the 26th Vice Chancellor's Quarterly Report, covering the period 1 July to 30 September 2016. The report had been circulated to Governors and to the Audit Committee, the Finance and Resources Committee and to HEFCE on 26 October 2016.

Conclusion:

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

Student Governor's Report

BG 85/3.1

19. The Board considered the Student Governor's report. Governors were updated regarding the handover to the newly elected sabbatical officers, all of whom had completed a summer-long induction programme.
20. Since assuming responsibility for sports, the Student's Union (SU) had seen a significant increase in membership sign up for sports. Activity for the year had included over 200 members and yielded good results. The SU requested that a review of responsibilities be undertaken within the OC|OC Framework with a view to providing the SU with permanent funding in recognition of its responsibilities for sport.
21. The Board of Governors commended the 'Visions' document appended to the report and noted the importance of including the SU in the development of the OC|OC programme. The Student Governor was advised that following the 'gateway' review scheduled for June 2017, there would be greater clarity on how best to consult with the SU.
22. The Student Union had hosted a variety of successful events throughout Black History Month which included film screenings, hosting The Great Debate Tour and a Black History Month closing party.

Conclusion

23. The Board welcomed the Student Governor's report.

Annual Report and Action Plan on Academic Quality from the Academic Board

BG 85/4.1

24. The Board were advised that for established Universities, HEFCE's Revised Operating Model for Quality Assessment (March 2016) had replaced periodic review by the Quality Assurance Agency for Higher Education with an Annual Provider Review (APR) process operated by HEFCE. As part of the process, governing bodies were asked to approve a series of assurance statements on the quality and standards of provision, which were now included in the Annual Assurance Return to HEFCE (item 7.8 on the Board's agenda). The annual report and action plan on academic quality, which was recommended to the Board by the Academic Board, was intended to enable the Board of Governors to approve those statements. OCIOC and PISO were the University's two strategic vehicles for taking forward actions to improve the student experience and academic outcomes.
25. It was noted that in order to be eligible for participation for Year 2 of the Teaching Excellence Framework, the University would need to receive a satisfactory outcome in the APR. The judgement in the APR would be made by a HEFCE panel and would be based on a range of publicly available metrics.
26. Discussion took place regarding the enhanced role that the Board of Governors were expected to undertake with regards to the oversight of academic quality, under the APR process. The Vice Chancellor reminded the Board as to measures already in place to ensure adequate Governor oversight of academic matters, including the appointment of two Governors to provide ongoing input and oversight of PISO and the recent election of a Member of the Academic Board as a Governor to serve as a link to academic matters. It was noted that the Board was already substantially engaged on measures to improve academic outcomes, including Met2020 and PISO, and that the University's recent trend in key academic indicators had been upwards.

27. The Chairman of the Governance Committee advised that at their meeting on 19 October 2016 the Committee had welcomed the excellent engagement demonstrated at the joint meeting of the Board of Governors and the Academic Board in January 2016 on substantive academic issues. The Committee had acknowledged the intention for two joint meetings per year to be held in future (from 2017/18), which would further contribute to the Board's ability to undertake its developing academic oversight function. The Governance Committee would consider whether any further measures (such as the creation of a committee similar to the former Academic Strategy Committee) were necessary to allow the Board to engage on issues of academic quality and the standards of provision. Governors discussed the indicators that were used to track the progress of PISO and the improvement of academic outcomes, and the need to ensure that KPIs were focussed and provided Governors with a clear picture of performance. The academic KPIs that were linked to the University's Strategic Plan would be reviewed in light of the metrics used in the TEF and the APR, given their future significance; although the need to ensure continuity in indicators, to allow progress to be measured over time, was also noted.

Conclusion:

28. The Board noted the University's annual monitoring and periodic review activities and the strategic initiatives being carried forward under the Programme for Improved Student Outcomes (PISO) that together formed the basis of the University's approach to delivering improvements to students' academic experiences and outcomes.
29. The Board approved the three assurance statements on academic quality for submission to HEFCE, in connection with the forthcoming Annual Provider Review, as follows:
- a. The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider's own periodic review processes, which fully involve students and include embedded external peer or professional review.*
 - b. The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate.*
 - c. The standards of awards for which we are responsible have been appropriately set and maintained*

Entering Year 2 of the Teaching Excellence Framework

BG 85/5.1

30. The Board considered a report which provided an overview of Year 2 of the Teaching Excellence Framework (TEF) and the key metrics that would be used in Year 2 of the TEF.

