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**Minutes of the 94<sup>th</sup> Board of Governors  
TM3-03, Holloway**

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**10 May 2018  
10:00-16:30****Governors present:**

Mr Mark Anderson (Chair)  
Ms Rolande Anderson  
Ms Renarta Guy  
Ms Harini Iyengar  
Mr Tony Millns  
Ms Ann Minogue  
Mr Michael Murphy  
Prof. John Raftery, Vice-  
Chancellor  
Mr Alex Tarry  
Ms Cécile Tshirhart  
Dr Shefaly Yogendra  
Ms Dianne Willcocks

**Others in attendance:**

Mr Mark Boansi, Incoming Student Governor  
Mr Mark Butler, Good Governance Institute  
Ms Nicola Cahill, Assistant University Secretary (minutes)  
Dr Elizabeth Charman, PVC Academic Outcomes  
Mr John Duffy, Chief Operating Officer  
Dr Chris Ince, Incoming University Secretary and Registrar  
Ms Sharon Page, Interim University Secretary and Registrar  
Ms Florence Onwumere – Students' Union representative  
Prof. Dominic Palmer-Brown, PVC Employment Outcomes  
Ms Laura Tantum, Good Governance Institute

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**Welcome, apologies and announcements**

- The Board received apologies from Independent Governor Tim Cochrane, incoming Independent Governor Cathy McCabe and Ms Pam Nelson, Chief Finance Officer.
- The Chair welcomed Dr Chris Ince, proposed incoming University Secretary and Registrar; Laura Tantum and Mark Butler from the Good Governance Institute; Florence Onwumere, representing the Students' Union; Mr Mark Boansi, proposed incoming Student Governor; and Jag Dhugga, Interim Finance Director.

**Declarations of interest**

- Independent Governor Mark Anderson declared an interest as a non- executive Director of Higher Education Partnerships and as a fellow of Hughes Hall, University of Cambridge.

There were no other declarations of interest.

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**Minutes of the last meeting and matters arising****BG 94/1.1**

- The Board approved the minutes of the Board of Governors' meeting and the joint meeting of the Academic Board and Board of Governors held on 22 March 2018 as a correct record, subject to paragraph 23 of the minutes of the 93<sup>rd</sup> meeting of the Board of Governors being amended to read:

'Officers were advised that the University should continue to attempt to engage with the City of London regarding the termination of the current lease on the Moorgate Campus and to highlight the contribution the University makes to social capital in the City.'

- Information on the Estates' spend on current projects would be included in reports to the June Finance and Resources Committee meeting and the Shoosmiths LLP Pensions report would be circulated to the Board after the meeting as soon as possible.

### Chair's announcement

- The Chair provided an update on the recruitment process for the new Vice-Chancellor. The selection panel identified a 'longlist' of 15 candidates from the 46 candidates who had been presented by Perrett Laver. Shortlisted candidates would be agreed on 24 May and would be invited to visit the campus on 14 June, the day before the final interviews.
- The recommended candidate would be submitted to the Board at either the 28 June 2018 meeting, or the 11 July 2018 ad hoc meeting.

### Appointment to the University Secretary and Registrar

BG 94/1.2

- The Board considered a recommendation to appoint Dr Chris Ince to the position of University Secretary and Registrar with effect from 30 July 2018.
- Following a recruitment exercise, [REDACTED], a selection panel had identified Dr Ince as the recommended candidate. The Board was advised that the selection panel had received three satisfactory references and that all pre-employment checks were in order. Dr Ince had accepted the salary and terms and conditions that were approved by the Remuneration Committee.

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### Conclusion:

- The Board approved the appointment of Dr Ince to the role of the University Secretary and Registrar with effect from 30 July 2018.

### Governor appointments

BG 94/1.3

- The Board considered a report which sought confirmation of the appointment of the new Student Governor following the completion of the Students' Union election and provided an update on the Governor Recruitment search.
- The Board was advised that Mr Mark Bonsai had been elected as the Students' Union President for 2018/19 and would take up his role on 1 July 2018. The University's Articles of Association specified that the appointment of the Student Governor was subject to confirmation by the Board, accordingly the Board were asked to confirm Mr Boansi's appointment as the Student Governor from that date for the duration of his term as Students' Union President.
- Records held by the University Secretary's Office indicated that following the early departure of Fionnuala Duggan from the Board of Governors in March 2018, there would be a further Independent Governor Vacancy when Tony Millns' term came to an end on 31 July 2018. A search process to fill the vacancy had commenced with a view to a new Governor being appointed for the start of 2018/19. It was highlighted that Fionnuala's departure had created a gap in the Governors skills matrix in education technology, which should inform considerations during the recruitment process.

