

Governors present:

Mr Mark Anderson (Chair)
Ms Rolande Anderson
Ms Rosemary Benson
Mr Tim Cochrane
Ms Tricia Croasdell
Professor Lynn Dobbs (Vice
Chancellor)
Ms Margaret Farragher
Ms Renarta Guy
Ms Harini Iyengar
Mr Michael Murphy
Mr Diini Muse
Ms Cécile Tschirhart
Dr Shefaly Yogendra

Others in attendance:

Ms Nicola Cahill, Assistant University Secretary (minutes)
Ms Cynthia Clarke, Governance and Legal Intern
Dr Elizabeth Charman, PVC-Academic Outcomes
Mr John Duffy, Chief Operating Officer
Dr Chris Ince, University Secretary and Registrar
Prof. Dominic Palmer-Brown, PVC Employment Outcomes
Ms Pamela Nelson, Chief Financial Officer

Welcome, apologies and announcements

1. The Board received apologies from Independent Governors Rolande Anderson and Cathy McCabe.

Declarations of interest

2. 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.
3. There were no other declarations of interest.

Minutes of the last meeting and matters arising**BG 98/1.1**

4. The Board approved the minutes of the last Board of Governors meeting held on 4 October 2018 as a correct record.
5. There were no matters arising.

Appointment of Student Union Representative**BG 98/1.3**

6. The Board considered the appointment of a new Student Governor. The Board was advised that the Students' Union had nominated Mr Diini Muse for the duration of his term as Students' Union Vice- President.

Conclusions:

7. The Board confirmed the appointment of Mr Muse as the Student Governor, subject to due diligence checks, to commence with immediate effect.

Good Governance Institute Final Report

BG 98/1.4

8. The Board considered the final report of the Good Governance Institute (GGI) which had been appointed to carry out a review of the University's governance arrangements. At its meeting on 1 November 2018, the Governance Committee had agreed that the report contained a number of useful points on which work should be taken forward.
9. The Board considered the Governance Committee's initial responses on the eight recommendations contained within the GGI report. It was agreed that there were no recommendations that required immediate attention. The Board Strategy Day scheduled for 14 February 2019 would provide an opportunity to discuss the planned actions in greater detail.

Conclusions:

10. The Board:
- i) noted the report and the initial views of the Governance Committee;
 - ii) agreed that the Governance Committee should continue to provide oversight on the report and any actions required in response to the recommendations;
 - iii) agreed that the recommendations and subsequent plan of work be included on the agenda for the Board Strategy Day on 14 February 2019.

Vice-Chancellor's General Report

BG 98/2.1

11. The Board received the Vice-Chancellor's General Report and noted the following points:

Strategic Planning and Consultation: The Senior Leadership Team had supported the Vice-Chancellor in undertaking an intense period of planning via weekly meetings, and in two dedicated half-day sessions since she had started in post in early October 2018. The dedicated sessions focussed on the overall direction of travel for the University, and on the budget.

The Vice-Chancellor had hosted 'Meet the VC' events in all six academic schools, similar events were underway for professional service departments.

Key Staff Matters: The University had held interviews for an Associate Pro Vice-Chancellor to lead on student recruitment on 28 November 2019. An appointment would be announced in the coming week.

Key staff and Student Successes: CASS alumnus Yinka Illori won the second London Festival of Architecture award and Interior Design alumna Alessia Buc had been responsible for the unique design of Starbucks's first ever Italian café. Sara Hannant, Associate Lecturer in Photojournalism at London Met, had been shortlisted for the 2019 British Photography Award; and Dr Saeed Reza Taghizadeh, Principal Lecturer in Mathematics, Electronics and Robotic Engineering, had won a Royal Institution's Masterclass 'Inspirational Masterclass Speaker' award.

12. The Vice-Chancellor tabled a report which set out her thoughts on direction of travel. The report outlined key initiatives in relation to a number of areas of focus; Driving the Business, Building Academic Quality, Engaging Key Stakeholders and Enablers.

Conclusion:

13. The Board noted the Vice-Chancellor's General Report.

Academic Matters report

BG 98/2.2

14. The Board considered a report on key academic matters. The report provided updates in relation to; the Academic Portfolio, Apprenticeships, London Met Online, Collaborative Partnerships, Academic Quality and Development, Academic Outcomes and PISO, Employment Outcomes and Research and Enterprise.

Conclusions:

15. The Board noted the Academic Matters report.

Student Governor's report

16. The Board considered the Student Governor's report. The report highlighted the Students' Union's work in developing a Student Voice Community to build engagement from students; the variety of successful events which had taken place throughout Black History Month and the continued growth in both the range and activity of Students' Union Societies.

