

London Metropolitan University
109th Meeting of the Board of Governors
MS Teams

Thursday 25 June 2020, 10:00 AM — 12:30 PM BST

Present:	Lynn Dobbs	Vice Chancellor
	Anders Krohn	Independent Governor
	Baron Anyangwe	Independent Governor
	Cathy McCabe	Independent Governor
	Cecile Tschirhart	Academic Governor
	Harini Iyengar	Independent Governor
	Margaret Farragher	Independent Governor
	Mark Anderson	Independent Governor (Chair)
	Michael Murphy	Independent Governor
	Renarta Guy	Independent Governor
	Rolande Anderson	Independent Governor
	Shefaly Yogendra	Independent Governor
	Tim Cochrane	Independent Governor
	Rosemary Benson	Staff Governor
	Diini Muse	Student Governor
	Tricia Croasdell	Independent Governor
	Also present:	Chris Ince
Eugene McCrossan		Chief Finance Officer
Gary Davies		Pro Vice Chancellor Student Recruitment and Business Development
Don MacRaid		Pro Vice Chancellor Research and Knowledge Exchange
Donna Whitehead		Deputy Vice Chancellor
Nikki Le Faou		Assistant University Secretary
Urmi Dutta- Roy		Board Apprentice
Zainab Khan		Pro Vice Chancellor Outcomes and Inclusion
Chrystalle Margallo		Incoming Student Governor
Frances Trought		Incoming Independent Governor
Rohin Aggarwal	Incoming Independent Governor	
Robert Fisher	Director of HR	

1 **Welcome, Apologies, Announcements and 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; Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm; Independent Governor Anders Krohn declared an interest as co-founder and CEO of Aula Education, a communication platform for education, and; Independent Governor Tim Cochrane declared an interest as his wife was a partner at EY.

The Board welcomed incoming Independent Governors Rohin Aggarwal and Frances Trought and incoming Student Governor, Chrystalle Margallo.

The Board offered their thanks to Student Governor Diini Muse, who was attending his last meeting.

1.1 Minutes of 5 May 2020 Board meeting

For Approval - Presented by Mark Anderson

The Board approved the minutes of the 5 May 2020 meeting.

1.2 Matters arising not covered elsewhere

For Noting - Presented by Chris Ince

There were no matters arising.

2 Governance matters

2.1 Honorary award nomination- Paul Matewele

For Approval - Presented by Chris Ince

The Board considered a report which presented a recommendation for a posthumous honorary award to be conferred to Dr Paul Matewele. Dr Matewele was a senior lecturer and placements tutor for the School of Human Sciences and had taught at the University for over 30 years prior to his death in April 2020. The Board noted that Dr Matewele had been nominated in recognition of his outstanding teaching and pastoral care for students, and because of his significant contribution to the public understanding of science.

Conclusions

The Board of Governors approved the nomination for an honorary award.

2.2 Board and Committee Appointments

For Approval - Presented by Chris Ince

The Board considered a report which presented appointments to the Board of Governors and the Audit Committee, Governance Committee, Remuneration Committee and the Finance and Resources Committee.

The University placed an advertisement seeking expressions of interest in the role of Governor in April 2020. The Governance Committee decided not to use an external search agency, but to use free networks available to the University, and the Board members to promote the advert with a view to improving Board diversity. The recruitment campaign generated 17 expressions of interest and shortlisting was undertaken by circulation, following which interviews were held on 1 June 2020. The unanimous agreement of the Panel was to recommend the appointment of two individuals to the Board.

The report also presented proposals for amendments to Committee and Board membership. The role of FRC Chair had become vacant following Michael Murphy's decision to step down. It had been recognised that the vacancy presented an opportunity to facilitate rotation of chairs, which would enable individuals to get a better overview of the detailed working of the University. It was noted that the Board had previously agreed to consider remunerating the Chair of the Board and Chairs of Committees when appointing new members, but had not done so in this instance as all had been existing members at the time of that decision. The Governance Committee would consider a process for remunerating Board and Committee Chairs at its next meeting in September to further support the diversification of the Board membership.