31. A correction at paragraph 2.3 of the report was highlighted, it was confirmed that participation in Year 3 of the TEF was not mandatory, as had been indicated in the report.
32. The Board were advised that judgement on performance would be undertaken across 3 broad categories: teaching quality, the learning environment and student outcomes, and learning gain. The core metrics for judgements within these categories would be based on the outcomes from the National Student Survey (NSS), the Destination of Leavers from Higher Education (DHLE) survey, and HESA returns, using three years' of data. The possible outcomes in the TEF (for providers who applied and were judged to meet baseline requirements in the APR) were ratings of 'gold', 'silver' and 'bronze'. The University had received its TEF metrics from HEFCE; analysis of the University's performance relative to the TEF benchmarks indicated that a 'bronze' outcome was likely.
33. It was confirmed that the core metrics would be subdivided to look at different student groups. These split metrics would reflect the importance placed by the TEF on widening participation and the achievement of students from diverse backgrounds. The Board were advised that assessment would be undertaken by a TEF panel organised by HEFCE, based on the following:
- i) Core metrics and split metrics;
 - ii) Information to aid interpretation of performance (e.g. size of institution, student profile);
 - iii) Provider submission (a written statement of up to 15 pages by the institution). It was noted by the HEFCE observer that the TEF was not a purely metrics driven process. The information submitted by the University is intended to add further context to the standard data and provide the TEF panel with relevant evidence to support or explain institutional performance against the core and split metrics (rather than to describe future plans for improvement).
34. The Board assessed the arguments for and against the University applying to enter Year 2 of the TEF (the University's application would need to be submitted by 26 January 2017). The recommendations of the Academic Board and the Senior Leadership Team were that London Met should apply to enter Year 2. While the arguments for and against were finely balanced, Governors felt that not proceeding could be perceived to be indicative of a lack of organisational confidence, as well as being potentially reputationally damaging. Entering Year 2 of the TEF would give the University experience that would be beneficial when the TEF became mandatory. The University was actively addressing the improvement of academic outcomes, and was pursuing the measures that would be required to improve its performance in the TEF in future years.

Conclusion:

35. The Board of Governors noted the overview of the TEF and approved the recommendation from the Academic Board and the Senior Leadership Team that London Met should apply to enter Year 2 of the TEF in January 2017. The Student Governor did not approve the proposal, noting concerns that the TEF could lead to higher tuition fees.

36. The Board of Governors considered a report which provided an update on the One Campus, One Community (OC|OC) programme. Officers informed the Board of the Finance and Resources Committee's approval to bring forward expenditure on C Block (new teaching space at Holloway Road) and Cen-Cal (the move of activity from Central House to Calcutta House by the end of the leaseback) from 2017/18 into 2016/17, as well as the approval of contingency funds for possible additional costs relating to these projects. Value engineering would be used to contain costs as far as possible.
37. At its meeting on 15 November, the Finance and Resources Committee (FRC) had considered a proposal to accelerate design work on the OC|OC programme, which involved a commitment to the design and planning as outlined in Option 1 of the phasing options. The FRC had not approved the recommendation and had requested additional work on phasing options, to enable the programme to be adaptable to potential risks post-Brexit. The Chair indicated that the Board would reserve judgement on the phasing options until the 'gateway' review scheduled for June 2017, which would allow the Board's decision on major capital commitments to be informed by the wider HE environment and the University's forecasts.
38. Members of the Board emphasised the importance of ensuring that future proposals on the Estates masterplan articulated with the OCIOC Governor Oversight Group and the FRC. Officers were asked to ensure that estates proposals were reviewed by the Governor Oversight Group before they were presented to the Finance and Resource Committee and finally to the Board of Governors, if approval by the Board was required. It was noted that the recommendation at 2.2.3 of the report 'to continue design work, focusing on J Block...' had yet to be considered by the Oversight Group; consequently the Board deferred the decision on that point, pending the Oversight Group's consideration. The proposal reflected the fact that 'J' Block was included in all of the phasing options, and proceeding with design work would help to avoid loss of momentum. It was agreed that following review by the Oversight Group, approval by the FRC (and if necessary, the Board) could be sought by circulation, where further approval was required.
39. While the University had sought to contain central project costs and overheads as far as possible, it was now clear that additional resourcing for the OCIOC programme office was required as the programme moved from planning to implementation. Members of the Board were pleased to note that adjustments to the project's central resource were underway, including additional resource for communications and stakeholder management. The Director of Business Process Change would brief the Staff Governor outside the meeting on the 'C' Block project and the Business Process Review, to address queries.

