

**Minutes of the twenty second meeting of the Board of Governors
held on 20 June 2007**

Present: Peter Anwyl

	Jon Alsbury ****	Raj Patel
	Graham Castle	Abdul Rahim
	John Gabriel	Brian Roper
Stephan John	Finlay Scott	
	Jeremy Mayhew	Abu Shohid
	Prof Zenobia Nadirshaw	Sarah Tyacke

Clerk to the Board: John McParland

In attendance: Bob Aylett Rachel Thomas
Lyn Link Chris Topley
Pam Nelson

Apologies: John Haworth, Bob Morgan and Michael Snyder

293. Minutes of the meeting held on 21 March 2007
(Agenda item BG 22/1)

The Minutes of the meeting on 21 March 2007 were confirmed as a correct record.

**294. Report for the period 12.3.07 – 8.6.07 from the Vice-Chancellor
and Chief Executive**

(Agenda item BG 22/3.1)

The Board received the report by the Vice-Chancellor.

The following points were noted:

- That the US Middle States Commission on Higher (MSCHE) Education bid for accreditation had been successful and was now subject only to final ratification. It was noted that LondonMet would be the only British University now recognised in three domains, America, European Union and the UK. It was also noted that when the final MSCHE report was received it would be circulated to Governors.

(Action: Secretary and Clerk to the Board)

- **London Education Partnership Awards**
That LondonMet had won three major prizes at the recent London Education Partnership Awards, which recognise innovation and impact across the City's education sectors, including an award sponsored by the Mayor of London, Ken Livingstone.

Governors congratulated all the staff involved.

295. Olympics

(Agenda item BG 22/3.2)

The Board received and noted the report on the Olympics, together with the supporting documents on the second stage submission to the Olympic Development Authority (ODA).

The following points were noted:

- Governors agreed that the legacy bid for the International Broadcast Centre and the Main Press Centre was a once in a lifetime opportunity for the University to acquire both academic buildings and land for the development of student residential accommodation.
- That the proposed transport links would make it realistic for students to live and study both in this area and at the University's

other current and projected campuses. The details of any agreements concerning any guarantee of rents would need to be clarified at a later stage if the bid was successful.

- That the use of the site for education purposes looked promising when taking into account the past use of the land, and the current commercial and transport developments taking place in and around Stratford.
- That the University was unaware of any serious HE competitors for the legacy development of the site.

Governors unanimously supported the proposals and the Board agreed that the negotiations should proceed on the basis of the level of net commitment set out in the report.

It was noted that in the event that agreement could be reached within the basis proposed that the Board would be informed of the final detailed proposal and a special Board meeting would be convened on either 19 September or 26 September 2007 for final approval. It was noted that, in the interim, the Finance and Human Resources Committee would receive an update at its meeting on 18 July and that the Chair and Vice-Chair would be kept informed throughout of the progress of any discussions.

It was also noted that in the event of any agreement being reached on individual property transactions (acquisitions/disposals) that these would still require separate approval by the Board in the normal way.

It was noted that all the papers in the report should remain strictly confidential and were commercially sensitive. The reports were not for publication or communication beyond the membership of the Board.

(Action: Vice-Chancellor/Director of Finance/Clerk to the Board)

296. Management Information (Agenda item BG 22/4.1))

The Board received and noted the report from the Director of Finance on Management Information for the nine months to 20 April 2007 and the forecast for the year to 31 July 2007.

The following points were also noted:

- That remaining general contingency was £1.6m
- That the debtors position was slightly better when compared with the previous year's figures
- That over 2,000 students had not paid their tuition fees for the year and work on collection of these outstanding fees would continue over the Summer
- That cash and short-term deposits totalled £7.4m at 30 April 2007
- That cash flow forecast showed a positive balance of £35.1m at the end of the year, which incorporated the capital receipt from the sale of Tufnell Park. It was noted that this was an exceptional item.

The following comments were also noted:

- Concerns about the reduction in overseas student numbers and that the exposure to risk in this area of recruitment was now quite prominent. It was noted that the business plan was being reviewed and would be submitted to the Board in December.
- That the budgeted fee income for international students this year was £21.6m.

297. Budget 2007/08
(Agenda item BG 22/4.2)

The Board received the report on the University's Budget for 2007/08.

The following points were noted:

- That the tuition fee budget was c£8.3 lower than the forecasts in the original business plan
- That planned cost reductions were targeted at £7.5m against the business plan

- That proposed measures to achieve the necessary cost savings included:
 - (a) £2.7m in 2007/08 and £1m in 2008/09 set aside for severance costs
 - (b) holding the development fund budget at the 2006/07 level of expenditure
 - (c) review of Systems and Services operations
 - (d) work on implementation of the Estates Strategy which in the medium term was expected to generate savings through disposals
 - (e) putting the budget for implementation of JNCHES on hold until identified savings provide for its affordability

It was also noted that income was based on this year's actual student numbers, the figures for which were provided from the University's Planning Office independent of the budget process, and that projections had been rolled forward on this basis.