Conclusions:

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

Student numbers update

BG 98/4.1

18. The Board received an update on the student number position as at 31 October 2018. It was noted that the position was positive in relation to enrolments and applications given that the number of applications for 2018 entry was down when compared with the previous year, and the broader challenges facing post '92 institutions in London and more widely in the sector. The key factors in maintaining the University's student numbers position were identified as follows:

- i) Changes in the admissions processing teams, and;
- ii) The engagement of a commercial partner which specialised in student conversion and retention.

19. The University was undertaking a review of the role to be played by commercial partners in its admission cycle for 2019/20.

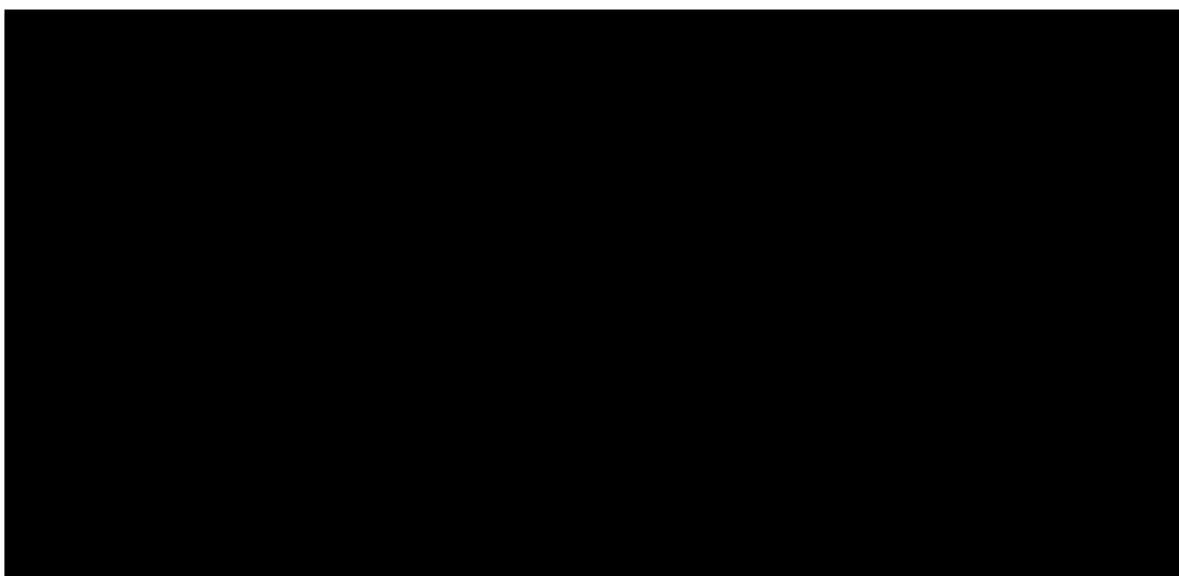
Conclusions:

20. The Board noted the student numbers update.

2018/19 Budget Update

BG 98/4.2

21. The Board received an update on the 2018/19 budget, including the management accounts for the first two months of the financial year.



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Conclusions:

25. The Board noted 2018/19 Budget update.

Sustainability Project Portfolio

BG 98/4.3

26. The Board considered an update on strategic projects.

Audited 2017/18 financial statements and commentary, letter of representation, and external audit ISA 260 management report (management letter)

BG 98/5.1

27. The Board considered a report which provided the following for approval: the financial statements for 2017/18; a commentary on the financial results for the year ended 31 July 2018, explaining any major changes from the forecasts submitted to the Office for Students in September 2018; the letter of representation to the external auditors, KPMG; and the ISA 260 Report (also known as the 'management letter') prepared by KPMG pursuant to their audit of the University. It was noted that KPMG had issued a 'clean' audit opinion.

28. The financial statements had been reviewed by both the Finance and Resources Committee and the Audit Committee. The letter of representation had been reviewed by the Audit Committee and the Senior Leadership Team, while the draft ISA 260 report had been reviewed by the Audit Committee.

Conclusions:

29. The Board:
- i) Noted the Financial Statements for 2017/18;
 - ii) Approved the financial results commentary for 2017/18 required by the Office for Students;
 - iii) Approved the letter of representation, and;
 - iv) Approved the Audit Highlights Memorandum and Management Letter (ISA 260 report) prepared by KPMG.

Final 2017/18 Internal Audit Annual Report

BG 98/5.2

30. The Board considered the 2017/18 Internal Audit Annual report, which had been prepared by the internal auditors (PwC) which would form part of the University's Annual Accountability Returns.
31. The report provided the internal auditors' view on the adequacy and effectiveness of the University's arrangements for risk management, control and governance, and economy, efficiency and effectiveness (value for money). The report had been reviewed by the Audit Committee at its meeting on 15 November 2018.

