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**Minutes of the 101<sup>th</sup> Board of Governors**  
**CCG-02, Calcutta House, Aldgate**

**21 March 2019**  
**10:00-12:00**

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**Governors present:**

Ms Rolande Anderson  
(Chair)  
Ms Rosemary Benson  
Ms Tricia Croasdell (via  
teleconference)  
Professor Lynn Dobbs (Vice  
Chancellor)  
Ms Renarta Guy  
Mr Anders Krohn  
Ms Cathy McCabe  
Mr Michael Murphy  
Mr Diini Muse  
Ms Cécile Tschirhart  
Dr Shefaly Yogendra

**Others in attendance:**

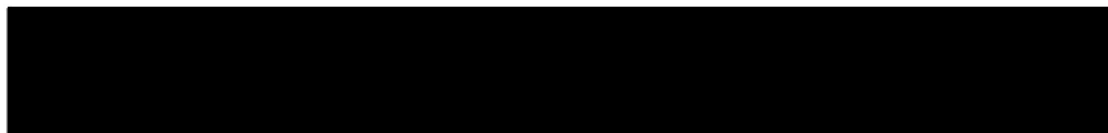
Ms Ernesta Bukauskaite, Administrator (Governance)  
Ms Suzanne Burley, PVC Learning and Teaching  
Ms Nicola Cahill, Assistant University Secretary (minutes)  
Dr Elizabeth Charman, PVC-Academic Development  
Mr Gary Davies, Associate PVC (Student Recruitment)  
Mr John Duffy, Chief Operating Officer  
Dr Chris Ince, University Secretary and Registrar  
Mr Eugene McCrossan, Interim Chief Finance Officer  
Ms Pamela Nelson, Deputy Chief Operating Officer

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**Welcome, apologies and announcements**

1. The Board received apologies from Independent Governors Mr Mark Anderson, Mr Tim Cochrane, Ms Margaret Farragher and Ms Harini Iyengar.
2. The Board of Governors offered their thanks to Deputy Chief Operating Officer, Pam Nelson attending her last meeting. Pam was due to retire in the summer and would be greatly missed.

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information

**Declarations of interest**

4. Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm and Independent Governor Anders Krohn declared an interest as co-founder and CEO of Aula Education, a communication platform for education.
5. There were no other declarations of interest.

**Minutes of the last meeting and matters arising**BG 101/1.1  
BG 101/1.2

6. The Board approved the minutes of the Board of Governors meeting held on 24 January 2019 and the Strategy Day held on 14 February 2019.
7. There were no matters arising.

**Board Regulations**

BG 101/1.4

8. The Board considered proposed changes to Board Regulations as agreed by circulation in February to reflect the changes to the structure of the University's Senior Leadership Team, as approved by the Remuneration Committee on 30 January 2019.
9. The quorum for Committees was a simple majority, with a requirement for at least one of the members present to be an Independent Governor. The appropriateness of this would be addressed as part of a full review.

**Conclusions:**

10. The Board received its Board Regulations previously agreed by circulation.

**Vice-Chancellor's General Report**

BG 101/2.1

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

Fire Compartmentation: The University had commenced a programme of work to re-establish complete compartmentation in the Tower Block. The works would be undertaken on a staged basis, which would involve a staged decant and upgrade of each floor. The University was able to adopt a staged plan, rather than a full decant as there was a good, fully operational fire alarm in place, the compartmentalisation breaches did not affect the fire escapes, the existing floors and ceilings provided a minimum of 30 minutes fire retardation and the building could be fully evacuated within 10 minutes. It was noted that all general teaching had been moved out of the Tower Building while works were underway, a daily fire inspection had been instigated and fire safety training for all people working in the Tower had been renewed.

Strategic Plan: Members of the SLT had begun to attend sessions in Academic Schools and Professional Service Departments to present the proposals and seek staff views. Further input on the first draft would be sought at the Board of Governors' 9 May 2019 Strategy Day. Expressions of interest regarding participation in a Strategy Short Life Working Group had been circulated to Governors by email.

Progress with online programmes: The selection process for an Online Programme Management partner was progressing and was expected to complete by 30 April 2019.

**Conclusion:**

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

**Academic Matters report**

BG 101/2.2

13. The Board considered a report on key academic matters. The report provided updates in relation to; the Academic schools; academic and employment matters and Academic Quality and Development.

**Conclusions:**

14. The Board noted the Academic Matters report.

BG 101/3.1

**Student Governor's report**

15. The Board considered the Student Governor's report. The report provided an update on the Students' Union Governance Review and an overview on engagement activity across the Students' Union, which included the third annual Varsity between London Metropolitan University and SOAS and a women's poetry event.
16. The Board highlighted the importance of ensuring that the University continued to support to the Students' Union during a time of significant change.

**Conclusions:**

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

**Financial Management Information**

BG 101/4.1

18. The Board considered the University's monthly financial management information reports for January and February 2019. The detailed statement of comprehensive income and expenditure showed that the University's financial performance was better than planned.

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commercially sensitive

**Conclusions:**

19. The Board noted the financial management information.



**Quarterly Financial Reforecast**

BG 101/4.2

20. The Board considered a report which presented the financial reforecast as submitted to the Finance and Resources Committee at their meeting on 7 March 2019.

