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| **Minutes of the 92st Board of Governors****T8-20 (Board Room), Holloway** | **25 January 2018****10:10 –12:30** |
| **Governors present:**Mr Mark Anderson (Chair)Ms Rolande AndersonMs Fionnuala DugganMr Adrian KamellardMr Tony MillnsMs Ann MinogueProf. John Raftery, Vice ChancellorMs Cécile TshirhartProf. Dianne WillcocksDr Shefaly Yogendra | **Others in attendance:**Ms Lynn Burke, OC IOC Programme DirectorMs Nicola Cahill, Assistant University Secretary (minutes)Dr Elizabeth Charman, PVC Academic OutcomesMr John Duffy, Chief Operating Officer Mr Samuel Gambie, Administrative Assistant (Governance)Mr Peter Garrod, University Secretary and RegistrarMs Pamela Nelson, Chief Financial Officer Ms Cathy McCabe, incoming Governor Ms Florence Onwumere – Students’ Union representative Prof. Dominic Palmer-Brown, PVC Employment Outcomes |

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| **Welcome, apologies and announcements** |  |
| * The Board received apologies from Governor Renarta Guy, Governor Harini Iyengar, Governor Michael Murphy and Student Governor Tunde Toki.

 * The Chair welcomed Florence Onwumere, representing the Students’ Union.
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| **Declarations of interest*** Governor Fionnuala Duggan declared her interest as an employee of Informa which provided services to the University for some online learning courses.
* There were no other declarations of interest.
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| **Minutes of the last meeting and matters arising*** The Board approved the minutes of the Board of Governors meeting on 30 November 2017 and the joint meeting held with the Academic Board also held on 30 November 2017.
* It was noted that the guidance regarding the methodologies employed in developing university league tables had been circulated to the Academic Board only, the information would be circulated to the Board of Governors following the meeting.
 | **BG 92/1.1****BG 92/1.2** |
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| Vice-Chancellor’s General Report | **BG 91/2.1** |
| * The Board received the Vice-Chancellor’s General Report and noted the following points:

Medium Term Strategy Review (MTSR): Progress on the MTSR had continued since the Board’s previous meeting on 30 November 2018. Initial findings would be presented to Governor workshops scheduled for 19 and 26 February in preparation for the consideration of the report at the March 2018 Board of Governors meeting. Following concerns raised by the Staff Governor it was confirmed that the Board would also receive a draft IT Strategy in March. Following the March 2018 Board meeting the Senior Leadership Team would reflect upon the Board’s comments to direct discussion at both the May 2018 Strategy Day and the June 2018 Board of Governors meeting. Office for Students Regulatory Framework and visit by Michael Barber: The Board was advised that the Office for Students (OfS) came into existence on 1 January 2018. The main consultation regarding the regulatory framework had closed and it was expected that the framework would be published on 28 February 2018. It was noted that the consultation documentation published by the OfS was available online and would be circulated to the Board. The University was keen to establish a constructive working relationship with the OfS. In response to a long-standing invitation from the Vice Chancellor, the Chair of the OfS, Michael Barber would visit the University’s Holloway Campus on 25 January and would meet with students, members of the Senior Leadership Team and both the Chairs of the Board and of the Finance and Resources Committee. It was noted that the visit presented the University with an excellent opportunity to present statistics and real life stories to the Chair of the OfS as to how the University had added value to students’ lives. Actions in response to the fire at Benwell Road: It was confirmed to the Board that a number of actions had been in train since they had considered a report on the fire at Benwell Road, which had taken place on 12 October 2017. Actions since then had included implementation of 24- hour security at both the Holloway and Aldgate campuses; a recruitment drive for Fire Wardens; an enhanced briefing/de-briefing programme for Fire Wardens and purchase of fire-proof ‘critical information boxes’. The University’s Emergency Response Plan had been updated and business continuity plans would be refreshed.UKVI Compliance: It was confirmed that the University continued to take all reasonable steps before assigning Confirmation of Acceptance for Studies (CAS) numbers to applicants to minimise refusals as far as possible. It was noted that while overall CAS numbers remained low, individual refusals would have a disproportionate effect on the institution’s refusal rate. The Board was advised that refusal rates would continue to be monitored and information reported to the Board as appropriate. |  |
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| **Conclusion:** |  |
| * The Board noted the key updates in the Vice-Chancellor’s General Report.
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| **Student Governor’s report** | **BG 92/3.1** |
| * The Board considered the Student Governor’s report. The report highlighted the Students’ Union’s work in developing a relationship agreement between the Students’ Union and the University; progress made in relation to the development of the Student Voice Community; the Students’ Union’s support for the Student Led Module Feedback (SLMF) scheme; the formal opening of the Students’ Union in the Ember (formerly Harglenis) Building on 17 January 2018; and work underway ahead of the Students’ Union elections in relation to online voting with a view to increasing participation.