### Conclusions:

7. The Board noted the Governor Search update and confirmed the appointment of Mr Boansi as the Student Governor, subject to due diligence checks, to commence on 1 July 2018 with the commencement of his term as President of the Students' Union.

### Office for Students Registration Documentation

BG 94/2.1

8. The Board considered a report which advised as to the process and timetable for registering with the Office for Students, recommended the consumer law self-assessment and the management and governance self-assessment for approval and sought agreement for a process for approving the Student Protection Plan and the Access and Participation Plan and authorising registration.
9. The Board was advised that the University needed to register as a higher education provider with the OfS by 23 May 2018.

### Conclusion:

10. Subject to drafting amendments, the Board approved:
- i) the consumer law self-assessment, and;
  - ii) the management and governance self-assessment.
11. The Board delegated authority to the Chair:
- i) To approve the final versions of the Student Participation Plan and the Access and Participation Plan, and;
  - ii) To authorise the registration submission to the Office for Students on behalf of the Board.

### Financial and Strategic Context

BG 94/3.1

12. The Board considered a report and received a presentation from the Interim Deputy Chief Financial Officer which set out the financial context for the Medium Term Strategy review. The Board was reminded that the University's budget and financial forecasts approved by Board in June 2017 were based upon assumptions which now require amendment to reflect changes in circumstances including lower than budgeted numbers of returning students in September 2017-18, slower progress in achieving cost reductions than had been anticipated and revisions to the estates masterplan.

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tuition fee rates were considered likely to remain capped at the current level and competition for students was fierce.

13. The Board considered a proposal for revised financial framework targets to derive the financial forecasts in June 2018 as follows:
- Positive EBITDA in each year of the forecast;
  - Break even on adjusted operating cash flow (i.e. excluding all investment in change initiatives), as a minimum, in each year of the forecast;
  - Staff cost: Income ratio below 55% in each year of the forecast.
14. The Board noted the forecast projected EBITDA for 2018/19 which had been prepared in line with 2017/18 student number reductions and requested that when the budget is presented to Board it should include a range of financial scenarios. It

was noted that the information provided highlighted the inefficiencies associated with operating University across three sites, and highlighted the need for renewed focus on identifying cost savings..

### Conclusions:

15. The Board approved the report and presentation and commented as outlined above.

### Estates Investment at the Holloway Campus

BG 93/4.1

16. The Board considered a presentation on Estates Investment at the Holloway Campus from the Director of Estates.
17. In discussion the Board highlighted the following points:
- i) Given the University's current high square meterage ratios, the move of the Guildhall School of Business and Law to the Holloway Campus should proceed as soon as possible but at a cost considerably below the £9 million mentioned in the presentation;
  - ii) Consideration be given to identifying 'quick-win', low-cost solutions to improve the Holloway Campus;
  - iii) Changes to wayfinding signage should be accelerated within the limitations of the legal procurement process.

### Conclusion:

18. The Board noted the presentation and commented as outlined above.

### The Case for London Met Global Online

BG 94/5.1

19. The Board considered a presentation delivered by the Director of London Met Global Online (LMGO). The presentation outlined that the purpose of LMGO was to increase enrolment and financial growth, to expand access to high quality education and to increase student success and employability - all at lower cost. It was anticipated that LMGO would assist the University in continuously developing capabilities so that London Met met market demand for flexible learning and assessment in multiple delivery formats.
20. The core vision for LMGO was outlined as follows:
- i) London Met should build a team to harness capabilities from across the university toward delivering excellence and unique positioning in online learning provision.
  - ii) That LMGO team should lead the diffusion of scalable innovations in technology enhanced-learning and assessment design.
  - iii) The design should focus constantly on honing and enhancing student experience and student success.
  - iv) Success would generate recruitment benefits, retention benefits and financial sustainability.

