
**Minutes of the 97th Board of Governors
TM3-03, Holloway****4 October 2018
10:00-12:30**

Governors present:

Mr Mark Anderson
Ms Rolande Anderson
Ms Rosemary Benson
Mr Tim Cochrane
Ms Margaret Farragher
Ms Renarta Guy
Ms Harini Iyengar
Ms Cathy McCabe
Mr Michael Murphy
Prof. John Raftery, Vice-
Chancellor
Ms Cécile Tschirhart
Dr Shefaly Yogendra

Others in attendance:

Ms Nicola Cahill, Assistant University Secretary (minutes)
Ms Tricia Croasdell, Incoming Independent Governor
Dr Elizabeth Charman, PVC Academic Outcomes
Prof. Lynn Dobbs, Incoming Vice-Chancellor
Mr John Duffy, Chief Operating Officer
Dr Chris Ince, University Secretary and Registrar
Ms Pam Nelson, Chief Finance Officer
Prof. Dominic Palmer-Brown, PVC Employment Outcomes

Welcome, apologies and announcements

- The Board received apologies from Independent Governor Tricia Croasdell.
- The Board welcomed Incoming Vice-Chancellor, Lynn Dobbs attending her first meeting and Margaret Farragher and Cathy McCabe attending their first meeting as Independent Governors.

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 and Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm.
- There were no other declarations of interest.

Legal briefing

1. The Board received a presentation and legal briefing from Smita Jamdar, Partner and Head of Education, Shakespeare Martineau.

Conclusion:

2. The Board noted the presentation.

Minutes of the last meeting and Matters arising

BG 97/1.1

3. The minutes of the 28 June 2018 Board of Governor's meeting were confirmed as a correct record. There were no matters arising.

Vice-Chancellor's General Report

BG 97/2.1

4. The Board received the Vice-Chancellor's general report and noted that in 2018 London Met had continued its upward trajectory, by closing metric gaps and matching and exceeding both London Met, and national averages. On the overall National Student Survey (NSS), it was noted that our Teaching Quality score (a composite of satisfaction for teaching, assessment and academic support) was now 6th out of 24 institutions in London'.
5. For graduate employment for UK domiciled students London Met was ahead of 87 other institutions, following a 17% increase over the last four years. Graduates in highly skilled jobs had increased by 56% in the same period.
6. The results of the Brand and Marketing reviews would be presented before the end of the calendar year.

Conclusions

7. The Board noted the Vice-Chancellor's General report.

Student Numbers update

BG 97/3.1

8. The Board considered an update on projections of new student enrolment. It was noted that admissions and re-enrolments were ongoing, and that a clearer picture of the student number position would not emerge until after the completion of enrolments later in October. Indications were that the budget targets agreed in June 2018 would be met.

Conclusions

9. The Board noted the Student Numbers update.

Student Governor's General Report

BG 97/4.1

10. The Board considered a report from the Students' Union. The report highlighted that initial conversations would take place regarding the Union's governance and democratic process review; progress made in relation to the student voice; the positive outcome from NSS Question 26 'The Student Union (association or guild) effectively represents students' academic interests', and; preparations underway for Fresher's Week and Black History Month.

Conclusions:

11. The Board noted the Student Governor's report.

Finance and Resources Committee report

BG 97/5.1

12. The Board received the report of the Finance and Resources Committee (FRC) meeting which had taken place on 13 September 2018.

Conclusions:

13. The Board noted the report and, in particular, the commentary on the Financial Forecasts and the Draft Outturn 2017/18.

Revised Financial Regulations

BG 97/5.1A

14. The Board considered a report which confirmed that the University had carried out its annual review of the Financial Regulations and Pricing Policy and noted that this had been considered by the Finance and Resources Committee on 13 September 2018.