Conclusion:

40. The Board noted the updated benefits pipeline and steps to be taken to address the identified shortfall in expected benefits, most of which related to a shortfall against academic staff savings caused by a different academic staffing mix than had been anticipated. [REDACTED]

s.43(2) FOIA -
commercially
sensitive

[REDACTED]

41. The Board confirmed the following next steps in the Estates Project, namely:

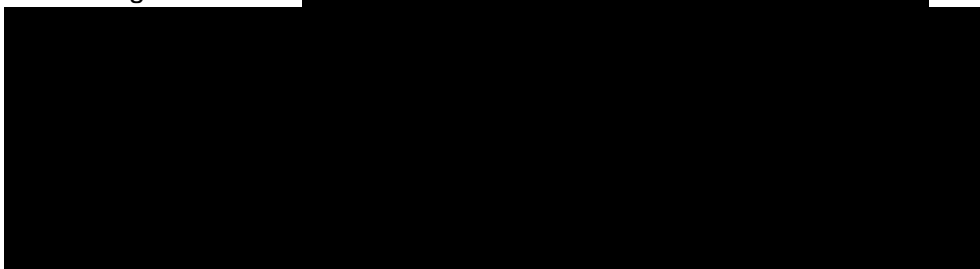
- i) To develop options for discussion with the OC|OC Governors' Oversight group and the Finance and Resources Committee (FRC);
- ii) To continue to progress planning and to utilise the Design Review Panel slot scheduled in February 2017;
- iii) No capital commitments for construction would be made before the planned gateway review in June 2017.

Student Numbers Update

BG 85/6.2

42. The Board of Governors considered a report from the Interim Director of Academic Quality and Planning which provided an update on new and returning student enrolments for Autumn 2016. The report had been considered by the Finance and Resources Committee at its meeting on 15 November 2016.

43. The Board noted that the final student number position was broadly consistent with the indicators that had been presented to the Board's meeting in October.



s.43(2) FOIA - commercially sensitive

44. In discussion, the Chair of the Board reiterated the significant opportunity presented to the University as a result of the Government's commitment to apprenticeships. Further considerations regarding how to proceed within this developing market would take place at the Board of Governors' strategy day.

Conclusion:

45. The Board of Governors noted the student numbers update.

2016/17 Budget and financial forecasts update

BG 85/6.3

46. The Board considered a report which provided an update on the outlook for the current budget year 2016/17, as well as the long term forecast to 2021/22. The forecast had been amended following its consideration by the Finance and Resources Committee on 15 November 2016 to reflect FRC's decisions on the estates masterplan. It also reflected higher than expected student numbers and other changes in assumptions since the forecasts were approved in June.

47. The Pension deficit had increased by £47m to £145.3m as at 31 July 2016 as a result of the LPFA FRS 102 pension valuation, largely due to reductions in the discount rate, as the result of falls in bond rates. The FRS 102 pension costs were anticipated to increase by £1m in each year of the forecast. It was confirmed by officers that the increase in the deficit was reflected across the

sector. Members of the Board requested that available data be used to benchmark with comparator institutions and an update paper brought back to the Board of Governors for their consideration.

Conclusion:

48. The Board noted the update of the 2016/17 budget and financial forecasts, and the impact on both income and expenditure and cash flows, year on year. The Board also noted the potential increased total capital spend in the current year, principally in relation to expenditure on the University's estate. These adjustments included expenditure brought forward from 2015-16 (that was incomplete at the year-end), along with adjustments approved by the Finance and Resources Committee at its meetings in September and November 2016.

PISO Implementation Update

BG 85/6.4

49. The Board of Governors considered an update on Programme for Improved Student Outcomes (PISO).
50. The Board were advised that the second year of PISO was structured around 6 workstreams led by Heads of Schools and the Heads of Student Experience and Academic Outcomes, in partnership with students, reporting to a programme board chaired by the Pro-Vice Chancellor Academic Outcomes with additional oversight from two Governors. In addition to reporting to the Board of Governors, the programme board also reported to the newly created Standards and Enhancement Committee and to the Academic Board.
51. Discussion took place regarding the 'good degree' attainment gap between White and BME students, which had risen significantly by 9.7%. The increase in the gap was attributable to a number of factors. In particular the decline in attainment by Black African and Black Caribbean students in achieving 'good' degrees by 25% and 35.9%, respectively, was noted in the context of a rise in the University's population within those categories. The attainment of White students had improved in the period, with the proportion of those achieving good degrees having risen from 64% last year, to 69% this year; this had served to widen the attainment gap further. It was highlighted that successes in relation to student retention had also contributed to the widened gap, as students who were likely to consider dropping out tended to be at the lower end of achievement outcomes. Governors were assured that initiatives to close the BME attainment gap were built in to each of the PISO workstreams, additionally a BME attainment gap action plan was in development, and the University was examining how to promote inclusiveness in the curriculum.
52. The Board requested that a report on a survey of students who dropped out should be submitted for consideration at the next meeting on 26 January 2017, to provide a greater level of insight regarding the reasons students choose not to continue their studies with the University.
53. The Board of Governors requested regular updates regarding the PISO workstreams. A more detailed report with key metrics would be presented to the Board's next meeting.