It was noted that the budget would be monitored carefully throughout the year and any further action would be taken if necessary. A full revision of the business plan would be submitted to the December 2007 Board, the timing being in accordance with the date for submission to HEFCE of the University's five-year financial forecast.

The Board approved:

- (a) the revenue budget for 2007/08
- (b) the capital budget for 2007/08

The Board noted:

- (a) the proposed revenue budgets for 2008/09 and 2009/10
- (b) the indicative capital plan from 2007/08 to 2008/09.

(Action: Director of Finance)

298. Staff Reductions

(Agenda item BG 22/4.3)

The Board received the report on Staff Reductions and noted the summary of supporting information.

The following points were also noted:

- That there was a need to reduce staff numbers by a further 60 posts to meet the target of 170 in the Business plan agreed in 2006. Three academic departments where student numbers had dropped significantly had been identified. Two of these departments were looking at ways of reducing staff by revising workload allocations, 15 posts in one department and 10 in the other. In the third department where student numbers had dropped by 890 (approximately one third) 35 redundancies were proposed. There would be an objective analysis basis on recruitment downturn in relevant subject areas.
- That the previous voluntary redundancy schemes had been effective but there was not much scope for a further voluntary scheme and compulsory redundancies may need to be considered.
- That it would have been helpful to staff who may wish to seek Union representation if the University and College Union (UCU) had applied for recognition.
- That University staff were aware of the downturn in recruitment in certain areas and accepted that the current situation was not tenable.

The Board noted that in two of the departments, the 10 and 15 posts respectively, might be achieved through revised workload analysis and forthcoming retirements need not be filled. Additionally this review of workload allocation was likely to decrease reliance on hourly paid lecturers in the coming year and beyond. The prospect of voluntary or compulsory redundancies for mainstream academic staff might therefore be avoided in these two departments, at least for the forthcoming academic year. It was also noted that these factors did not

apply in the third department, Computing, Communication Technology and Mathematics (CCTM). The Board considered that the position was regrettable but that the current situation in the department could not continue.

The Board noted the Regulations for the Dismissal of Staff and suggested that the term “Dismissal” should be more clearly defined as relating solely in the procedures to redundancy.

The Board approved:

- (a) the recommended approach
- (b) the use of expenditure specifically for any redundancy payments as set by the Finance and Human Resources Committee in due course
- (c) the proposed Regulations for the Dismissal of Staff, subject to consultation with recognised representatives of the staff, and definition of the term “Dismissal”.

It was noted that the process should be completed by January 2008 and that the Board and the Finance and Human Resources Committee would be kept informed of progress.

(Action: Director of Human Resources)

299. Performance Indicators (PIs)
(Agenda item BG 22/5.1)

The Board received and noted the report on Performance Indicators. It was noted that the indicators would be reviewed in December to reflect actual performance for 2006/07.

The following comments were noted:

- that the Board should only be concerned with the top level indicators and not be engaging with the subsets, which covered operational/management issues. The Board could focus on a few high level relevant **targets** which could be supported by PIs, for example serious issues around student numbers or current issues affecting the University. It was noted that in the past reports had focused on PI targets which had not been reached in the form of

the “traffic lights paper”.

The Board noted that at the December meeting Governors would receive the report on University Performance Indicators for 2006/07. At that stage any suggested adjustments to the 2007/08 targets would be considered including justification for such adjustments on the basis of previous performance.

(Action: Deputy Vice-Chancellor (Research and Development))

300. Student Misconduct Regulations

(Agenda item BG 22/6.1)

The Board received the report on Student Misconduct Regulations. It was noted that the Regulations needed to be amended to reflect the changes to the Memorandum and Articles of Association which had arisen from the review of Governance in 2005.

It was noted that the Student Union had been consulted about the amendments and were content with the changes.

The Board approved the amendments to the Student Misconduct Regulations.

(Action: Clerk to the Board)

301. Connected Institution Status – London Film School

(Agenda item BG 22/6.2)

The Board received and noted the report on the London Film School.

The following comments were noted:

- that LondonMet intellectual property rights would be protected
- that LondonMet would act as a conduit for the Connected Institutions Status HEFCE funding after deducting administrative fees, and any costs involved in the agreement with the London Film School would be nominal

The Board approved in principle that the London Film School become a Connection Institution on the terms and conditions attached to the report.

