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Board of Governors  
2 July 2015

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Minutes of the 76<sup>th</sup> meeting of the Board of Governors  
held on Thursday 2 July (5.00pm – 7.45pm)

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**Governors present:**

Mr Clive Jones, Chair  
Ms Rolande Anderson  
Dr Kathy Castle  
Ms Pauline Curtis  
Mr Rob Hull, Vice Chair  
Ms Maureen Laurie  
Ms Ann Minogue, Vice Chair  
Mr Daleep Mukarji  
Mr Michael Murphy  
Professor John Raftery, Vice Chancellor  
Ms Cathy Sullivan  
Professor Dianne Willcocks

**In attendance:**

Mr Paul Bowler (Deputy Chief Executive)  
Mr Marco Brunone (Sabbatical Officer, Students' Union)  
Ms Lynn Burke (Director, Office of Institutional Effectiveness)  
Mr Peter Garrod (University Secretary and Clerk to the Board of Governors)  
[REDACTED] s.43(2) FOIA - commercially sensitive  
Ms Pam Nelson (Director of Finance)  
Ms Siobhan O'Donoghue (Assistant University Secretary)  
Mr Matt Robb (Ernst & Young) (for part)  
Ms Sian Williams (Ernst & Young) (for part)

**Welcome, Apologies and Announcements**

**Oral**

1. The Chair welcomed Governors and attendees to the meeting.
  - a. [REDACTED] and Matt Robb and Sian Williams from Ernst & Young, were welcomed to the meeting. s.43(2) FOIA - commercially sensitive
  - b. The presentation on Project Oak Tree (item 4a on the agenda) would be taken as the first substantive item of business to allow the external presenters from Ernst & Young to leave promptly.
  - c. This was the last Board meeting for Governors Maureen Laurie and Daleep Mukarji, whose appointments were at an end. As a gesture of thanks and appreciation for their contributions, on behalf of the Board and the University, the Chairman presented Maureen and Daleep with framed prints produced by a final year London Met photography student, [REDACTED]. s.40(2) FOIA - personal data  
Governors and staff joined the Chair in thanking Maureen and Daleep for their work as Governors and extending warm wishes for the future.
  - d. Apologies had been received from Independent Governors Emir Feisal and Tony Millns; and Student Governor Obie Opara. Marco Brunone, the Sabbatical Officer from the Guildhall Faculty of Business and Law was attending as an observer to present the Student Governor's Report.
  - e. Apologies had also been received from the Deputy Vice Chancellor, Peter McCaffery.

Project Oak Tree

Presentation

2. Matt Robb and Sian Browne of Ernst & Young (EY) were welcomed to the meeting to give a presentation of progress to date on Project Oak Tree.
3. The Deputy Chief Executive reminded the Board that the scope of Project Oak Tree was to determine the future size and shape of the University; determine what infrastructure that future University would need; and establish the transition plan and financing that it would require. At its Strategy Day on 4 June 2015, the Board had considered a detailed overview and provisional timeline for the project. The Board was reminded that the Finance and Resources Committee was due to consider EY's conclusions and broad recommendations at its meeting on 23 September 2015. Firm recommendations would then be drawn up for the Board to make a decision on at its meeting on 8 October 2015.
4. It was emphasised that the presentation represented a snap-shot in time of a project that was some two to three weeks underway, and needed to be considered as such. In particular, it was stressed that the financial and student data being used was provisional and subject to real-time revisions as the project progressed. There would be greater stability around these numbers in early autumn.
5. With these caveats, the presentation covered the following key points:

a. 

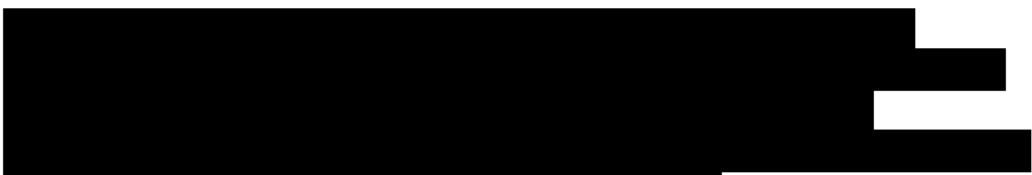
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Although challenging, there was a course of action available that would lead to a future sustainable position. It would require significant effort and imminent action across a number of areas.