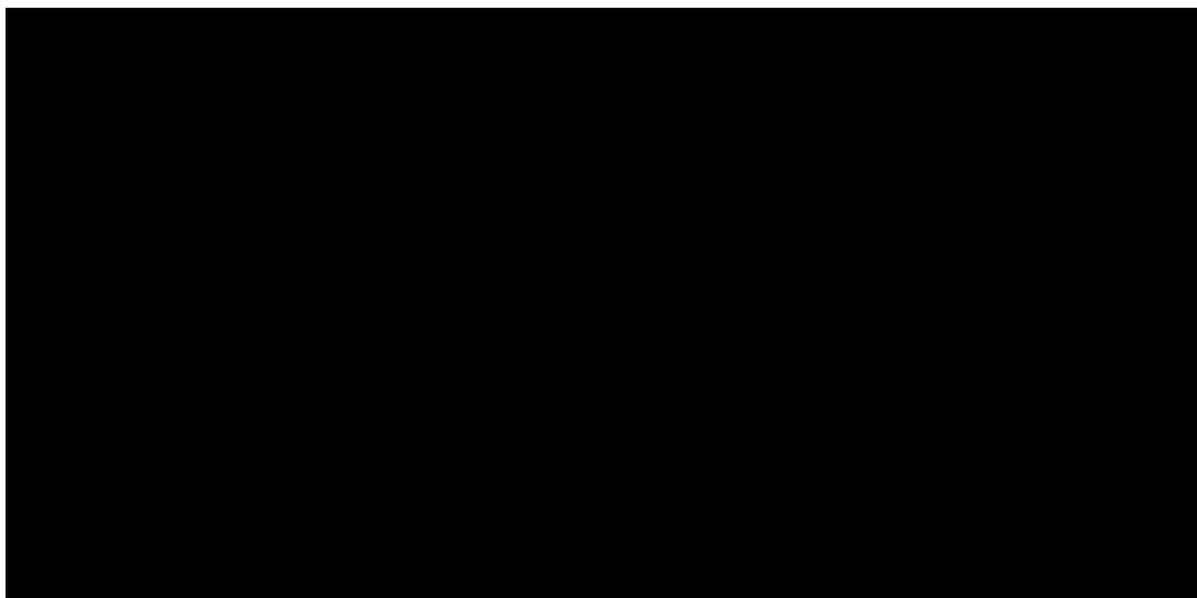
Conclusions

15. The Board approved the revised 2018 Financial Regulations.

Draft Outturn 2017/18

BG 97/5.2

16. The Committee considered the draft outturn for 2017/18 presented by the Chief Financial Officer (CFO).



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Conclusion:

19. The Board received the draft outturn for 2017/18.

Financial Forecasts

BG 97/5.3

20. The Board considered a report from the CFO which requested retrospective approval of financial forecasts which had been submitted to the Office for Students (OfS) by their deadline of 17 September 2018. The OfS required the forecasts to be reviewed and approved by the University's Board of Governors, but had accepted that in this case the forecast would be presented to Board on 4 October 2018 for their retrospective approval following consideration by the Finance and Resources Committee at its meeting on 13 September 2018.

21. Board noted that the format of the forecasts conformed to OfS requirements. The principal assumptions relating to enhanced revenue from better retention, increased overseas recruitment, LMGO and apprenticeships were all modest and were considered achievable in the context of benchmarks and of the level of investment that was proposed where appropriate.
22. The Board noted that the Financial Forecasts would be subject to further amendments as the student number position developed. A full review of the University's finances would be prepared for the February 2019 strategy day; student numbers would be confirmed for autumn 2018 and further progress would have been made on projects.

Conclusions

23. The Board retrospectively approved the financial forecasts which had been submitted to OfS ahead of its 17 September 2018 deadline.

Strategic Projects Overview

BG 97/6.1

24. The Board considered an update on the institutional projects that were critical to the University meeting its strategic objectives. The Board considered the strategic projects list, and requested some amendments to the presentation format.

Conclusion:

25. The Board noted the report.

Academic Portfolio Strategy

BG 97/6.2

26. The Board considered an update on the Academic Portfolio Strategy. In line with the approach approved by the Board in March as part of the Mid-Term Strategy Review, it was being proposed that the academic portfolio would be redesigned around a career portfolio and underpinned by a strategy to support student success.

Conclusions

27. The Board noted the report.

Organisational Design and Development Project

BG 97/6.3

28. The Board considered a report on the Organisational Development and Design (ODD) project which had been established as part of the Mid – Term Strategy Review approved by Governors in March 2018. The objective of the project was to transform the quality and effectiveness of services for students by designing student-centric, lean services underpinned by digital capability and trusted data and insight.
29. The project was being undertaken in a two-phase approach to ensure accurate framing and understanding of the challenges faced in improving services for students, and to test a service design approach to service transformation.

- i) Phase 1 (September 2018-March 2019) would test and verify potential service design tools and techniques to transform the quality and effectiveness of services for students and establish a scalable methodology for roll-out across the University.
- ii) Phase 2 (March 2019-June 2020) will implement the service design approach across all services for students subject to approval of the full business case.

30. Additional detail would be presented for their consideration at the February 2018 Board of Governors strategy day.

Conclusions:

31. The Board considered the report.

Moorgate Move update

BG 97/6.4

32. The Board considered a report which provided an update on the Moorgate move.

33. Board was advised that progress was in line with the programme. In mitigating operational costs (associated with rent, rate and facilities management costs) the Director of Estates was conducting promising negotiations with the landlord for an early surrender of the Moorgate lease in October 2019. Draft Heads of Terms for the early surrender had been received from the landlord and were under review. A full update report would be provided to the Board at its November 2018 meeting.

