
**Minutes of the 87th meeting of the Board of Governors
MG3-15, Moorgate Campus****16 March 2017
17:10-19:00**

Members present:

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

Others in attendance:

Ms Lynn Burke, OC IOC Programme Director
Ms Nicola Cahill, Assistant University Secretary
(minutes)
Mr John Duffy, Chief Operating Officer
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commercially sensitive
Mr Peter Garrod, University Secretary
Dr Graham Taylor-Russell, Interim Director of Academic
Quality and Planning
Dr Elizabeth Charman, Pro- Vice Chancellor Academic
Outcomes
Prof. Dominic Palmer-Brown, Pro-Vice Chancellor,
Employment Outcomes

Welcome, Apologies and Announcements

1. The Board received apologies from Governor Adrian Kamellard and Pam Nelson, Deputy Chief Operating Officer.
2. The Chair announced that he would vary the order of business to consider items 6.2 and 6.3 following the approval of the minutes of the last meeting.

Declarations of interest

3. There were no declarations of interest.

Minutes of the last meeting and Matters Arising**BG
87/1.1**

4. The Board approved the minutes of the Board of Governors' Strategy Day held on 26 January 2017 as a correct record, subject to it being noted (para. 40) that the Staff Governor had highlighted the importance of due diligence when pursuing strategic options open to the University (BG 76/ 5.1).
5. There were no matters arising that had not been dealt with elsewhere on the agenda.

Vice Chancellor's Report to the Board**BG
87/2.1**

6. The Board considered the Vice Chancellor's Report to the Board.
7. It was noted that the University was in the process of preparing a response to a

letter from HEFCE, which had requested information to address concerns raised by HEFCE's Annual Provider Review (APR) Group in relation to London Met's performance against the APR's benchmarks for student satisfaction, retention and employment outcomes. The request for information was not unexpected given the University's historic performance in these areas, which had been the focus of concerted management action to improve performance over the past three years. The Board were pleased to learn that as a result of action plans in place as part of the Programme for Improved Student Outcomes (PISO), the University would be able to report improved performance in each of the areas identified.

8. Discussion took place in relation to a recent article regarding sexual harassment in UK Universities which had been published by the Guardian. It was confirmed to Governors that the University was committed to ensuring that all complaints of harassment were thoroughly and fairly investigated, and that the University did not use 'gagging' clauses with respect to such complaints. The Board discussed the importance of conveying key behavioural messages to students, with a particular emphasis on avoiding sexual harassment.
9. The Board noted that following the revocation of the University's licence to sponsor international students by the UK Border Agency in 2012 and its subsequent reinstatement, London Metropolitan University had adopted a cautious approach with regards to avoiding possible visa refusals. The University continued to undertake all reasonable steps before assigning a Confirmation of Acceptance for Studies (CAS) to applicants. London Met's compliance in the area was considered to be exemplary; however, it was suggested that commissioning an external 'sense check' could be beneficial.

Conclusion

10. The Board noted the Vice Chancellor's report to HEFCE and the Board.

Student Governor's Report

**BG
87/3.1**

11. The Board of Governors considered the Student Governor's report. It was noted that changes to the Students' Union governance structure had been made to reflect the University's academic school-based structure. Minor changes to the Students' Union's byelaws had been approved by Chair's action in advance of the start of Students' Union elections.
12. The Board welcomed the news that the Varsity event held against the School of Oriental and African Studies (SOAS) had been successful. The Student Governor requested that, in acknowledgement of the Student's Union's success in promoting sport since it had assumed responsibility for it, the possibility of allocating permanent funding for sports activities should be explored.

Conclusion:

13. The Board noted the Student Governor's Report.

Students' Union 2015/16 Annual Accounts

**BG
87/3.2**

14. The Student Governor presented the audited 2015/16 annual accounts for the Students' Union.

Conclusion:

15. The Board of Governors received the Students' Union 2015/16 annual accounts.

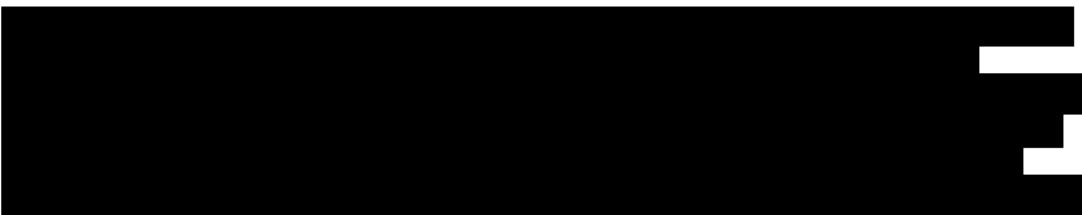
2016-17 Budget and Financial Forecast Update

**BG
87/4.1**

16. The Board of Governors considered a report which provided an update on the outlook for the current budget year (2016/17), considered by the Finance and Resources Committee at its meeting on 7 March 2017.