Conclusion:

54. The Board received the update on the Programme for Improved Student Outcomes.

BG 85/6.5

Employment Outcomes Update

55. The Board of Governors considered an update on Employment Outcomes.
56. The Board heard that the new Employer Engagement Team (EET) had sourced approximately 650 external work-related learning (WRL) opportunities for students, in addition to the 350 internal WRL opportunities offered by the University. The target was 1000 WRL engagements for this year. Assessed WRL was a mandatory component of all undergraduate programmes.
57. The Board heard that in addition to providing careers guidance, Careers and Employability led on the DLHE survey. Work had focussed on holding job fairs and on embedding employment skills sessions within courses to support WRL and increase graduate employability. The Board was pleased to note that the increased focus on WRL and the approach to the DLHE had assisted in moving the University towards the Teaching Excellence Framework's benchmark on highly skilled graduate employment within 6 months of graduating, although further work to meet the benchmark was required.
58. In addition to employability initiatives, The Accelerator worked to enhance student enterprise through its Enterprise Programme, which included The Big Idea Challenge and a new Entrepreneurship module on starting a successful business. The Board were pleased to learn that the start-up incubator was full, with 30 start-ups located in Shoreditch.
59. It was noted that the University had submitted an application to the Skills Funding Agency (SFA) to be included on the new Register of Apprenticeship Training Providers. The Board were advised that the outcome of the application would be received in early 2017. If successful the University would launch a range of apprenticeship degrees with employers. In discussion the Board highlighted the importance of ensuring that the University adequately responded to government commitments to increase apprenticeships

Conclusion:

60. The Board noted the Employment Outcomes Update.

Financial results for 2015/16, financial commentary and letter of representation

BG85/7.1

61. The Board considered a report which provided a commentary on the financial results of the University for the year ended 31 July 2016 as part of the review of the audited financial statements, and provided the financial statements for the 2015/16 year for approval by the Board. The letter of representation to the external auditor was also provided for approval. The financial statements had been reviewed by the Finance and Resources Committee (FRC) and the Audit Committee; the financial commentary had been reviewed by the FRC, and the letter of representation by the Audit Committee.
62. The Board heard that the results were prepared under the new accounting standard FRS 102, whilst the 2015-16 budget was originally prepared under UK GAAP. A full analysis of the differences between FRS 102 and UK GAAP was undertaken in June 2016, at which time a full reforecast prepared under FRS

102 was completed. The paper provided a review of the full year results with the full year forecast provided in June, both prepared under FRS 102.

Conclusion:

63. The Board:

- i) Approved the financial results commentary for 2015/16
- ii) Approved the financial statements
- iii) Approved the letter of representation

External Audit ISA 260 report (Management Letter) for 2015/16

BG 85/7.2

64. The Board considered a report which presented the external auditor's (draft) ISA 260 Report (also known as a Management Letter) prepared by KPMG pursuant to their audit of the University. The ISA 260 report had been reviewed by the Audit Committee on 16 November 2016.

Conclusion

65. The Board approved KPMG's draft ISA 260 report.

Value for Money Report

BG 85/7.3

66. The Value for Money report formed part of the Annual Accountability Returns which the University was required to submit to HEFCE by 1 December 2016. The VFM was no longer optional, and represented a mandatory element of the Accountability Returns. The report was recommended to the Board by the Audit Committee.

Conclusion:

67. The Board approved the VFM report, for submission to HEFCE.

Annual Sustainability Assurance Return (ASSUR)

BG 85/7.4

68. The Board of Governors considered the Annual Sustainability Assurance Return (ASSUR), which was an optional element of the Accountability Returns to HEFCE. The University had submitted an ASSUR report in previous years. The ASSUR report was recommended to the Board by the FRC.