**Conclusions:**

21. The Board noted the quarterly financial reforecast.

**Aldgate Campus**

BG 101/4.3

22. The Board considered a report which recommended that plans to relocate the Cass from its current premises were shelved, at least for the first three years of the University's new strategy, to allow the Board to judge its success. The reasons for the recommendation were noted as follows:

- The move in 2016 and 2017 had been disruptive for students and for staff. The current premises are now liked and appreciated by students and staff
- Remaining in Aldgate, in a geographic location with strong synergies to the Cass's activities, offers significant potential to be able to develop partnerships with external partners and to leverage in external funding to support the creative economy and to generate value for the University
- The potential of a near-term move was perceived as a barrier to recruitment since it is not currently possible to state unequivocally that a new student will be based in Aldgate for the duration of the course. It was highly likely that a move would have a negative impact on recruitment
- Investment made in the Aldgate campus was the University's biggest in recent years (£14m), the University should extract as much value from the investment as possible
- A move in the near future would require the use of a significant proportion of the University's cash reserves at a time when we are focusing our strategy on financial prudence including cash reserves
- Appendix one shows that over the course of the next 8 years the University is marginally better off by delaying any potential move
- Another significant move within such a short period of time posed a significant risk of a loss of focus at a critical time for the University

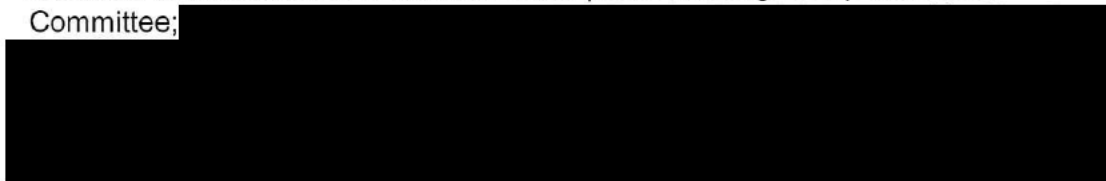
**Conclusions:**

23. The Board approved the proposals to shelve the plans to relocate the Cass from its current premises. The Board should be kept updated regarding the communications plan with staff and students regarding the decision.

**Risk Management**

BG 101/5.1

24. The Board considered a report on the main themes for a revised risk register. The draft had been submitted to the Risk Champions Working Group and Audit Committee;



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**Conclusions:**

25. The Board noted the risk management update.

**Health and Safety update**

BG 101/5.2

26. The Board considered a general update on key aspects of health and safety activities across the University.

**Conclusions:**

27. The Board noted the health and safety update.

**Remuneration Committee**

BG 101/6.1

28. The Board received a report of the Remuneration Committee meeting which had taken place on 30 January 2019.

**Audit Committee**

BG 101/6.2

29. The Board received a report of the Audit Committee meeting which had taken place on 25 February 2019.

**Academic Board**

BG 101/6.2

30. The Board received a report of the Academic Board meeting which had taken place on 6 March 2019.

**Finance and Resources Committee**

BG 101/6.4

31. The Board received a report of the Finance and Resources Committee meeting which had taken place on 7 March 2019.

**Treasury Management Policy**

BG 101/6.4A

32. The Board approved the proposal to increase the investment limit with Aldermore Bank PLC from £3m to £10m in line with investment thresholds for the University's other counter parties.

**Governance Committee**

BG 101/6.5

33. The Board received a report of the Governance Committee meeting which had taken place on 14 March 2019.

**Policy Review and Articles of Association**

BG 101/6.5A

34. The Board approved the adoption of a revised Policy Framework Regulation as annexed to the report and approved the following amendments to the Board regulations:

Insert a new regulation 5.11:

**5.11 University Policies**

5.11.1 *There shall be a Policy Framework Regulation, approved by the Board on the recommendation of the Governance Committee, which will govern the arrangements for issuing policies and procedures in the University.*

5.11.2 *The Board and the Vice Chancellor may issue policies and procedures in accordance with the Policy Framework Regulation. The Vice Chancellor may delegate the authority to issue policies and procedures to other Staff. The Secretary shall maintain a register of Staff who are given delegated authority to issue policies and procedures.*

**Board Diversity**

**BG 101/6.5B**

35. The Board received a report which summarised the responses by the University Secretary's Office to the University's Diversity and Equality Questionnaires.

**Equality and Diversity Policy**

**BG 101/6.6**

36. The Board received the Equality and Diversity Policy as approved by the Senior Leadership Team. This would be reviewed as part of the University's engagement with the Athena Swan Charter

CHAIRMAN



3/6/19

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**Action table**

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at XX/XX/19)
Board Regulations BG 101/1.4	Para. 9 - The quorum for Committees was a simple majority, with a requirement for at least one of the members present to be an Independent Governor. The adequacy of this would be addressed as part of a full review. It was highlighted that the hyperlinks provided at the end of the document should be updated.	University Secretary	October 2019	-
Aldgate Campus BG 101/4.3	Para. 23 - The Board should be kept updated regarding the communications plan with staff and students regarding the decision.	University Secretary	ASAP after communications	Completed