b. A two-fold approach was required: the first element was to determine the current deficit and how it could be reduced; and then consideration had to be given to the extent a sustainable future could be identified and built on. This was against a backdrop of challenging market conditions, which had impacted more profoundly on London Met than on its competitors.

c. London Met's performance was lagging behind the benchmark in the key metrics of enrolment and, in particular, retention. Furthermore, there was not a clearly identifiable 'core' offer, coherent theme, or set of subject areas where there was currently consistent growth, or where London Met out-performed its competitors. Extended degrees were successful and a potential growth area, but were only sustainable under an alternative cost model.

d. Performance by course across all four faculties varied significantly, impacting on faculties' contributions and, consequentially, the University's cash position.

e. 

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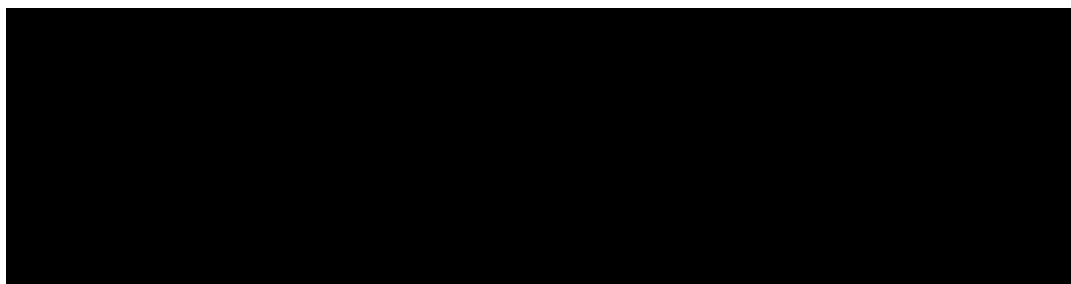
There were

operational and estate-based levers that could be utilised to address the financial situation, but swift action was essential.

- f. With the bulk of the University's assets made up of its estate (based on high-level valuations as at end 2014), short- and medium-term shortfalls could be met through the sale of property assets. This approach would not be sufficient to address mid- to long-term stability, however, which would require changes to business operations.
  - g. Operational changes that would have both a short- and medium-term impact on the financial position included: improvements to the student cycle from application to graduation (improving the transition between acceptance and enrolment and retention rates could generate £5-15m per annum); a reduction in teaching hours (in terms of face to face classroom teaching); a reduction in centralised corporate costs; and, over a longer timeframe, the University's value and offer to the market.
  - h. In addition to further developing and exploring the actions to address the current financial deficit outlined above, the second phase of the project would also consider a wide scope of estate and faculty rationalisation options, which ranged from size reduction through to sale and closure. The options were not mutually exclusive and no single course of action would provide an ongoing solution. The recommendations presented to the Board in October 2015 would be based on financial and commercial information, and it would be for the Board to deliberate a wider range of factors and determine what it considered to be an acceptable way forward.
  - i. Alongside the short- and medium-term strands was a third element, looking at what London Met's longer-term 'stable core offer' might be – in terms of the course portfolio and value proposition – that would act as a driver of stability and growth in student numbers. The University's mission and offer to students had, of course, been integral to the development of the University's 2015-2020 Strategic Plan, but Oak Tree added the dimension of 'place' to that offer.
6. In response to the presentation on progress so far, the following points were raised in the subsequent discussion and Q&A session:
- a. All four faculties were showing a negative contribution after costs, and remedial action would be required across all faculties. However, as accommodation costs associated with some faculties were substantially greater than others, in terms of realising the value of the estate, the focus so far had been primarily on the Cass and the Guildhall Faculty of Business and Law. Disposing of parts of the estate would provide funding to address the short-term deficit and would buy time for longer term solutions to be implemented.
  - b. The Faculties' academic portfolios were also being reviewed. The Vice Chancellor explained that Deans had been tasked with reviewing course clusters in order to identify the bottom 25 per cent that were under-

performing, principally in terms of revenue and, as a second order consideration, quality metrics, particularly where these were falling.

c.