17. 

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18. 

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The cost of staff as a percentage of income continued to improve significantly in the direction of achieving London Met's target of converging with sector and competitor benchmarks. The Board noted the improvements in all key financial performance indicators compared to budget.

19. The Board were advised that in the interest of clarity, OC I OC project spending had been reported separately within the budget from capital expenditure. The Interim Chief Financial Officer and the Staff Governor would discuss the Staff Governor's queries regarding OC I OC project expenditure outside the meeting.

Conclusion

20. The Board of Governors noted:

i) noted the update of the 2016-17 budget, and in particular the impact on both income and expenditure and cash flow;

ii) 

s.43(2) FOIA - commercially sensitive

iii) that a comprehensive review of the forecast for subsequent years, and in particular the benefit realisation from staff reductions enabled by Business Process Review (BPR) initiatives as part of OC I OC, would be undertaken as part of the budget cycle and would be reported to the Board in June 2017.

LPFA Pensions Update

**BG
87/4.2**

21. The Board of Governors was informed that a 'Rates and Adjustments' certificate would need to be issued by the LPFA by the statutory deadline of 31 March 2017 to confirm the University's employer contribution requirement for the three years commencing 1 April 2017.

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24. Due to the lateness of the LPFA's proposals, the LPFA had offered to issue a certificate covering the first year, with contributions for the second and third years to be the subject of further discussions. The University had put forward a proposal to the LPFA for 2017/18 which would take the total contribution to the same monetary value as in the June 2016 financial forecasts. Discussions with the LPFA were continuing and the Board of Governors would be provided with an update report at its next meeting in May 2017. The relative lack of influence on the LPFA of the LPFA's higher education members (which were not represented on the LPFA's board) was noted.

Conclusion

25. The Board noted the LPFA update.

Tuition Fees 2018/19

**BG
87/4.3**

26. The Board considered a report which proposed revisions to the University's Tuition Fees for 2018/19, as recommended by the Finance and Resources Committee at its meeting on 7 March 2017.
27. Tuition fees for new starters in 2017/18 would rise to the maximum permitted under Year 1 of the Teaching Excellence Framework (TEF), i.e. a maximum regulated fee of £9250 for 2017/18 entrants to 3 year bachelor degrees. Should the University prove successful in its application for TEF Year 2 accreditation, it was proposed that the maximum regulated fee for EU/Home entrants in 2018/19 would rise, as permitted, by a 'cost-of-living' amount from the £9250 paid by entrants in 2017/18. It was confirmed that terms and conditions outlined within prospectuses would be updated to advise students joining in September 2017 that the University would expect course fees to rise in line with inflation, throughout the duration of their course.
28. Officers recommended that EU nationals continue to be charged the same as Home students for 2018/19, as charging higher fees to EU nationals would not be possible should they remain eligible for Student Loans Company funding (while the UK would still be a member of the EU in 2018, it was unclear how long SLC funding would remain available). The Board noted that the situation would be kept under review for future years.
29. It was noted that there would continue to be a facility for discounted course fees in specific circumstances, which would require agreement from Heads of Schools.

Concerns raised at the Finance and Resources Committee in relation to competitively pricing courses were re-iterated; it was noted that price-matching other providers would have implications, in particular, with regards to the University's current higher staffing costs.

Conclusion:

30. The Board approved the recommendations in relation to Tuition Fees, as follows:
- i) Increase the fee for new starters in 2018/19 to the maximum regulated fee permitted under the TEF;
 - ii) That the fee for Year 0 be set at the maximum regulated fee, but that Heads of School continue to have the opportunity to apply fee waivers where this would boost enrolment. Fee reductions of this sort would reduce the income apportioned to a school in the budget cycle and staffing requirements would need to be met out of income;
 - iii) Continue to charge EU nationals the same fee as Home students for 2018-19 but keep the situation under review for future years;
 - iv) Retain the current 4 price points for postgraduate taught courses but increase the fee amounts by 3% to reflect cost of living rises;
 - v) Rationalise around a single fee for PhD fees, removing the variation between Business and Law and other areas. Harmonise course fees at £6500 for new full-time Home PGR students (£3250 for part-time);
 - vi) Retain the 2017-18 fee structure for fees for International students, but add a cost of living increase of 3% to all price points. Remove the separate price point that applied in the Guildhall Faculty of Business and Law, harmonising at the standard rate;
 - vii) Raise fees for returning 2017/8 starters to match those charged to 2018/19 starters. Leave fees fixed for returning students from other cohorts;
 - viii) Increase fees for returning PGT students by 3% to match those charged to 2018/19 starters;
 - ix) Increase non-standard fees from 2017-18 by a cost of living amount of 3%. Continue to migrate credit bearing PG provision to a standard price point with the fee being pro rata for the credit volume of the award;
 - x) No change to existing arrangements for discounts and payment options.