Conclusions

The Board approved:

- i) The appointment of Frances Trought and Rohin Aggarwal as Independent Members of the Board of Governors for an initial term of three years, commencing on 1 August 2020, subject to due diligence;
- ii) The extension of Michael Murphy's appointment on a rolling basis for an open period to at least 31 December 2020 to the Board.
- iii) the appointment of Tim Cochrane as the Chair of the Finance and Resources Committee and member of the Remuneration Committee, commencing 1 August 2020;
- iv) the appointment Shefaly Yogendra as the Chair of the Audit Committee and Vice-Chair of the Board, commencing 1 August 2020;
- v) the appointment of Margaret Farragher as the Chair of the Governance Committee and member of the Remuneration Committee, commencing 1 August 2020;
- vi) the appointment of Baron Anyangwe to the Audit Committee, commencing 1 August 2020, and;
- vii) the appointment of the new Student Union President, Chrystalle Margallo, as the Student Governor for the duration of her term of office as Students' Union President.

2.3 Terms of Reference- Audit Committee and Finance and Resources Committee

For Approval - Presented by Chris Ince

The Board approved the revised Audit Committee and Finance and Resources Committee Terms of References.

3 Vice Chancellor's report & scenario planning

For Noting - Presented by Lynn Dobbs

The Board considered the Vice Chancellor's report to the Board.

The key points were highlighted as follows:

Coronavirus: Since the Board's last formal meeting in March the University had closed and the national lockdown started. The Vice Chancellor had been in regular contact with the Chair and the Board to keep it updated on the University's response to the pandemic. The 5 May meeting enabled the Board to have a good discussion on the steps taken at that point and initial scenario planning. The Board had since been in receipt of its first monthly update report.

It was noted that estates, safety and IT teams had undertaken a huge amount of work since the lockdown in collaboration with colleagues from all academic schools and professional service departments to assist in planning how the University might use its space when it is able to re-open. Initial steps would include re-opening limited areas for research activity in July and the Senior Leadership Team would continue to review sector and national guidance regarding the safe use of space.

It was confirmed that the recent Government announcement to reduce the social distancing guidance from 2m to 1m+ would not have a significant impact on the use of classrooms, but would assist in plans for people-flow around the University's buildings. The University's scenario planning had included planning of both face-to-face and full-remote delivery. The University would continue to offer remote delivery in recognition of students' varying levels of individual risk and for international students.

In line with guidance from the Department for Education the University intended to maintain current student fee levels. It was highlighted that the quality of teaching had been maintained throughout

the pandemic and the costs associated with the revised mode of delivery were higher.

Black Lives Matter: The University had issued a statement on 2 June, along with a statement from the Pro Vice Chancellor for Outcomes & Inclusion and an article written by one of LMU's Students. The University held a reflective event for staff on 10 June, which was attended by over 250 people.

School of Art, Architecture & Design: Following recent events and in consultation with the Students' Union and Board of Governors, a decision had been taken to remove the Sir John Cass' name from the Art, Architecture and Design School. The University recognises that the use of the name contributed to the redemption of a man without acknowledging the enormous pain he had caused as a major figure in the early development of the slave trade, and the legacy of this pain. The use of his name was incompatible with the University's commitment to support the Black community and to actively oppose racism in all forms.

The new name of the School would be decided in consultation with students, staff, Governors and alumni. Consideration would also be given to continuing to work with the Cass Foundation, given the change in the narrative around its history and commitment to change its name. It was suggested that consideration be given to seeking specific pledges regarding tackling inequality from the Foundation.

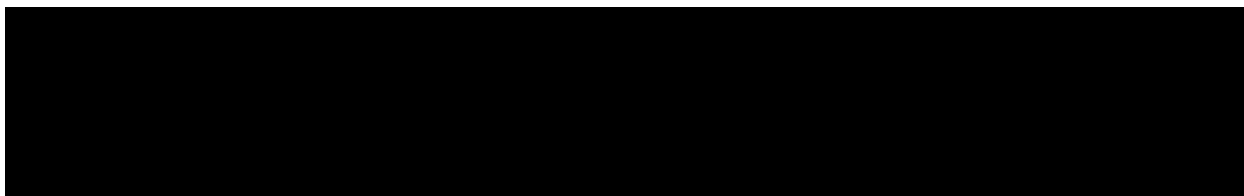
It was confirmed that a project to review all of the University's relationships would be undertaken over the summer.

Conclusions

The Board noted the Vice Chancellor's update report.