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d. EY's work so far suggested that there was not a clear correlation between longer teaching hours and improved student outcomes. Taking into account contingencies and any initial restructuring impact, it was estimated that, by reducing teaching hours to the competitor benchmarks, costs could be reduced by approximately £5m per annum. The next stage of development work in this area involved reviewing retention and progression data and surveying students for their views on the added value of increased teaching time. The Vice Chancellor reiterated that the University had unsustainable staff costs and the current model needed to change.

e. The Strategic Plan, which was elsewhere on the agenda for final approval, set high level objectives for improving the University's financial and academic outcomes. There was nothing in the Strategic Plan that was out of alignment with the emerging picture from Oak Tree and potential courses of action. In effect, Oak Tree would provide the economic and operational basis by which the Strategic Plan could be implemented. It was noted that emerging data on retention rates, the latest NSS results and the results of the latest DLHE survey provided some grounds for encouragement. In terms of engaging staff with Oak Tree, it would be helpful to keep a positive focus on the improvement to the student journey and retention rates.

7. In recognising the significant amount of work that had clearly been undertaken already in relation to Project Oak Tree, on behalf of the Board, the Chair thanked Matt Robb and Sian Williams for their presentation.

8. Given the early exploratory stage of the project and also the provisional status of some data, Governors were reminded of their duty of confidentiality as Board members with respect to the presentation. The Chair also reiterated that decisions regarding the future size, shape and future offer of the University were for the Board alone to make, and that these would not be made until its meeting in October 2015.

9. The Board of Governors **noted** the update on Project Oak Tree.

## Declarations of Interest

Oral

10. The following declaration of interest was noted:

a. Item BG 76/7.1, Report of the Academic Board: the Vice Chancellor declared an interest as an Alternate Director of the Office of the

Independent Adjudicator for Higher Education (OIA). The Academic Board had agreed amendments to the University's Academic Regulations and had approved General Student Regulations, which included aligning the University's procedures for complaints and appeals with the OIA's Good Practice Framework.

11. The Board of Governors **noted** the declaration of interest.

### Minutes and Matters Arising

BG 76/1.1

12. The Board received the minutes of the last Board meeting held on 12 May 2015 and the notes of the Board's Strategy Day held on 4 June 2015. A small number of drafting amendments were suggested.

13. The Board of Governors:
- a. **approved** the minutes of the last Board meeting held on 12 May 2015 as a correct record;
  - b. **approved** the notes of the Board's Strategy Day held on 4 June 2015 as a correct record; and
  - c. **noted** the table of updates on actions arising from the 12 May 2015 Board meeting that were not dealt with elsewhere on the agenda.

### Vice Chancellor's General Report to the Board

BG 76/2.1

14. The Vice Chancellor highlighted the main issues from his general report and a small number of additional matters that had arisen since the report was drafted. The Board focussed on the following issues:
15. Short, medium and long-term actions to address sustainability: The Board noted the summary of the short, medium and longer-term actions designed to recover the University's financial position and provide a basis for increased enrolments and income to ensure future sustainability. These had been discussed in detail by the Finance and Resources Committee at its meeting on 23 June 2015.
16. Proposed Key Performance Indicators: As part of its previous discussions on the 2015-2020 Strategic Plan White Paper, the Board had considered proposed Key Performance Indicator (KPIs) targets for the University for the coming five-year planning period. Final versions of the KPIs were included in the Strategic Plan elsewhere on the agenda for approval; the Vice Chancellor's report included a summary of current performance against these indicators, which would become the targets against which performance would be reported [REDACTED] and the Board in future. It was noted that E&Y had agreed that the KPIs were the appropriate ones.
17. Higher Education Minister's speech: The Higher Education Minister, Jo Johnson MP, had given an address '*Teaching at the heart of the system*', at Universities UK on 1 July 2015, setting out priorities for the coming months, namely implementing the

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key manifesto pledges of: lifting the cap on student numbers; widening participation; driving value for money for students and taxpayers; and delivering a teaching excellence framework (TEF) focused on the quality of teaching. The Minister had indicated that the TEF would include a set of outcome-focused criteria and metrics that would be underpinned by an external, proportionate assessment process. The Minister had also announced that the Department of Business, Innovation and Skills planned to publish a Green Paper in autumn 2015 on the TEF. The Board noted that the 8 July 2015 Budget statement was likely to have implications for the current financial year.