OC | OC Estates Masterplan

**BG
87/5.1**

31. The Board considered a report which: provided an update on matters relating to the masterplan; highlighted additional funding approved by the Finance and Resources Committee for 'C' Block to reflect final design and estimates of cost (provided by external quality surveyors); and advised as to a transfer from the revenue budget contingency to progress planning and associated works for 'J' Block and for the development of phasing options.
32. The Board of Governors noted the revised incremental approach which was proposed to the development of the masterplan. The phased approach would enable the programme to be responsive to change, and allow the Board to take account of external circumstances before entering into major capital commitments.
33. In discussion, concerns in relation to the overspend on 'C' Block were noted, in

particular how this highlighted the need for accurate cost estimates as new projects within the programme were brought forward.

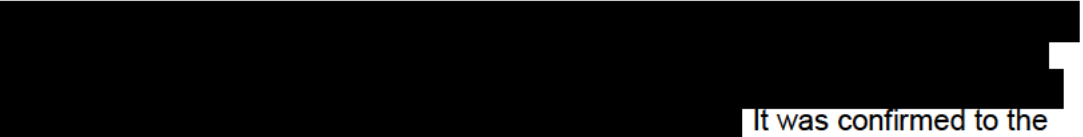
34. The Board welcomed both the articulation of the factors used to prioritise projects within the masterplan outlined in the report, and the 'modular' approach to the programme, which retained the vision of consolidation of the University on to one campus at Holloway Road.

Conclusion:

35. The Board of Governors:
- a. Noted the increase of £1.4m in the overall capital budget for 'C' Block, from £4.8m to £6.2m as approved by the Finance and Resources Committee on 7 March 2017;
 - b. Noted the revised approach to prioritising individual projects within the overall masterplan, and;
 - c. Noted the £0.5m additional funding allocated from revenue contingency to progress planning and development of options in relation to 'J' Block.

OC I OC Implementation Update

**BG
87/5.2**

36. The Board of Governors considered an update on the One Campus I One Community (OC I OC) programme.
37. The Board of Governors was advised that a Teaching and Learning workshop had taken place in January 2017 to which Heads of School, Heads of Student Experience and other leaders had been invited. Two pilot classrooms had been launched for tutors and students to test new ideas, furniture and technology. The Board welcomed the engagement with staff and students; feedback from collaborative discussions would be fed into requirements for the development of 'C' and 'J' Blocks. The Board were pleased to learn that Sheelagh Heugh, Head of Student Experience and Academic Outcomes (School of Human Sciences) had been successful in securing £45k of funding for equipment, which would be used in the pilot classrooms.
38. The Board noted the risks to the programme from the public sector IR35 Regulations (the 'Intermediaries Legislation') due for implementation in April 2017. Members noted that work was underway to identify and prioritise key contractors to ensure that compliant solutions were in place.
39.  It was confirmed to the Board that Heads of Schools were also reviewing gaps where savings stated in the August 2016 S.188 reports would not be achieved, with a view to mitigating the deficit. Meetings had taken place with all heads of PSDs to agree targeted staff savings and action plans to achieve savings.
40. The Staff Governor flagged that the proposed restructuring of Student Journey depended in part on improvements to IT systems that could be challenging to deliver. In response, it was noted that it was imperative that London Met brought its

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staff costs into line with other institutions. The review of business processes and systems was an important component of that and would continue. While there were risks, there were also significant risks to not proceeding with measures intended to achieve the staff cost savings targets approved by the Board.

Conclusion:

41. The Board welcomed the One Campus I One Community (OC I OC) implementation update.

OC I OC March 2017 Checkpoint Review

**BG 87/
5.3**

42. The Board considered the March 2017 checkpoint review in accordance with the OC I OC contingency planning process approved by the Board of Governors in May 2016. The Senior Leadership Team (SLT) had been monitoring enrolment data for 2016/17 and application data for autumn 2017 recruitment to determine whether enrolment predictions and other assumptions had deteriorated to an extent that would require invoking the University's contingency plan and changing the decision to recruit for the next academic year. The SLT had agreed that no change in recruitment plans was required. The next review point would be in June 2017.