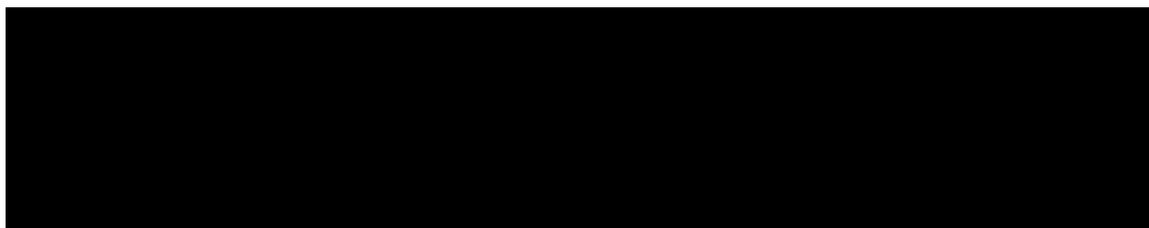
Conclusions

32. The Board considered the update report.

London Met Global Online

BG 97/6.5

34. The Board considered a report which provided an update on progress with the London Met Global Online (LMGO) project including procurements, recruitment and potential change to portfolio strategy.



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Conclusions

36. The Board noted the LMGO update report.

Employment Outcomes

BG 95/8.1

37. The Board considered a report which provided an update on the latest developments in Employment Outcomes, Apprenticeships and the Destination of Leavers from Higher Education survey (DLHE).

Conclusions

38. The Board noted the report and agreed that the University must ensure it draws down the employer apprenticeship levy for staff development.

National Student Survey (NSS) 2018 Report

BG 95/6.7

39. The Board considered an update on the outcomes of the National Student Survey (NSS). The Board was advised that in 2017 the content of the NSS was revised, this meant like-for-like comparison with previous years beyond 2017 was difficult.

Conclusions:

40. The Board noted the report on NSS 2018 and actions in response.

Programme for Improved Student Outcomes

BG 97/6.8

41. The Board noted the update on the work of the Programme for Improved Student Outcomes and requested a workshop be scheduled at some point to review this in detail with Governors.

Conclusions

42. The Board considered the report.

Governance Effectiveness Review

BG 97/7.1

43. The Board considered an update on the review of the University's Governance arrangements undertaken by the Good Governance Institute (GGI).

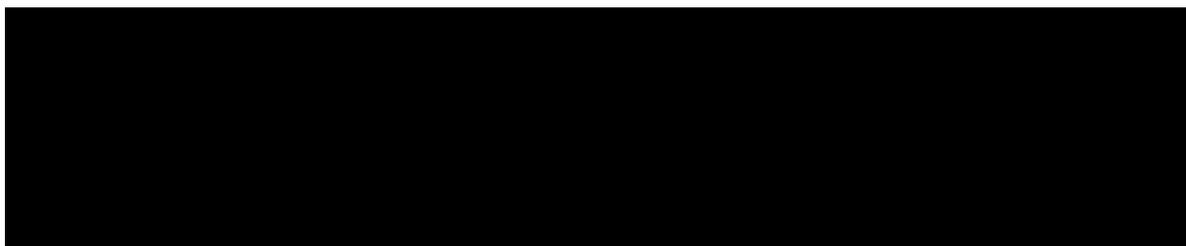
Conclusions

44. The Board noted the update and interim report issued over the summer. A full report would be made, via the Governance Committee, to the next Board meeting.

Risk Management Quarterly report

BG 97/7.2

45. The Board considered the quarterly Risk Management report and the Corporate Risk Register which had been considered by the Audit Committee at its meeting on 26 September 2018. The Audit Committee had not made any substantive comments or recommendations to the Board.
46. In introducing the report the University Secretary advised that the recent internal audit of the University's Risk Management processes had identified four recommendations, which were a fair reflection of the current situation and which would be acted upon.



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Conclusions

47. The Board of Governors noted:
- i) The update on risk management across the University;
 - ii) The 2018/19 Corporate Risk Register;
 - iii) The proposed next steps.

Audit Committee

BG 97/8.1

48. The Board received a report of the 26 September 2018 Audit Committee.

Governance Committee

BG 97/8.2

49. The Board received a report of the 13 September 2018 Governance Committee

Any Other Business

50. The Board offered its thanks to outgoing Vice-Chancellor John Raftery, attending his last meeting, and congratulated him on his achievements throughout his tenure.

CHAIRMAN _____

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 19/11/2018)
Strategic Projects Overview	Para. 24 – Strategic Projects Overview list to be presented in a categorised business plan format.	COO	November 2018	Completed – on agenda
Programme for Improved Student Outcomes update	Para. 43 – PISO workshop session to be scheduled to coincide with 29 November 2018 Board of Governors meeting.	University Secretary/ PVC-A	29 November 2018 meeting	Completed – to take place on 29 November 2018