18. HEFCE Consultation: On 29 June 2015, HEFCE had published a consultation on its future approach to quality assessment. The consultation document would be circulated to Governors.
19. Met2020: It was confirmed that the Met2020 programme continued, but with a focus on fewer, larger projects. Specific, outcome-focused, pieces of work would be commissioned by the Executive, with support from the Board. A summary of Met2020 projects and outcomes to date was being prepared for circulation in the new academic year. It was suggested that more of the 'you said; we did' type projects could be highlighted and promoted within the University. It was noted that Met2020 had played a valuable role in generating enthusiasm and ideas from staff; and it was important that this continued to be captured with the Programme for Improved Student Outcomes.
20. International recruitment, UK Visa and Immigration (UKVI) and Tier 4 licence: As discussed at the May 2015 Board meeting, the University's visa refusal and enrolment rates were fundamental to its application for Basic Compliance Assessment and receipt of Tier 4 Sponsor status for the subsequent twelve month period. The Vice Chancellor was confident that the University's current approach would ensure that Tier 4 Sponsor status was retained in September 2015. Not only were London Met's procedures and compliance considered exemplary by UKVI; but the University had also decided to withdraw from active recruitment in countries considered high-risk by UKVI in terms of likely visa refusals.
21. Although the University had been allocated a limited number of Confirmations of Acceptance for Study (CASs), this had not prevented the University from active recruitment, and, so far, it had not had a negative impact on target recruitment numbers.
22. The Board noted that the Director of the University's International Office would be leaving in September 2015. Interim arrangements to cover the role would be put in place and structures within the office were being examined. Given that the unfavourable environment for international recruitment was likely to continue for the duration of the current government, one possible option was to examine how far functions could be provisioned externally.
23. Vice Chancellor's Visits and Meetings: The Board noted the various meetings and events attended by the Vice Chancellor since the last Board on 12 May 2015.
24. It was noted that the University had been engaging in exploratory discussions about potential partnerships, as encouraged by the Board at the Strategy Day in December

2015. In response to a Governor's query about a specific partnership project, it was explained that a non-disclosure agreement meant that the details could not be shared, but it was highly unlikely that the specific partnership would proceed.

25. Update on the Section 188 notice: Following two meetings of the Disputes Resolution Panel, the UCU had called off its planned marking boycott and the University had agreed to bring forward its review of management structures and leadership roles. The University had also announced that compulsory redundancies of academic staff would not be required in three of the Faculties, as the majority of the required savings would be met by voluntary severances. The Executive was currently considering a proposal from the Guildhall Faculty of Business and Law to phase some of its required compulsory redundancies in order to facilitate teach-out. As this was being evaluated by the Executive, it was not included in the budget report, which was elsewhere on the agenda for the Board's approval.
26. In response to a Governor's query, the Vice Chancellor reported that he was confident that all relevant procedures relating to the redundancy process, including interviews with staff, were being followed thoroughly and correctly.
27. Estates and related matters: The Deputy Chief Executive reported that negotiations to exit from Jewry Street had been successful, and that the financial implications would be factored into the budget.

28. The Board of Governors <b>noted</b> the Vice Chancellor's General Report to the Board.
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### Student Governor's General Report to the Board

BG 76/3.1

29. In the absence of the Student Governor, Marco Brunone, Sabbatical Officer from the Guildhall Faculty of Business and Law, presented the Student Governor's Report. The following were highlighted:
30. Students' Union (SU) elections review and bye laws: The SU proposed to make some amendments to its bye-laws in light of recommendations made following a review of the recent elections.
31. SU Satisfaction Survey: The SU had issued a satisfaction survey to students in order to seek feedback on its services. The survey had closed at the end of June 2015 and responses were being reviewed. Initial feedback was encouraging and showed increased student engagement with the SU overall.
32. Other Students' Union Activity: The SU had completed Phase 1 of *Quality Student Unions* and Phase 2 criteria and objectives were being reviewed, with a view to obtaining the award by the end of 2016.
33. The SU had entered the *Investors in Volunteering* accreditation programme. It was envisaged that this would help the SU better support its volunteers and ensure a set standard and quality experience, in line with national guidelines and benchmarking. It was suggested that volunteering opportunities could be tied-in with accredited work-related learning. This would be explored.