3.1 Student Recruitment update

For Noting - Presented by Gary Davies



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The Board was advised that the pandemic was likely to have a significant impact on the Clearing process over the summer. It was noted that in 2019, approaching 70% of student's who had enrolled with the University last year had not done so via the UCAS system.

Conclusions

The Board noted the student recruitment update.

4 Strategic Plan progress report

For Noting - Presented by Lynn Dobbs

The Board considered an update on the progress the University had made in the first year of the 2019/20-2024-25 Strategy. The report also provided an opportunity to reflect on the strands of the Strategy and the University's goals in the context of Covid-19. The Vice Chancellor confirmed that the University had achieved almost everything it had set out to in the first year of the plan. There had been some amendments to the delivery of the Strategic Plan owing to Covid-19, which included a pause on the Estates Strategy, as well as the acceleration of work to respond to changing priorities.

The long-term legacy of Covid-19 was likely to have implications for building use and student appetites for a blended learning model; spatial-use assessments would be undertaken to enable the University to consider potential changes to the Estates strategy. Independent Governor Anders Krohn offered to provide support to the Executive in this area.

It was confirmed that a University-wide teaching efficiency project was underway, which included tackling issues related to non-continuation. The project would include data gathering; regular updates regarding non-continuation would be provided to Board in due course.

Conclusions

The Board noted the Strategic plan update.

5 Staff Survey

For Noting - Presented by Lynn Dobbs

The Board considered a report which set out the headline results from the 2019/20 staff survey, the results of the survey had been published on the website.

The highlights of the staff survey were outlined as follows:

- i) There were improvements across all survey factors, the largest of which were in core engagement, leadership and reward.
- ii) The survey ran for three weeks as the UK and the University entered lockdown; it was unclear what the implications of the timing of the survey had been.
- iii) Heads of Schools and PSDs had been provided with School and Department specific data and asked to identify a range of actions to all be started by September that will drive further improvements in staff satisfaction.
- v) Analysis of the results by demographic had been shared with each of the staff equality networks.

It was acknowledged that the timing of the survey may have had an impact on the response rate, which was approximately 50%. The Board requested that consideration be given to linking the survey to Mental Health initiatives in future to drive a higher participation level.

The University had undertaken a benchmarking exercise to assess the survey results with other institutions. It was confirmed that the University had moved closer to benchmark across a wide range of indicators.

The next staff survey was due to be undertaken in 2022. The Board requested that consideration be given to utilising pulse surveys to enable continued monitoring of progress, whilst reducing the risk of survey fatigue.

Conclusions

The Board noted the staff survey results which demonstrated clear improvement.

6 Learning, teaching and student support in Covid-19 times

Presentation - Presented by Donna Whitehead and Zainab Khan

The Board received a presentation from the Deputy Vice Chancellor and Pro Vice Chancellor for Outcomes and Inclusion on learning, teaching and student support in the Covid-19 period and

beyond.

The presentation highlighted the actions undertaken in response to Covid-19 and outlined plans for Autumn Delivery (phase 2), and learning and teaching from Autumn 2020 (phase 3).

In relation to phase 2 - Planning for Autumn delivery:

- i) It was confirmed that regardless of delivery patterns agreed for implementation in Autumn, the University would maintain a remote offer in recognition of the University's student demographics which included groups that were disproportionately impacted by Covid-19.
- ii) Social distancing guidelines outlined by Government would be applied- the reduction from a 2m to 1m rule had made very little difference to the use of the university's specialist spaces.
- iii) use of space was constrained by cleaning resources, room ventilation and width of corridors - this resulted in the loss of use of P Block, Benwell Road and the Tower Building.
- iv) the University had prepared two timetables to enable the University to respond to circumstances in the Autumn- ranging from full face-to-face to full-remote delivery.
- v) in recognition of the fact that many students were working in sub-optimal conditions from home, the University would enable students to book study space on campus.
- vi) next steps included development of learning cafes, online learning communities work and assessment of library e-resources.

Covid-19 had exacerbated the need for the University to accelerate work planned in phase 3, which related to closing the BAME awarding gap, improving the University's continuation rate, the development of an Education for Social Justice Framework and the focus on supporting student transitions. The Vice Chancellor agreed to share details of the University's KPIs with incoming governors.

Conclusions

The Board noted the presentation.