 **Conclusion:*** The Board welcomed the Student Governor’s report.
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| **Students’ Union 2016/17 Annual Accounts** * The Student Governor presented the audited 2016/17 annual accounts for the Students’ Union.

**Conclusion*** The Board of Governors received the Students’ Union 2016/17 annual accounts.
 | **BG 92/3.2** |
| **Student numbers update** | **BG 92/4.1** |
| * The Board of Governors considered an update from the Chief Operating Officer on the enrolment position for the 2017-18 academic year, excluding spring 2018 enrolment which would commence on 29 January 2018.
* It was noted that enrolments across all levels showed a decline of 14% when compared with the previous academic year.
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| **Conclusion:** |  |
| * The Board of Governors noted the update.
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| **2017/18 budget and financial forecasts update** | **BG 92/4.2** |
| * The Board of Governors received a report which included the financial management information on the University’s financial position as at 31 December 2017, and a forecast of the full year position.
* Governors were advised that additional information would become available as part of the January Management Information (MI) regarding the University’s financial position. The budget and financial forecasts would be updated to reflect spring enrolments and timing of staff savings. The January review of financial forecasts had been delayed to align with the March 2018 Mid Term Strategy Review.
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| **Conclusion:*** The Board noted the update.
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| **January 2018 ‘checkpoint’ review**  | **BG 92/4.3** |
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| * The Board considered the January 2018 ‘checkpoint’ review which had been prepared in accordance with the University’s contingency planning process. It was noted that the Senior Leadership Team (SLT) had concluded that was no reason to believe that the University would be unable to fulfil its obligations to offer holders and prospective applicants and that the University should continue recruitment for autumn 2018 entry.

**Conclusions*** The Board of Governors noted the January 2018 ‘checkpoint’ review report.
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| **OC I OC implementation update**  | **BG 92/5.1** |
| * The Board considered an update on the One Campus I One Community (OC I OC) programme. The Board was reminded that the OC I OC programme had dual aims; to reduce and control costs and to contribute to the enhancement of organisational performance by investment in estates, business processes/IT and organisational structures.
* The estates strategy within the programme was designed to substantially reduce the footprint of the University and to invest in enhancing the remaining estate for students and staff. In discussion it was noted that the Roding Building (formerly known as ‘C- Block’) was due for completion in March 2018. Staff training was underway to ensure that the new building and its facilities were leveraged to their full potential.
* Governors advised that, in accordance with discussions at the Estates Workshop on 25 January 2018, future information provided to the Board of Governors include an overview of interdependencies of decisions; phasing options and detail on benefits realisation. It was confirmed that the presentation material utilised at the Estates Workshop on 25 January 2018 would be circulated to all members of the Board of Governors.

Future information provided to the Board of Governors should be updated to include the impact of the Corporation of London refusing to allow the University to terminate the contracts for Moorgate and Aldgate early (timelines to be revised accordingly).Future information provided to the Board of Governors should be updated to include the impact of the Corporation of London refusing to allow the University to terminate the contracts for Moorgate and Aldgate early (timelines to be revised accordingly). |  |
| **Conclusion:** |  |
| * The Board noted the update.
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| **PISO update*** The Board considered a report which provided an update on the work of the Programme of Improving Student Outcomes (PISO). Current work was focussed on implementing and embedding course design initiatives through Periodic Review and developing new initiatives in response to student feedback. The Board was provided with the PISO year 3 schedule. Progress against the tracker would continue to be monitored monthly at the PISO Programme Board which would report to the Academic Board via the Standards and Enhancement Committee.

**Conclusion**:* The Board noted the update.
 | **BG 92/5.2** |

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| **Subject Level Teaching Excellence Framework pilot** | **BG 92/5.3** |
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| * The Board of Governors considered an update on progress regarding the subject level TEF pilot. The Pro Vice-Chancellor (Academic Outcomes) advised that there were 5 key parts to the pilot; ‘Teaching Intensity Student Survey (TISS)’, ‘Teaching Intensity Provider Declaration’, ‘Provider TEF written submissions’, ‘Subject TEF submissions’ and ‘Costing survey’. The deadline for the completion of the TISS (which had been administered by HEFCE) was 12 January 2018, following which attention had turned to the production of TEF written statements ahead of the 28 February 2018 deadline.
* The University was participating in the pilot of ‘Model A’, the ‘by exception’ model, which focused on subjects which might be exceptions to the University’s overall rating of ‘Bronze’ in the 2017 TEF. In discussion it was acknowledged that the University should utilise learning identified in the pilot to inform the Medium Term Strategy Review as part of its journey to achieving a Gold award in the TEF.

**Conclusion:*** The Board noted the update.
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| **Employment Outcomes and Apprenticeships update*** The Board considered an update report on apprenticeships, employer engagement, work related learning and collaborative partnerships.
* A Director of Apprenticeships and an Apprenticeships Operations Manager had been appointed with start dates would be in April 2018.
* The Pro Vice-Chancellor (Employment Outcomes) advised the Board that field work for capturing data from University graduates for the final Destination of Leavers from Higher Education (DLHE) survey had commenced.
* Governors were advised that the University had been successful in its application to be on the End Point Assessor (EPA) register for the Teacher Apprenticeship.