34. The number of active SU societies had increased to 44, with a particular increase in Faculty and course based societies. The increase in societies was impressive given that London Met was not a traditional campus-based University. The Board was pleased to note that, more generally, student participation in SU activity had improved on previous years – a pattern that the SU was keen to build on.
35. Other current areas of development designed to improve the student experience and student engagement included induction events; a reassessment event; and improvements to media channel hardware and software to make them more reliable and easier to use.
36. Governors welcomed the report, noting that a thriving and engaging SU played a key part in retention and was a key feature of a sustainable university. The Board encouraged the Executive to continue to engage with the Students' Union as a sounding board and a key stakeholder.

37. The Board of Governors **noted** the Student Governor's general report.

#### Update on Student Recruitment and Enrolment

BG 76/4.1

38. The Director of the Office of Institutional Effectiveness presented the regular Board report summarising student recruitment and retention figures and activity. The headline messages were as follows:

- a. Overall, the position was similar to that reported at the last Board meeting in May 2015, with total student numbers down [REDACTED].
- b. Withdrawal rates were being monitored and early indications were that there had been an improvement. The picture would become clearer once all progression decisions had been processed and confirmed.
- c. Information on 2015/16 applications was becoming clearer since the main application period closed on 30 June 2015. [REDACTED]

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- d. International applications had been showing an improvement, but the decision to take a more cautious approach to processing applications from countries deemed high risk by UKVI had impacted on figures. [REDACTED]

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- e. It was noted that application and enrolment data for extended degrees and the International Foundation Programme were included in the data reports. [REDACTED] but as these were traditionally the most vulnerable areas, these figures were at more risk of change.

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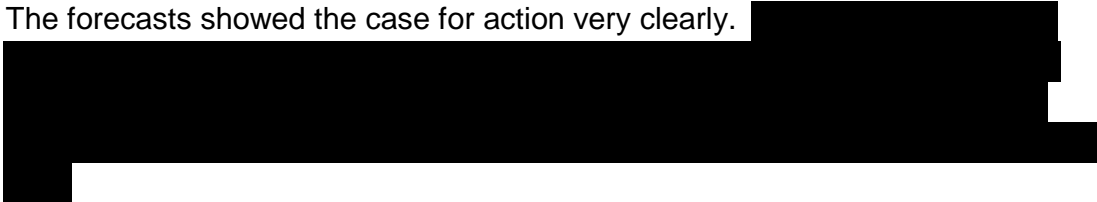
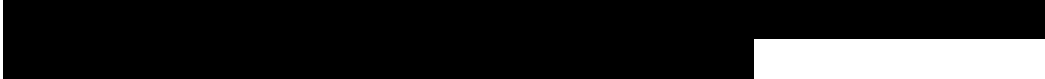


- f. Efforts would now be focused on the Clearing process. With competitors also behind targets and the 'suck up' effect as a result of the student numbers cap being lifted, conservative estimates were considered prudent.

39. The Board of Governors **noted** the update on student recruitment and enrolment.

## 2015/16 Budget and Forecast to 2017/18

**BG 76/4.2**

- 40. The 2015/16 budget and forecasts to 2017/18 were presented for the Board's approval. The Finance and Resources Committee had considered the budget and forecasts in detail at its meeting on 23 June 2015 and had recommended them for approval, subject to a further review in autumn 2015 as a result of the Oak Tree recommendations and other work underway. Subject to the Board's approval, the forecasts presented would be submitted to HEFCE as part of the annual accountability returns, along with suitable commentary.
- 41. The Board was asked to note the following points in its consideration of the budget and forecasts:
  - a. The forecasts showed the case for action very clearly.  s.43(2) FOIA - commercially sensitive
  - b. The budget and forecasts reflected the savings offered by budget holders that could be delivered without major structural change and a further s188 exercise;  s.43(2) FOIA - commercially sensitive
  - c. The budget reflected the University's grant as per the HEFCE letter received in March 2015. The risk of an in-year reduction was considered high, however, in light of the announcement of reduced funding for the Department of Business, Innovation and Skills.
  - d. The budget and forecasts did not reflect improvements in retention and recruitment that the Programme to Improve Student Outcomes (PISO) was expected to deliver; the ongoing review of academic clusters; or the request to delay redundancies in the Guildhall Faculty of Business and Law.
- 42. The Board noted the highly adverse budget, which underscored the need for urgent remedial action. The Board approved the 2015/16 budget and forecasts up to 2016/17, subject to a further review in autumn 2015; and agreed that the figures be transmitted to HEFCE with suitable commentary (with any final adjustments to be approved by Chair's action prior to submission). It was noted that, whilst the Board and the Finance and Resources Committee might be prepared to approve the budget in this instance in light of the actions underway by the Executive, it should not be assumed that the Board would continue to do so.

