
Board of Governors

Minutes of the fifty-fourth meeting held on
Wednesday 25 January 2012

Present:

Clive Jones – Chair
Syed Ali
Kathy Castle
Kay Dudman
Katherine Farr
Emir Feisal
Malcolm Gillies – Vice Chancellor
Rob Hull
Maureen Laurie (until minute 746.5)
Tony Millns
Daleep Mukarji
Mark Robson

In attendance:

Mark Bickerton, Director of the International Office
(for minute 746.5)
Paul Bowler, Deputy Chief Executive
Sean Connolly, Director, Strategic Programme Office
Mark Harris, Deputy University Secretary (Board)
Ray Madden, Dean of the Business School (for
minute 746.5)
Peter McCaffery, Deputy Vice Chancellor
Pam Nelson, Director of Finance
Cécile Tschirhart, Dean of Students (for minute 745)
Alison Wells, University Secretary
Jonathan Woodhead, Executive Officer

740 Apologies for absence

Apologies were received from Laura Carstensen, Ann Minogue, Dianne Willcocks and Lyn Link (Director of Human Resources).

741 Order of business

The Board **agreed** to take the new business items (item 9 on the agenda) under the general head of the Vice Chancellor's report (item 6) and letters received from the students' union and trade unions under item 4.3 (business process redesign).

742 Declarations of interest

There were no declarations of interest.

743 Minutes of last meeting – 21 December 2011 (BG 54/1)

The Board **confirmed** the minutes of the last meeting as an accurate record save for minute 739. The Secretary tabled a revised draft of the minute, which had earlier been e-mailed to Governors. The Board **approved** the revised draft with the amendment that the procurement process should be "managed by a procurement panel which would include governors" rather than "overseen by a procurement panel which would include a number of governors".

Following further discussion it was **agreed** that the Procurement Panel should consist of:

Malcolm Gillies (Chair)

Mark Robson

Andy Davies (Director, London Universities Purchasing Consortium)

Pam Nelson (Director of Finance)

Raghu Vydyanath (Director of ISS)

It was also **agreed** that the Governors' Oversight Group should consist of:
Rob Hull (Chair)
Emir Feisal
Maureen Laurie
Ann Minogue
Malcolm Gillies

Mark Robson agreed to be available for the Oversight Group to consult if it wished.

The Board **emphasised** the importance of these two groups having clear terms of reference.

744 Matters Arising

744.1 Scenario planning (minute 721.1 refers) (BG 54/2)

Paul Bowler reported that early applications appeared to be down on previous years, but that the conversion rate (of applications to places taken up) and the extent to which, given the new fees and funding regime, the University might be dependent on Clearing to fill places remained uncertain factors. [Remainder of minute withheld as commercially confidential].

Pam Nelson reported that the financial forecasts were currently being revised and would provide a better basis for scenario planning.

The Board **requested** a detailed update at each meeting.

Action: Paul Bowler to provide.

DCE

The Board **noted** the mitigating actions suggested in the Paper. In response to a Governor's question the Vice-Chancellor stated that the University remained committed to the repayment schedule and did not intend to try to renegotiate the outstanding debt with HEFCE at this stage.

744.2 Timeline for further cost savings (minute 727.4 refers) – BG 54/3

Pam Nelson reported that revised financial forecasts would be presented at the Board's next meeting.

The Board **noted** the actions that were under way to address the required

cost savings.

744.3 Business process redesign (minute 739 refers)

Paul Bowler reported that the OJEU notice would be going out this week and that interested parties would have 30 days in which to respond.

The Board **noted** letters received from Unison and UCU expressing concern about the proposal and seeking a meeting with the Chair of the Board. The Board also **noted** a similar letter from the Students' Union which was on the table. The Board further **noted** that Unison were considering preparing an internal bid.

Rob Hull and Daleep Mukarji reported that they had recently held an informal, unofficial meeting with UCU and that they believed UCU supported the first phase of the proposal, which was process redesign. They emphasised that it needed to be made clear to the trade unions (a) that the proposal was a 3-stage process with the possibility of breaks after each stage, and (b) that Governors would maintain their close interest in and oversight of the project.

The Vice Chancellor reported that he had held a number of staff forums at which the project had been discussed at length.

The Chair agreed to respond in writing to the unions via the University Secretary.

Action: Clive Jones and Alison Wells.

Chair/
Univ
Sec

745 Role of the Dean of Students

The Board welcomed Cécile Tschirhart to the meeting to give a presentation about her work as the recently appointed Dean of Students. The Board congratulated Cécile on her appointment and thanked her for her presentation.