Conclusion:

69. The Board approved the 2016 ASSUR report for submission to HEFCE.

Final 2015/16 Internal Audit Annual Report

BG 85/7.5

70. The Board of Governors considered the final 2015/16 Internal Audit Annual report which had been prepared to meet the Higher Education Funding Council for England's (HEFCE) requirements under the Memorandum of Assurance and Accountability with HEFCE.

71. The report provided the internal auditor's view on the adequacy and effectiveness of London Metropolitan University's arrangements for risk management, control and governance; and economy, efficiency and effectiveness. The report had been reviewed by the Audit Committee.

Conclusion

72. The Board of Governors approved the final 2015/16 internal Audit Annual Report covering the period 1 August 2015 to 31 July 2016.

2015/16 Audit Committee Annual Report

BG 85/7.6

73. The Board of Governors considered the 2015/16 Audit Committee Annual Report, which had been approved by the Audit Committee for recommendation to the Board.

Conclusion

74. The Board approved the Audit Committee's Annual Report.

Annual report on Compliance with the Prevent duty

BG 85/7.7

75. The Board of Governors considered the University's first annual report on compliance with the Prevent duty, which covered the year to 31 July 2016 and significant events up to the submission of the report.
76. The Governors noted that the 'Prevent duty' was the duty placed on universities and other public bodies under section 26 (1) of the Counter-Terrorism and Security Act 2015 to have due regard, when carrying out their functions, to the need to prevent individuals from being drawn into terrorism.
77. HEFCE was responsible for monitoring the higher education sector's compliance with the Prevent duty. HEFCE required universities to submit an annual report on their compliance with the duty, as part of their Annual Accountability returns by 1 December 2016. The annual report was required to include data on events and speakers, operation of welfare policies, involvement in 'multi –agency referrals' and Prevent training for staff.

s.31(1) FOIA -
likely to prejudice
the prevention or
detection of crime

79. It was confirmed that Prevent compliance by franchised partners in the UK was monitored. As the partners to whom the Prevent duty applied were further education colleges, which were also required to comply with Prevent duty (and were regulated with respect the Prevent compliance by OFSTED), a proportionate approach had been taken.

80. Following a request from the Student Governor, it was agreed that a Prevent forum would be held in conjunction with the Student's Union to raise awareness among students.

Conclusion

81. The Board of Governors:

- i) Approved the annual report on the University's compliance with the Prevent duty for submission to HEFCE, and;
- ii) Authorised the Chair of the Board to sign the declaration on compliance with the Prevent duty as required by HEFCE.

Annual Assurance Return

BG 85/7.8

82. The Board considered a report which advised that the Higher Education Funding Council for England (HEFCE) required higher education institutions' accountable officers to confirm they have met their obligations to the Memorandum of Assurance and Accountability (HEFCE 2016/12). The Annual Assurance Return – part of the Annual Accountability Returns to HEFCE - covered the period to the financial year-end (31 July 2016), but also reported on any issues that occurred until the date it was signed.

Conclusion

83. The Board approved the Annual Assurance Return and authorised the Vice-Chancellor to sign it.

Risk Management

BG 85/8.1

84. The Board considered a report which provided an update on risk management across the University and presented the latest iteration of the 2016/17 Corporate Risk Register (CRR).

85. The Board heard that the Audit Committee considered risk management at each of its meetings, and had received an update on risk and the latest CRR at its meeting on 16 November 2016. As well as the CRR, the Audit Committee monitored elements of the One Campus | One Community (OC | OC) and PISO project risk registers: specifically, risks categorised as 'red', new and deleted risks, and changes to residual risk scores.

86. Governors noted that CRR 19: 'failure to provide adequate facilities as part of Project Com-Cal' had been removed and that a new risk had been added - CRR21: 'Failure to provide facilities for areas vacating Central House by the end of the University's leaseback'. The new risk related to the move of staff from Central House to Calcutta House by August 2017 (Project CEN-CAL). The project would benefit from lessons learnt from the Commercial Road to Calcutta House move. The risk rating would be kept under review as the project progressed.

87. It was noted that the University's Risk Management Policy and Process was due for review, PwC had flagged the need to adopt a Statement of Risk Appetite in their internal audit review of risk management over summer 2017. It was intended that a Statement of Risk appetite would be submitted to the Board of Governors after initial consideration by Audit Committee's February 2017 meeting.

Conclusion

88. The Board noted:

- i) the update on risk management across the University;
- ii) the latest 2016/17 Corporate Risk Register (considered by the Senior Leadership Team as the Risk Committee on 7 November 2016), including the changes to residual risk scores.

