
**Minutes of the 95th Board of Governors
TM3-03, Holloway**

**28 June 2018
10:00-12:30****Governors present:**

Mr Mark Anderson (Dialled
in for part-Chair)
Mr Tim Cochrane
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 Tschirhart
Dr Shefaly Yogendra
Ms Dianne Willcocks

Others in attendance:

Mr Mark Boansi, Incoming Student Governor
Ms Nicola Cahill, Assistant University Secretary (minutes)
Ms Tricia Croasdell, Incoming Independent Governor
Dr Elizabeth Charman, PVC Academic Outcomes
Mr John Duffy, Chief Operating Officer
Ms Cathy McCabe, Incoming Independent Governor
Ms Sharon Page, Interim University Secretary and Registrar
Ms Pam Nelson, Chief Finance Officer
Ms Florence Onwumere – Students' Union representative
Prof. Dominic Palmer-Brown, PVC Employment Outcomes

Welcome, apologies and announcements

- The Board received apologies from Independent Governors Rolande Anderson and Adrian Kamellard.
- Mark Anderson chaired the meeting for the duration of the Appointment of the Vice Chancellor item (BG 95/1.1). The remainder of the meeting was chaired by Ann Minogue.
- Consideration of the 'Appointment of the Vice Chancellor' (BG 95/1.1) was attended by Governors; Interim University Secretary and Registrar, Sharon Page and Assistant University Secretary, Nicola Cahill only. Other listed attendees joined for items BG 95/2.1 onwards.
- At BG 95/7.1 the Board meeting became inquorate. It was agreed that any item from this point onwards requiring approval would be considered via a virtual Board meeting. Papers would be circulated as soon as possible following the meeting.

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.

Appointment of the Vice Chancellor

BG 95/1.1

1. The Board considered a recommendation to appoint Professor Lynn Dobbs as the University's next Vice-Chancellor and Chief Executive.
2. Following Board approval in January 2018, a process had been conducted to recruit a new Vice-Chancellor. It had been conducted according to best practice principles including the CUC's Illustrative Practice Note. The process had been supported by executive search partners, [REDACTED]. Pay and other key terms and conditions of appointment had been considered and approved in February 2018 by the Remuneration Committee. s.43(2) FOIA - commercially sensitive
3. Staff and Students had been involved throughout the process, including consultation to inform job design, participation in focus groups to inform the interview questions and direct participation in the selection panel. On 14 June, the Selection Panel received feedback from the focus groups, media and psychometric testing. After the final interview on 15 June, the Selection Panel reached a unanimous recommendation.

Conclusion:

4. The Board approved the appointment of Professor Lynn Dobbs as the University's next Vice Chancellor and Chief Executive.

Minutes of the last meeting and Matters arising

BG 95/2.1

5. The minutes of the 10 May 2018 Board of Governor's Strategy Day were confirmed as a correct record.

Facility Agreement

BG 95/2.3

6. The Board was advised that University participated in the U.S Department of Education Student Aid programme which provided financial support to students from the U.S.A. In order to meet the requirements of the U.S Loans programme, and in line with changes to regulations for Limited Companies, the letter of credit prepared by Barclays PLC required ratification by the Board.

Conclusions

7. The Board approved signature of the Facility Agreement and authorised the Chair and Company Secretary to sign the Ratifying Resolution.

Student Governor's General Report

BG 95/3.1

8. The Board considered a report from the Students' Union. The report highlighted the Students' Union's summer programme of work, which included a review of its strategic indicators and vision; outlined progress made in relation to the Student Voice Community and the provided the results of the Students' Union's elections.

Conclusions:

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

Vice-Chancellor's General Report

BG 95/4.1

10. The Board received the Vice-Chancellor's General report and noted the following:

The new regulatory environment: All documents required to register with the Office for Students (OfS) had been submitted ahead of the 23 May 2018 deadline. The OfS acknowledged receipt of the registration documentation and requested clarification on some aspects of the Access and Participation plan. The OfS had been content with the quality and content of the plan.

UKVI Compliance: The Board received a report on the University's compliance with its UKVI sponsorship licence. There were no material issues or changes since the previous update had been submitted to the March 2018 meeting.

Employment Outcomes- Destination of Leavers in Higher Education (DLHE) Survey: The Board welcomed the news that 2017-18 had been another year of significant progress and improvement in the employment outcomes for London Met Graduates. It was noted that 2017/18 was the last under the current method of survey, DLHE. The Higher Education Statistics Agency was in the process of implementing the Graduate Outcomes Survey (GOS). The first survey would take place in December 2018, with the first set of data to be published in January 2020.

Conclusion:

11. The Board noted the Vic- Chancellor's General Report.

Finance and Resources Committee report

BG 95/5.1

12. The Board received the report of the Finance and Resources Committee (FRC) meeting which had taken place on 14 June 2018.

Conclusions:

13. The Board noted the report, in particular the robust and detailed conversations held in relation to the Budget 2018/19, the Moorgate move and London Met Global Online.

Budget 2018/19 and financial forecasts

BG 95/5.2

14. The Board considered a report which set out recommendations to enable it to set a University-level budget for 2018/19 and provided draft financial forecasts which would be revised for review at FRC prior to the 17 September 2018 submission date to the OfS.
15. The Board considered the student number and income forecasts based on three scenarios in the context of the financial targets set by the Board at their Strategy Day in May 2018. It was noted that additional forecasting work would be undertaken prior to its consideration by FRC and Board ahead of submission to the OfS on 17 September 2018. It was highlighted that the timeframe allowed for work underway on the apprenticeships and Global Online business plans and other Mid Term Strategy Review (MTSR) initiatives to be included in the forecasts.
16. The Board was advised that FRC would consider a review of the University's Scheme of Delegation at its September 2018 meeting.