43. The following points were raised as part of a more general discussion on the University's financial position:
- a. There was particular concern regarding the University's pension liability and the impact any changes to costs and income would have on it. It was suggested that the University seek specialist advice regarding the current scheme and potential changes to the University's approach to pension provision.
  - b. Although PSD costs, overall, were currently largely in line with the benchmark, reductions in central costs would be required to reflect reductions in the Faculties.
  - c. It was noted that a range of estimated student numbers had been cited on previous occasions and elsewhere on the agenda. [REDACTED]
  - d. It was emphasised that the reduced student population moved London Met even further away from the benchmark for staff costs as a percentage of income, and staff to student ratios (SRR). This was not only in relation to the Tribal benchmark, but also those used by HEFCE and Ernst & Young. It was an inescapable fact that similar universities in London were able to teach equivalent numbers of students with fewer staff, and with better outcomes. Reducing the University's significant staff costs would allow for investment in other areas.

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44. The Board of Governors:
- a. **approved** the draft 2015/16 budget and forecast to 2017/18, recognising that they would require revision in the autumn as a result of Project Oak Tree recommendations and other work underway; and
  - b. **approved** the use of the forecast for the submission of annual accountability returns to HEFCE.

## Strategic Plan 2015-20

BG 76/5.1

45. The Vice Chancellor presented the Strategic Plan 2015-2020 for the Board's approval. At its Strategy day on 4 June 2015, the Board had considered and commented on a developed draft of the plan. This final draft reflected revisions that had been made in light of feedback from the Strategy Day and also the written submissions received as part of the online consultation. The Vice Chancellor expressed his thanks to staff, students and to the Board for their participation and engagement with the Strategic Plan development process, noting that it had been made all the more challenging given the backdrop of the deteriorating financial position.
46. The Plan as presented was the core Strategic Plan for the Board. It was explained that the Marketing team was developing a range of Strategic Plan documents to be used to engage with a range of other audiences, including students.

47. The main changes made to the Plan since the Board's Strategy Day included the following:
- a. A greater emphasis on the partnership with students in shaping their education and decision-making.
  - b. An acknowledgement of the vital role played by the Students' Union, student societies and a vibrant campus life.
  - c. A commitment to student-led community engagement; and more emphasis on the role of the University in developing the student as an individual and as an engaged citizen.
  - d. A commitment to reducing the University's environmental impact and using resources in an environmentally sustainable way;
  - e. Revisions to the language of the five 'promises' to students to make it more specific and avoid ambiguity.
  - f. Adjustments had also been made to the KPIs in light of the developing implementation plans that underpinned the Strategic Plan.
48. The Board welcomed the Strategic Plan, noting that a good deal of the constructive comments and energy from the Board's Strategy Day had been captured successfully. The Board expressed its thanks to the Vice Chancellor and others who had steered the Plan's development and had synthesised, summarised and reflected the comments and feedback from various stages. Governors were particularly pleased to see included in the Plan the importance of developing citizenship in students, and reference to the University's role in encouraging environmental sustainability. It was suggested that the Foreword could be revised further prior to publication to provide a more positive tone.

49. The Board of Governors **approved** the 2015-2020 Strategic Plan.

### Programme for Improved Student Outcomes

BG 76/5.2

50. At its Strategy Day on 4 June 2015, the Board had considered and commented on a high-level plan for delivering improvements to academic quality, as indicated in the Strategic Plan. The Board had welcomed the outline proposals, but had requested more detailed plans about how the programme would be delivered, including priorities, milestones and timelines.
51. In the absence of the Deputy Vice Chancellor, the Vice Chancellor now presented the more detailed action plan, known as the Programme for Improved Student Outcomes (PISO), which was still at a developmental stage and subject to further refinement.
52. The Board welcomed the developmental plan. It was noted that the intention was for PISO to evolve in light of the options that emerged from Oak Tree and the outcome of the review of academic clusters. Met2020 would be focussed in future on a

smaller number of large scale investments, which supported the objectives in the Strategic Plan and the more specific PISO initiatives.