7 Student Governor's Reports

For Noting - Presented by Diini Muse

The Board of Governors noted the Student Governors' report, which was a standing item. Key activities included METSU Governance Changes, Transition Board, CEO Recruitment, SU Awards and Student Engagement Activity

The Board thanked outgoing Students' Union President for his contribution to the Board during his tenure.

Conclusions

The Board noted the update and approved proposed amendments to the SU Articles.

8 Finances

8.1 Financial Management Report

For Noting - Presented by Eugene McCrossan

The Board received the May Financial Management report. The University's financial position remained strong. Costs were well managed and income generation remained ahead of expectations. Cash balances at the end of May 2020 showed the University £5.2m ahead of the original phased budget, capital expenditure had been slower than projected as a result of

restrictions put in place related to Covid-19. Given the loosening of lockdown restrictions the Director of Estates was now in the process of accelerating some of the planned projects.

Conclusions

The Board noted the May Financial Management information.

8.2 Budget FY 20/21 and scenario planning

For Approval - Presented by Eugene McCrossan

The Board considered the 2020/21 draft budget, which outlined the key assumptions and sensitivities, as well as the work underway with regards to contingency planning in the light of Covid-19. The Board was advised that a full reforecast would be submitted to FRC and the Board meetings in Autumn 2020.

In relation to key assumptions it was highlighted that:

- i) tuition fee income was based on modest assumptions of student numbers and used historic information to calculate fees. The Department for Education had introduced student number controls, [REDACTED] - this had been reflected in the budget, and;
- ii) The University could control its intake of new entrants via clearing, managing student enrolment up to the HESES census date in December 2020 and the semester 2 intake.

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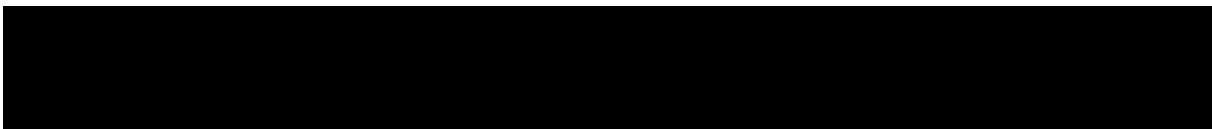
Conclusions

The Board approved the Budget subject to a further review post-Clearing in the early Autumn, for consideration at the October 2020 meeting. The Board requested it be kept informed with details of forward indicators by circulation in advance of the October meeting.

9 Education Centre of Australia

For Approval - Presented by Gary Davies

The Board considered proposals regarding a potential partnership with the Education Centre of Australia (ECA). It was confirmed that the University had completed all due diligence checks since the recommendation had been considered by the Finance and Resources Committee.



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10 Health and Safety Annual Report

For Noting - Presented by Chris Ince

The Board of Governors considered a report which presented the Health and Safety Annual Report.

It was confirmed that the Health and Safety team had undertaken detailed work in response to the internal auditor's report produced last year. All of the actions identified in the H&S audit had been closed-off; the completion of these actions had enabled the team to establish a detailed work and monitoring programme.

The Board noted that incidents of inappropriate behaviour towards staff (both verbal and physical)

remained disappointingly high. The University was developing a set of student conduct guidelines that would form part of the University's communications strategy. The etiquette guidelines would feature at the beginning of all of the University's remote delivery sessions. To address face-to-face non-academic misconduct issues the University was launching an educational campaign in October as part of Welcome Week. The campaign would include issues related to harassment, 'inclusive campus' guidance and provide information regarding expected standards of behaviour.

Conclusions

The Board noted the report and requested a future pre-Board session on Health and Safety issues.

11 Academic Misconduct, appeals, student discipline and complaints

For Noting - Presented by Chris Ince

The Academic Board considered the annual report on student casework matters for the year 2018/19, including complaints submitted to the Office of Independent Adjudicators (OIA).

The Board noted the results highlighted within the report, in particular that the University appeared to disproportionately take action against its BAME students more than its white students. Robust discussions at Academic Board had highlighted that the proposed actions did not go far enough to address this apparent skew against certain groups, the recommendations had been strengthened prior to submission to the Board following consultation with the Students' Union and staff with expertise in the area.

Conclusions

The Board considered the update and proposed actions that outlined the plan of work for supporting students over the next 12 months.