**Conclusion*** The Board noted the update.
 | **BG 92/5.4** |
| **London Met Global Online Update.*** The Board considered latest update on progress made in relation to launching London Met Global Online (LMGO), Governors were reminded that the University’s chosen route for selecting a partner was an EU restricted procurement. The University was in the process of finalising the contract for engagement with an organisation to provide specific procurement and legal expertise to assist in developing the detailed specification and contract documentation.
* A preferred candidate for the Director of LMGO had been identified.

**Conclusion*** The Board noted the update.
 | **BG 91/5.5** |
| **Annual Efficiency Return 2016/17*** The Board considered a report which presented the University’s Annual Efficiency Return. The University was required by HEFCE to complete the data return as part of the Annual Accountability returns by 31 January 2018.

**Conclusion*** The Board of Governors considered the Annual Efficiency return, which would be submitted to HEFCE following approval by the accountable officer.

  | **BG 92/6.1** |
| **Board and Committee appointments*** The Board considered recommendations from the Governance Committee on appointments to the Board and its committees.

**Conclusion*** The Board approved the following Board and Committee appointments:
* Mr Tim Cochrane to commence as an Independent Governor following the Board’s meeting on 22 March 2018, when Governor Fionnuala Duggan will step down from the Board;
* Governor Fionnuala Duggan to continue on the Finance and Resources Committee (FRC) as a co-opted member when she ceases to be a member of the Board for an initial term of three years;
* Ms Margaret Farragher and Ms Tricia Quiller-Croasdell to be appointed to the Board as Independent Governors to commence on 1 August 2018, for an initial term of three years;
* Ms Farragher to be appointed to the Audit Committee and the Governance Committee;
* Ms Quiller-Croasdell to be appointed to the Finance and Resources Committee;
* Michael Murphy to transfer from the Audit Committee to the Finance and Resources Committee to succeed Governor Rolande Anderson as chair of FRC at a date to be agreed between them;
* incoming Governor Tim Cochrane to be appointed to the Audit Committee to commence on 22 March 2018;
* Governor Renarta Guy to be appointed to the Audit Committee temporarily for its remaining meetings in 2017/18;
* Governor Rolande Anderson to be appointed as chair of the Remuneration Committee with immediate effect, to continue as a member after she ceases to be chair of FRC;
* Governor Renarta Guy to be appointed to the Remuneration Committee with immediate effect;
* Ms Rosemary Lemon to be appointed as a co-opted member of the Remuneration Committee with immediate effect, for an initial term of three years;
* Governors Michael Murphy and Rolande Anderson to be appointed Vice-Chairs to commence on 1 August 2018.
 | **BG 92/7.1** |
| **Revised Scheme of Delegation*** The Board considered a report which presented revisions to the University’s Scheme of Delegation following its review by the Governance Committee and the Finance and Resources Committee.

**Conclusion*** The Board approved changes to the Scheme of Delegation subject to a number of minor amendments which would be approved by the Chair of the Board.
 | **BG 92/7.2** |

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| **Report from the Academic Board*** A meeting of the Academic Board had taken place on 11 January 2018.

**Conclusion*** The Board received a report of the meeting of the Academic Board.
 | **BG 92/8.1** |

**AOB – Appointment of the Vice Chancellor BG 92/9.1**

* The Board of Governors considered a report from the Chief Operating Officer which sought approval to commence the process for the appointment of a successor to the Vice – Chancellor.

**Conclusion:**

* The Board consideredthe report and:
* Authorised the Chair to initiate the process for recruiting a new Vice-Chancellor;
* Approved the recommendations that the Chair of the Board of Governors should constitute a Selection Panel and appoint a recruitment consultant;
* Approved the proposed process for recruiting a successor to the Vice-Chancellor, and;
* Noted the proposed timeline for the recruitment process.

**CHAIRMAN**

**Action table**

| **Item** | **Para / Action** | **For action by who** | **To be actioned by when** | **Update on action** (as at 25/01/18) |
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| Minutes of the last meeting and Matters arising BG 92/1.1 | Para. 6. – The simple guidance regarding methodologies employed in developing league tables had been circulated to the Academic Board only. The information would be circulated to the Board of Governors following the meeting. | University Secretary | Following the meeting | Circulated 25/01/2018 |
| Vice Chancellor’s reportBG 92/2.1 | Para. 7. – It was noted that the consultation documentation published by the OfS was available online and would be circulated following the meeting. | University Secretary | Following the meeting | Circulated 25/01/2018 |
| OC I OC implementation updateBG 92/5.1 | Para. 24. – Presentation material utilised at the Estates workshop to be circulated to all members of the Board of Governors for information. | University Secretary | Following the meeting | Circulated 25/01/2018 |