Report of the Governance Committee

BG 85/9.1

89. The Board considered a report which presented the Governance Committee's recommendations for the award of appropriate Honorary Doctorates of the University and approved the changes to the Committee's terms of reference. The Board was also asked to approve appointments to the Board and Board committees.

Conclusion

90. The Board of Governors approved the recommendations for the award of appropriate Honorary Doctorates of the University and approved the changes to the Committee's terms of reference.
91. The Board approved:
- o The appointment of Michael Murphy to an additional three-year term as an Independent Governor, commencing on 1 August 2017, until 31 July 2020;
 - o The appointment of Mick Mannion as a co-opted member of the Finance and Resources Committee for a term of three years, until 31 July 2019;
 - o The appointment of Harini Iyengar to the Audit Committee for a term of three years, until 31 July 2019.

Report of the Academic Board

BG 85/9.2

92. A meeting of the Academic Board had taken place on 10 November 2016.

Conclusion

93. The Board of Governors received the report of the meeting of the Academic Board. The recommendations contained in the report had been approved in item 4.1 on the agenda relating to the Annual Provider Review.

Report from the Finance and Resources Committee

BG 85/9.3

94. A meeting of the Finance and Resources Committee had taken place on 15 November.

Conclusion

95. The Board of Governors received a report of the meeting of the Finance and Resources Committee. The recommendations contained in the report had been approved in other items on the agenda.

Report from the Remuneration Committee

BG 85/9.4

96. The Board considered a report which provided an updates and recommendations made at two meetings of the Finance and Resources Committee (as the Remuneration Committee) held in September and November 2016.

Conclusion

97. The Board received a report of the meetings of the Finance and Resources Committee as the Remuneration Committee, on 21 September and 15 November 2016.

Report of the Audit Committee

BG 85/9.5

98. The Audit Committee had met on 16 November 2016.

Conclusion

1. The Board received the report of the meeting of the Audit Committee on 16 November 2016 and noted the PwC's Internal Audit Charter for 2016/17 (considered by the Committee in September) appended for information. The recommendations contained in the report had been approved in other items on the agenda.

Any Other Business

2. The Board noted the concerns of EU national staff who face uncertainties around their status in the UK following Brexit. At the Finance and Resources Committee, it had been noted that some other organisations had offered to cover the cost of applying for British citizenship for EU staff who were eligible to do so. The executive would give further consideration to this, including the potential cost.

CHAIRMAN _____

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 19.01.17)
BG 85/2.1 Vice Chancellor's General Report	Para 13) Consideration to offering example lectures to students as part of induction.	Pro Vice Chancellor Academic Outcomes	January 2017 Board meeting.	Underway as part of the PISO Preparation for Study workstream. A WebLearn module template is to be developed to help staff produce course specific material to support students' induction pre and post entry.
BG 85/2.1 Vice Chancellor's General Report	Para 15) Consideration of the strategic implications of apprenticeships as part of the Board's Strategy Day.	Pro Vice Chancellor Employment Outcomes	January 2017 Board meeting.	See report at item BG 86/3.2
BG 85/3.1 Student Governor's Report	Para 20) Review of the Student Union's responsibilities in relation to sport.	Acting COO	January 2017 Board meeting.	To be taken forward by new COO.
BG 85/4.1 Annual Report and Action Plan on Academic Quality from the Academic Board	Para 27) Governance Committee to consider whether further measures are necessary to ensure the Board's engagement on issues of academic quality and the standards of provision.	University Secretary / Chair of Governance Committee	May 2017 Governance Committee meeting.	For discussion at Governance Committee in May 2017.

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 19.01.17)
BG 85/6.3 2016/17 budget and financial forecasts update	Para 47) Benchmarking exercise to be undertaken with a report to be submitted to Board in regarding Pension obligations for comparator organisations.	Acting COO	March 2017 Board meeting.	Underway; to be presented to Audit Committee in February 2017 and the Board in March 2017.
BG 85/6.4 PISO Implementation Update	Para 52) Report to January Board regarding exit surveys of non-continuing students.	Pro Vice Chancellor Academic Outcomes	January 2017 Board meeting	PVC Academic Outcomes to report to the meeting.
BG 85/7.7 Annual Report on Prevent Duty Compliance	Para 80) Prevent Forum to be held in conjunction with Students Union	University Secretary	March 2017 Board meeting	Students' Union contacted to arrange for forum.