746 Vice Chancellor's business

746.1 Vice Chancellor's report (BG 54/4) and Student Number Control 2011/12 (BG 54/5)

The Vice Chancellor presented his report. Key points were:

- The admission of all Faculty Deans to Executive Group meetings, rather than admission on a rotational basis. In order to develop a fuller mutual understanding of delegational responsibilities and accountabilities, in both academic and administrative roles, the Deans, the Vice Chancellor, Deputy Vice Chancellor and Deputy Chief Executive would be going on an Away Day to Brighton in early February.
- [Part removed on grounds of commercial confidentiality]. The HEFCE Assurance Review had been finalised, although the University had not yet received an official copy of it. It would contain one recommendation, concerning the quality of student data, and using the same wording as in the interim report of May 2011.
- DBIS had just issued its funding letter to HEFCE. The letter confirmed continuing support for high-cost STEM subjects. Although further clarification was needed, this news was in principle good news for LMU.

746.2 Student number control

The Vice Chancellor reported that nationally there had been an overrecruitment of approximately 25,000 Home undergraduate students in 2011/12. LMU was responsible for approximately 7% of this and was facing roughly 8% of the total penalty. As set out in the Paper BG 54/2, the University had reviewed and acknowledged its own failures. Nevertheless events had shown that there was a demand for university places which LMU had been able to meet, and this was relevant to the University's bid for additional places. However, the national situation had led BIS to create a reserve to meet future unpredicted pressures and to require HEFCE to take steps to recoup unanticipated additional student support costs.

It was also reported that the Audit Committee had discussed the over-recruitment at its recent meeting and would keep on top of management actions to help prevent re-occurrence. In addition Deloitte had been commissioned to report on the ability of the University's systems to avoid a recurrence of the overrecruitment.

The Vice Chancellor reported that he would shortly be writing his quarterly report to HEFCE and would include an action plan.

At a staff governor's suggestion the Board **requested** the Vice Chancellor at an appropriate time to inform all staff about the University's situation regarding its student numbers, placing the overrecruitment fine, the appeal and the student number bid in context.

Action: Vice Chancellor.

V-C

746.3 Academic redundancies

The Board **noted** that, as the Vice Chancellor's report stated, it was necessary to make further cost savings in order to return the University to a financially sustainable position. These savings had been part of the original planned savings and were not a consequence of any recent developments, including the over-recruitment of students. The Board also **noted** that, after gaining approval from the Finance and Resources Committee, a statutory (s. 188 TULR(C)A) notification of potential redundancies had been issued on 12 January and a 90-day consultation period initiated.

The Board **considered** letters received from local officials of UCU and Unison complaining, inter alia, about a lack of information from the University. The Deputy Vice Chancellor reported that he would be providing further information at a forthcoming meeting with the unions.

The Board **noted** a staff governor's observation that the announcement of a s.188 exercise by all-staff e-mail had a demoralising effect on staff. It was, however, suggested that to issue an e-mail to only 229 people (being the amount of the cost savings in terms of staff FTEs) was open to the objection that those selected for redundancy had already been identified.

The Chair agreed to respond in writing to the unions via the University Secretary.

Action: Clive Jones and Alison Wells.

Chair/
Univ
Sec

746.4 New business with new partners – BCOM (BG 54/8)

Paul Bowler presented his paper and the Vice Chancellor outlined the history of the University's relationship with the British College of Osteopathic Medicine (BCOM). [Remainder of minute withheld as commercially confidential].

746.5 New business with new partners – LSBF (BG 54/9)

The Board welcomed Ray Madden and Mark Bickerton to the meeting. Paul Bowler then presented the Paper, which had been e-mailed to Governors.

[Remainder of minute withheld as commercially confidential].

747 Student governor's report

Syed Ali gave a report. Key points were:

- the Students' Union's concern over Shared Services, about which a letter was tabled. The Deputy Chief Executive would be invited to speak at the Student Council meeting on 15 February.
- that he had attended a meeting of the Governance Committee the previous day to make the case for increasing student representation on the Board of Governors; and
- that there were no course-based job fairs in the University, a matter which would be raised at the next Student Council meeting.

The Chair **agreed** to reply in writing to the letter about shared services

Action: Clive Jones

Chair/
Univ
Sec

It was suggested that the question of job fairs be taken up with the Head of Student Affairs and the Dean of Students.

748 Finance and risk matters

748.1 Management information to 30 November 2011 (BG 54/6)

The Board **noted** the paper.

748.2 Updated risk report (BG 54/7)

The Board **noted** the paper, a fuller version of which had been discussed in detail by the Audit Committee at its recent meeting. The Board also **noted** that it was due to review the risk management policy and strategy at the March Board meeting.

749 Date of future meetings

- Wednesday 14 March 2012 (including AGM of the Company)
- Wednesday 23 May 2012 (Strategy Day)
- Wednesday 04 July 2012
- Wednesday 26 September 2012
- Wednesday 28 November 2012

750 Any other business: honorary degrees

The Chair reported that the Governance Committee had considered this matter at its meeting the previous day and had decided to recommend to the Board that the awarding of honorary degrees be resumed in 2013.

The Board **approved** the Governance Committee's recommendation.

Certified to be a true record:-

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Chair, 14 March 2012