### Conclusions

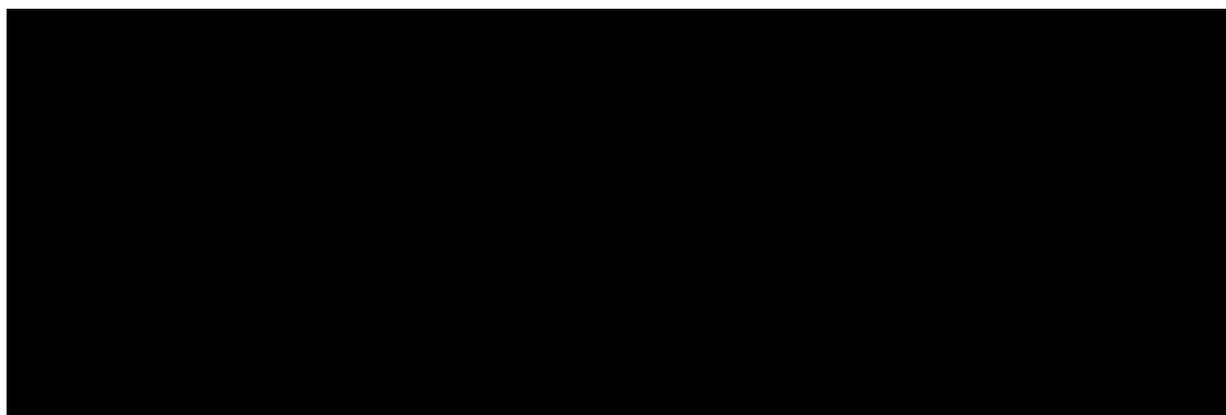
21. The Board noted the presentation and supported the proposed direction of travel for developments in London Met Global Online, which would underpin the development of the business case to be submitted to the Finance and Resources Committee.

**Digital: A London Met Perspective**

- 22. The Board considered a presentation on ‘Digital: A London Met Perspective’ from the Interim Director of Information & Technology Services

**Conclusion:**

- 23. The Board noted the presentation which presented a outlined a proposed direction of travel for the University’s digital services.



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**Conclusions**

- 26. The Board noted the presentation.

**Medium Term Strategy Review- Next Steps**

- 27. The Board received a report from the Vice-Chancellor identifying next steps. It was noted that further work had been undertaken to develop the University’s strategy since it had first been considered by Board at their 22 March 2018 meeting [BG 93/2.2], which included financial modelling for 2018-22 to inform investment proposals which would be submitted to the Finance and Resources Committee and Board in the coming months. In the intervening period there had been no material changes in the external climate, save the transition to the regulator which commenced on 1 April 2018.
- 28. The report sought approval to proceed with proposals, previously provided to Governors at their 22 March meeting, within the following timeframes:

<b>Immediate</b>	Completed	An audit of existing students [600+ in 2016-17] working at London Met to underpin the design and development of the Work Study Programme had completed
	Commenced	An external consultant to review approached to marketing and communications was being led by the Chief Operating Officer
	Immediate start	External Messages should be simplified with immediate effect given that this required little more than a detailed briefing with the University’s Communication team

<b>Summer 2018</b>	June 2018	Endorsement was sought for the general approach to London Met Global Online as described at BG 94/5.1. It was proposed that a Business Plan would be developed for submission to the June 2018 Finance and Resources Committee
	June 2018	A 'next steps' list for the Moorgate Campus to be submitted to the June meeting of the Finance and Resources Committee.
	June 2018	The new Director of London Met Apprenticeships joined London Met on 23 April 2018. Detailed proposals for investment for apprenticeships would be developed for submission to the June 2018 Finance and Resources Committee
<b>Autumn 2018</b>	September 2018	Work on the proposed International Summer School and other recommendations identified at BG 93/3.1 paragraph 2.1.5 would commence in September 2018
	November 2018	Endorsement from the Board to procure the next stage of the London Met Brand project work. It was anticipated that a final report could be expected as early as November 2018.

29. The Board requested that a timetable outlining the staging of proposals linked to the Medium Term Strategy Review be circulated for comment ahead of the June 2018 meeting.

**Conclusions:**

30. The Board of Governors considered the report and endorsed the proposed next steps.

**CHAIRMAN** \_\_\_\_\_

**Action table**

<b>Item</b>	<b>Para / Action</b>	<b>For action by who</b>	<b>To be actioned by when</b>	<b>Update on action (as at 21/06/2018)</b>
BG 94/1.1 - Minutes	It was noted that the Shoosmiths LLP pensions Liability report had yet to be circulated, the Board requested that this be circulated as possible after the meeting.	CFO	ASAP after meeting	Completed 18/05/2018
The London Met Brand	Para. 25 -The Board requested that the presentation be circulated to the Board and Committee members for information.	University Secretary	ASAP after meeting	Completed