Conclusion

43. The Board noted the report.

Risk Management Quarterly Report

**BG 87/
6.1**

44. The Board of Governors considered a report which presented updates on risk management across the University and presented the latest iteration of the 2016/17 Corporate Risk Register (CRR), as considered by the Audit Committee at their meeting on 22 February 2017.
45. It was highlighted to the Board that the Audit Committee had considered two new risk registers; for Year 2 of PISO and Employment Outcomes. An additional risk had been added to the University's CRR, to reflect the ongoing Annual Provider Review process.
46. Discussion took place regarding the potential for adding the restructure of Student Journey as an additional risk on the CRR. It was confirmed that consideration of risks to be added to the register, including the restructure of Student Journey, would be undertaken via the Risk Champions Working Group.

Conclusion

47. The Board of Governors noted:
- i) The update on risk management across the University;
 - ii) The latest iteration of the 2016/17 Corporate Risk Register.

Fairtrade Policy

**BG 87/
6.2**

48. The Board of Governors received a report which had been recommended for the Board's consideration at the Finance and Resources Committee meeting on 7 March 2017. The report outlined the benefits and costs associated with implementing a Fairtrade Policy to commit the University to achieving Fairtrade

status. The Fairtrade Policy had been approved by the Finance and Resources Committee.

49. The Board welcomed the news that the initiative would be cost neutral. Governors noted the benefits associated with the adoption of a Fairtrade policy, which included enhanced reputational benefits and assistance with Modern Slavery Act compliance.

Conclusion

50. The Board welcomed the report.

Carbon Management Plan update

**BG 87/
6.3**

51. The Board considered a report which provided an update on the Carbon Management Plan 2014-2017, and outlined progress towards targets and future plans.
52. The report had been considered by the Finance and Resources Committee at their meeting on 7 March 2017. At that meeting it was requested that the Board of Governors be provided with an overview of the success enjoyed by the University, which had met and exceeded its target for carbon reduction in 2016. The Board were delighted to learn that the University had received 13 awards in the last two years for its carbon management initiatives and was considered a sector leader. The Board commended the Sustainability Manager for her role in leading initiatives in this area and for the awards which she had received.
53. In response to a question from a Governor, the University would confirm how far carbon reduction was included in the University's Ethical Investment Policy.

Conclusion

54. The Board of Governors welcomed the report and noted the contents of the update.

Governance Committee: Appointments and Update

**BG 87/
7.1**

55. The Board considered a report which provided an update on the current Governor search and provided recommendations in relation to two appointments to the Governance Committee.
56. The Board heard that an Independent Governor interview short-list had agreed by the Governance Committee. Interviews would be held on 5 April 2017, recommended candidates would be presented to the meeting of the Board on 11 May 2017 for approval.

Conclusion

57. The Board of Governors:
- i) approved the appointment of Mark Anderson and Cécile Tschirhart to the Governance Committee for an initial three year term until 31 July 2020, and;
 - ii) noted the update in relation to Governor recruitment.

Finance and Resources Committee

**BG 87/
7.2**

58. A meeting of the Finance and Resources Committee had taken place on 7 March 2017.

Conclusion

- 59. 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.

Audit Committee

**BG 87/
7.3**

- 60. A meeting of the Audit Committee had taken place on 22 February 2017.

Conclusion

- 61. The Board of Governors received the report of the Audit Committee.

Any Other Business

- 62. The Student Governor requested that consideration be given to allowing two Student Council members to attend Board of Governors' meetings as observers.

CHAIRMAN _____

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action
Vice Chancellor's report to The Board BG87/2.1	Para 9. External 'sense check' to be commissioned of London Met's approach to visa compliance.	Vice Chancellor	May 2017	
LPFA Update BG 87/4.2	Para 24. Update to the Board on progress in relation to negotiations with the LPFA over contribution rates.	Deputy Chief Operating Officer	May 2017	
Carbon Management Policy BG 87/ 6.3	Para 53. University to confirm how far carbon reduction is included in the Ethical Investment Policy.	Interim CFO	June 2017 meeting of Finance and Resources Committee	
AOB	Para 62. That consideration be given to allowing two Student Council members to attend Board of Governors meetings as observers.	Chair of Board / University Secretary	June 2017	