Conclusions:

32. The Board approved the 2017/18 internal Audit Annual Report.

2017/18 Audit Committee Annual Report

BG 98/5.3

33. The Board considered the 2017/18 Audit Committee Annual Report, which had been approved by the Audit Committee at its meeting on 15 November 2018 for recommendation to the Board.

Conclusions:

34. The Board approved the Audit Committee's Annual Report.

Annual report on compliance with the Prevent Duty

BG 98/5.5

35. The Board considered the University's annual report on compliance with the 'Prevent' duty, which covered the year to 31 July 2018 and significant events up to the submission of the report. The report had been considered at the meeting of the Audit Committee on 15 November 2018.
36. The Board noted that the Prevent Duty was the duty placed on universities and other public bodies under section 26(1) of the Counter-Terrorism and Security

Act 2015 to have due regard, when carrying out their functions, to the need to prevent individuals from being drawn into terrorism.

37. The Office for Students (OfS) was responsible for monitoring the higher education sector's compliance with the Prevent Duty and required universities to submit an annual report on their compliance as part of the Annual Accountability Returns. The OfS also required a data return on the operation of welfare policies, events and speakers, involvement in 'multi-agency referrals' and Prevent training to staff (staff trained for the first time and refresher training). During the OfS' transitional year, the data set requirements had been amended to understand more granular detail of the operation of key areas without the need to request a detailed report; and for further contextual data. The key changes included:
- A new data set around the number of welfare cases referred for formal specialist advice and support to provide assurance that welfare procedures are in operation in the absence of any Prevent-related welfare concerns.
 - New data sets on external speakers around the total number of speaker and events applications approved through the external speakers process, the number of events/speakers approved where mitigations had been introduced relating to Prevent (and freedom of speech indirectly), and the number of any speaker/event requests rejected by the process.

Conclusions:

38. The Board:
- i) Approved the annual report on the University's compliance with the Prevent Duty, for submission to the OfS;
 - ii) Authorised the Chair to sign the declaration on compliance with the Prevent Duty required by the OfS.

Annual Provider Review

BG 98/5.5

39. The Board received a report which had been prepared in order to enable them to approve the Assurance Statements for academic quality and standards as required by the OfS as part of the Annual Accountability Returns. The report had been considered by the Academic Board at its meeting on 7 November 2018.

Conclusions:

40. The Board:
- i) considered the report and action plan to which would support the submission to OfS of the 2018-19 Annual Accountability Return Assurance Statements on Academic Quality and Standards;
 - ii) noted that the University's approach to improving students' academic

experiences and outcomes was delivered through its ongoing quality assurance and quality enhancement activities and through the strategic initiatives being carried forward under PISO;

- iii) thanked the Academic Quality and Development staff for their work in preparing the report.

Annual Assurance Return

BG 98/5.6

- 41. The Board considered a report which advised that the OfS required higher education institutions' accountable officers to confirm they had met their obligations under their regulatory framework for Higher Education. The Annual Assurance Return – part of the Annual Accountability Returns to the OfS - covered the period to 31 July 2018) and any issues that occurred until the date it was signed. The Annual Assurance Return had been reviewed by the Audit Committee at its meeting on 15 November 2018.

Conclusions:

- 42. The Board approved the Annual Assurance Return and authorised the Vice-Chancellor to sign it.

Report of the Governance Committee

BG 98/6.1

- 43. The Board considered the Governance Committee's recommendations for the award of appropriate Honorary Doctorates of the University, and revised terms of reference of the Finance and Resources Committee to expand the membership to include staff and student representation.

Conclusions:

- 44. The Board of Governors approved:
 - i) the recommendations for the award of appropriate Honorary Doctorates of the University, and;
 - ii) the terms of reference for the Finance and Resources Committee.

Report of the Finance and Resources Committee

BG 98/6.2

- 45. A meeting of the Finance and Resources Committee had taken place on 8 November 2018

Conclusions:

- 46. The Board received the 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.

Report from the Academic Board

BG 99/6.3

47. A meeting of the Academic Board had taken place on 7 November 2018.

Conclusions:

48. The Board received a report of the meeting of the Academic Board.

Report of the Audit Committee

BG 98/6.4

49. The Audit Committee had met on 15 November 2018.

Conclusions:

50. The Board received the report of the meeting of the Audit Committee on 15 November 2018. The recommendations contained in the report had been approved in other items on the agenda.

CHAIRMAN_____