Conclusion:

17. The Board approved the 2018/19 Budget and noted the process for completing financial forecasts for submission to OfS.

Moorgate move

BG 95/5.3

18. The Board considered a report and presentation which set out the case for the relocation of the Guildhall School of Business and Law (GSBL) to Holloway Road.
19. Currently accommodating 2300 students and 111 staff, GSBL was the largest school in the University. Given the improvements to the Holloway Campus and reductions to overall student numbers, GSBL could be accommodated on the Holloway Campus. The move to Holloway Road was one of the principal deliverables for One Campus | One Community. There were two main drivers for the move, one financial and the other qualitative in relation to the London Met experience delivered to staff and students. Relocation would enable GSBL students to access facilities such as the new Students' Union, the gym, the Rocket Bar, as well as improved library and IT services.

s.43(2) FOIA -
commercially sensitive

Conclusions

20. The Board approved proposals in relation to relocation of the Guildhall School of Business and Law to the Holloway Campus taking account of the discussion and decision at FRC.

London Met Global Online (LMGO)

BG 95/5.4

21. The Board considered the business case for investment in LMGO in line with the approach the Board had agreed at the May 2018 Strategy Day.
22. The approach required investment above revenues for three years, and was expected to generate high cash returns over the longer term and to substantially enhance University capability in a way that would also benefit current on-campus activities and new developments such as Apprenticeships.
23. Following a request at FRC, a meeting between the Director of LMGO and the Chair and Fionnuala Duggan had taken place. They had advised that consideration should be given to an initial higher spend on marketing, and that revenue projections should be kept under regular review.

Conclusion:

24. The Board approved the financial support detailed in the business case for LMGO as considered by FRC at their meeting on 14 June 2018.

Mid-Term Strategy Review

BG 95/6.1

25. The Board considered a report on the Mid-Term Strategy Review (MTR), which included updates on LMGO, Apprenticeships, the Organisational Development and Design project (ODD), Estates and Marketing and Communications.

Conclusions

26. The Board noted the report.

Apprenticeship update and presentation**BG 95/6.2**

27. The Board considered a report and presentation from the Director of Apprenticeships which presented the strategy and approach for apprenticeships, set out the context, vision, model, development, resourcing and delivery of apprenticeships at London Met.

Conclusions:

28. The Board considered the report and welcomed the presentation.

Academic Portfolio Review**BG 95/6.3**

29. The Board considered a report which presented an update on the portfolio review undertaken as part of the MTSR. At the March 2018 Board meeting it was proposed that the University adopt a more strategic approach to London Met's academic portfolio and articulate the overall 'offer' more clearly to students.
30. Six key principles had been established to guide the development of the portfolio and were being utilised as a series of 'gateways' for reviewing the current portfolio and evaluating opportunities for new provision.

Conclusions:

31. The Board noted the update, and acknowledged that a more detailed plan would be presented to the Board at their meeting in October.

Project Portfolio**BG 95/6.4**

32. The Board received a report which provided oversight of an organisation-wide programme plan, and highlighted the key initiatives being carried out within the University. The Board considered the corresponding project portfolio which provided a high-level view of the top 15 organisation wide initiatives.

Conclusions

33. The Board noted the report.

Honorary Awards changes**BG 95/7.1**

34. Consideration of this item was deferred to the July virtual Board meeting.

Board Regulations – annual review**BG 95/7.2**

35. Consideration of this item was deferred to the July virtual Board meeting.

Statement of Risk Appetite**BG 95/8.1**

36. Consideration of this item was deferred to the July virtual Board meeting.

Risk Management – quarterly report**BG 95/8.2**

37. The Board considered the quarterly Risk Management report and the revised Corporate Risk Register as had been considered by the Audit Committee at their meeting on 23 May 2018. The report also presented a summary of key programme risks relating to One Campus I One Community, Year 3 of the Programme for Improved Student Outcomes and the Employment Outcomes programme.
38. The Audit Committee did not make any substantive comments or recommendations to the Board.

Conclusions:

39. The Board noted:
- i) the update on risk management across the University;
 - ii) The 2017/18 Corporate Risk Register;
 - iii) The summary of key OCIOC, PISO and Employment Outcomes risks.

Audit Committee

BG 95/9.1

40. The Board received a report of the 23 May 2018 Audit Committee.

Governance Committee

BG 95/9.2

41. The Board received a report of the 23 May 2018 Governance Committee

Statement of Primary Responsibilities

BG 95/9.3

42. Consideration of this item was deferred to the July virtual Board meeting.

Terms of Reference of Governance Committee and Audit Committee

BG 95/9.4

43. Consideration of this item was deferred to the July virtual Board meeting.

Board and Committee Vacancies

BG 95/9.5

44. Consideration of this item was deferred to the July virtual Board meeting.

Academic Board

BG 95/9.6

45. The Board received a report of the 12 June 2018 Academic Board.

CHAIRMAN _____

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 24/09/18)
Welcome, apologies and announcements	At section 7 the Board meeting became inquorate, it was agreed that any item from this point onwards requiring approval would be considered via a virtual Board meeting. Papers would be circulated as soon as possible following the meeting.	Assistant University Secretary (NC)	July 2018	Virtual Board undertaken in June 2018, all decisions approved as per recommendations.