12 Student Protection Plan and Refund and Compensation Policy

For Approval - Presented by Chris Ince

The Board considered a report which presented an annual review of the Student Protection Plan (SPP). The plan was a requirement of the Office for Students' conditions of registration, and set out what students could expect to happen should a course, campus or institution close. The purpose of the plans was to ensure that students can continue to completed their studies, or be compensated if this was not possible.

In line with OfS guidance the plan had not been modified this year, however it was highlighted that the financial position outlined within the report had updated to reflect the current circumstances.

Conclusions

The Board approved the revised Student Protection Plan on the recommendation of the Academic Board.

13 *Reports from Committees

13.1 *Governance Committee

For Noting

The Board of Governors received a report of the meeting of the Governance Committee meetings held on 12 March 2020 and 5 Jun 2020.

13.1.1 *LMSU Trustee Board membership updates

For Approval

The Board approved the LMSU Trustee Board membership updates.

13.1.2 *Statement of Primary Responsibilities

For Approval

The Board approved the revisions to the Statement of Primary Responsibilities.

13.1.3 *Board Profile

The Board received the Board profile framework document.

13.1.4 *Governor Mentoring Scheme

The Board received the Governor Mentoring Scheme as approved at the May Governance Committee meeting. It was confirmed that the mentoring agreement form had been updated since its submission to the Board to reflect that it was intended as a guidance document to frame initial conversations, if needed.

13.2 *Finance and Resources Committee

For Noting

The Board received a report of the 5 March 2020 and 11 June 2020 Finance and Resources Committee meetings.

13.3 *Academic Board

For **Approval**

The Board received a report of the 4 March and 10 June 2020 Academic Board meetings.

13.4

***Audit Committee**

For Noting

The Board received a report of the 12 February 2020 and 21 May 2020 meetings

13.4.1 *Annual Review of Malpractice policy suite

For Approval

The Board approved the revisions to the Malpractice Policy suite.

14 *QSR Final Report

For Reference

The Board received the QSR final report.

15 *Prevent monitoring outcome of assessment

For Noting

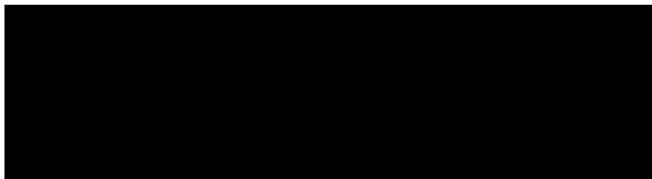
The Board noted a letter from the Office for Students which confirmed the outcome of their assessment of the University's compliance with the Prevent Duty. The outcome letter confirmed that the Office for Students had concluded that the University demonstrated due regard to the Prevent Duty and that the University was not at higher risk of non-compliance with the Prevent duty in the future.

16 Any Other Business and Close

The Board noted that additional meetings had been scheduled for July, August and September. The University Secretary's Office would give notice should these meetings be required.

The Board requested that it be kept updated with Student recruitment data as enrollment developed.

Item	Paragraph	For action by who	By when	Update on action
Vice Chancellor's report and scenario planning	It was suggested that consideration be given to seeking specific pledges regarding tackling inequality from the foundation. It was confirmed that a project to review of the University's relationships would be undertaken over the summer.	SLT/ Head of School	-	Update report submitted to September Audit Committee
Staff Survey	The Board requested that consideration be given to utilising pulse surveys to enable continued monitoring of progress, whilst reducing the risk of survey fatigue.	Director of HR	-	Completed- Update from Director of HR as follows: We have considered running the staff survey as a regular pulse survey. We are not currently running this as a regular scheduled 'pulse' survey, but we are doing more regular content-specific staff surveys to inform our covid-19 plans and we have re-run the full staff survey in a limited way for three departments (Finance, Estates and ITServices) to better inform our action planning.
Learning, Teaching and student support in Covid-19 times	The Vice Chancellor agreed to share details of the University's KPIs with incoming Governor Frances Trought.	Vice Chancellor	ASAP after meeting	Completed (21/07/2020)
Health and Safety Annual Report	The Board requested a pre-Board session on Health and Safety issues be scheduled.	USO	TBC	H&S session on agenda as part of Strategy section.



s.40(2) FOIA - personal information