The Board authorised the Finance and Human Resources Committee to approve at its July meeting the financial details for the relationship with the London Film School and to receive confirmation that the structures and processes required by the agreement had been put in place.

(Action: Deputy Vice-Chancellor (Academic))

302. Appointment of Deputy Vice-Chancellor (Research and Development)

(Agenda item BG 22/6.3)

The Board received the report on the Appointment of the Deputy Vice-Chancellor (Research and Development), together with the tabled details of the candidate recommended for appointment.

The Board questioned whether formal approval of such appointments should be a matter for the Board. It was noted that this was currently a requirement derived from the Articles of Association and that the views of the Governance Committee would be sought about delegation of these matters in future.

(Action: Clerk to the Board)

The Board approved the appointment of Professor Paul F Lister as Deputy Vice-Chancellor (Research and Development) subject to receiving satisfactory references.

(Action: Director of Human Resources)

303. Membership of Companies – SUMS

(Agenda item BG 22/6.4)

The Board received the report on Membership of Companies and noted that the University would benefit from becoming a member of SUMS (Southern Universities Management Services).

The Board approved the University's membership of SUMS in accordance with the Articles of Association of that company; and that the Vice-Chancellor and Chief Executive exercise the duties under the Articles of the University as a member of the company.

It was noted that a report would be submitted to the Board in two years

reviewing the benefit of membership of SUMS.

(Action: Clerk to the Board)

304. Committee Membership - WLC

(Agenda item BG 22/6.5)

The Board received and noted the report on the Women's Library Council (WLC) membership. It was also noted that K Viner appeared in two categories of the attached membership list and that this would be amended.

The Board noted the position concerning the Chair of the WLC.

The Board approved the appointment of Professor Zenobia Nadirahaw to fill the vacated Governor position.

(Action: Clerk to the Board)

305. Awards Ceremonies

(Agenda item BG 22.6.6)

The Board agreed that all Governors be offered the opportunity to preside at one or more ceremonies and that Governors be canvassed for their availability for the 2007 programme.

(Action: Clerk to the Board)

306. Collections Development Policy

(Agenda item BG 22/6.7)

The Board received and approved the Collections Development Policy.

307. Report from Academic Board

(Agenda item BG 22/7)

The Board received the reports from the Academic Board from the meetings held on 28 March 2007 and 6 June 2007. The Board also noted the proposals to consider amendments to the Academic Board membership following a consultation exercise.

The Board noted the comments of the Academic Board governor that he found the departmental forum a useful mechanism to solicit the

views of academic staff in his department. It was noted that the Departmental Fora would be maintained in those cases where there was departmental interest in maintaining the Forum. The operation and life of the fora across all departments was uneven, such fora being dormant in around half the departments. It was also noted that there were a range of other Committees, for example Learning and Teaching and the Research Committee which reported to Academic Board which enabled academic staff to engage with the work of Academic Board.

In addition representation from the staff Representative Council was proposed.

The Board noted that the paper indicated only one aspect of staff engagement with the University and its deliberative and decision making processes. It was agreed that a paper be submitted to a future meeting setting out the range of such engagement across the institution, including both formal committees and other means of communication with and from staff.

(Action: Vice-Chancellor/Director of Human Resources)

The Board approved the proposed revised membership of Academic Board.

308. Any Other Business

Governors were concerned that correspondence concerning the UCU had been sent to their private addresses. It was reiterated that all correspondence to Governors should be sent to them via the Clerk to the Board and that a policy clearly setting our procedures for Governors' correspondence should be drawn up.

(Action: Clerk to the Board)

309. Date of Next Meeting

It was noted that the next scheduled meeting of the Board would be held on Wednesday 24 October 2007, City Campus at **5.30pm** (Venue to be confirmed.)

It was also noted that a Special Board meeting may be convened on either 19 September or 26 September 2007.

AGENDA PART TWO

310. The Board noted for information

(Agenda items BG 22/8.1 - BG 22/8.6)

- a) Dates of Future Meetings
- b) Current Membership
- c) Outline Agenda for next meeting
- d) Student's Union Election Results
- e) HEFCE's Assessment of Institutional Risk
- f) Transparency Review data

311. The Board noted the unconfirmed Minutes of:

(Agenda items BG 22/9.1 – 20/9.3)

- a) Minutes of the Finance and Human Resources Committee – 9 May 2007
- b) Minutes of the Health and Safety Council – 16 May 2007
- c) Minutes of the Governance Committee – 16 May 2007

312. The Board received for information:

(Agenda items BG 22/10.1 – BG 22/10.2)

- a) Acronyms and Organisations
- b) HEFCE Strategic Plan 2006-11