53. The Board noted the range and scope of the significant projects that the University would be managing over the coming months, including PISO and Oak Tree. Given the significant amount of work involved and the additional capacity this would require, the Board encouraged the Executive to move swiftly to ensure that it had appropriate project management expertise.

54. The Board of Governors **noted** the draft University plan for academic sustainability in line with the University's new Strategic Plan.

## Risk Management Report

BG 76/6.1

55. The Director of the Strategic Programme Office presented the regular report on risk management at the University, which included the latest Corporate Risk Register as at June 2015. The Board noted that the Audit Committee had considered risk management in detail at its meeting on 19 May 2015; and that the Audit Committee Chair and a co-opted member had met with the Director of the Strategic Programme Office as part of the development process for University's new Risk Management Policy.

56. The Board of Governors **noted** the risk management report.

## 2 July 2015 Academic Board – Meeting Report

BG 76/7.1

57. The Vice Chancellor, as Chair of the Academic Board, presented the meeting report summarising the issues discussed at the meeting on 2 July 2015.
58. One item of business had been consideration of the outcomes of a review of the Academic Board and its sub-committees. As a result of the review, the Academic Board recommended that the current Academic Strategy Committee should be replaced with an annual meeting between the Board and the Academic Board to discuss academic strategy. It had also recommended changes to its membership to enhance academic input. The Academic Board had also considered and agreed amendments to the University's Academic Regulations 2015/16 and approved the General Student Regulations.

59. The Board of Governors:
- a. **noted** the report from the 2 July 2015 meeting of the Academic Board;
  - b. **approved** changes to the membership of the Academic Board; and
  - c. **agreed** that a joint annual meeting between the Board and the Academic Board be instituted to discuss academic strategy, replacing the Academic Strategy Committee.

**19 May 2015 Audit Committee – Meeting Report**

**BG 76/7.2**

60. The Chair of the Audit Committee presented the meeting report, summarising the issues considered at the meeting on 19 May 2015. There were no recommendations for the Board to approve, but it was noted that the Committee had considered a number of useful internal audit reports.

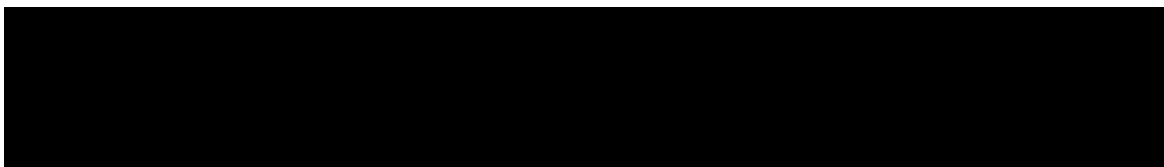
61. The Board of Governors **noted** the report from the 19 May 2015 meeting of the Audit Committee.

**23 June 2015 Finance and Resources Committee – Meeting Report**

**BG 76/7.3**

62. In the absence of the Chair of the Finance and Resources Committee (FRC), the Chair of the Board of Governors presented the meeting report, summarising the issues considered at the meeting on 23 June 2015. The FRC had discussed the draft 2015/16 budget and financial forecasts to 2017/18, and recommended them to the Board for approval. This had been considered and approved by the Board as a separate item, elsewhere on its agenda.

63.



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64. The Board of Governors **noted** the report from the 23 June 2015 meeting of the Finance and Resources Committee; including the recommendation that it approve the 2015/16 budget and financial forecasts to 2017/18, which it had done as a separate item elsewhere on the agenda.

**28 May 2015 Governance Committee – Meeting Report**

**BG 76/7.4**

65. In the absence of the Chair of the Governance Committee, the Chair of the Board of Governors presented the meeting report, summarising the issues considered at the meeting on 28 May 2015.

66. The main item of business had been a mapping exercise of the University's governance arrangements against the best practice guidance set out in the Committee of University Chairs' (CUC) revised Code of Governance. Although there were no fundamental gaps in London Met's governance arrangements, the Committee had considered and agreed a number of proposed actions to ensure even greater compliance with the Code. Proposals that would be considered by the Committee in due course included the potential publication of Audit Committee and FRC meeting minutes (with suitable redactions and after a suitable timeframe) to align with the current practice for publishing Board minutes.

67. The Governance Committee had also discussed current and upcoming vacancies on the Board and its committees and possible appointments. The Committee had made a number of appointment recommendations for the Board's approval. It was noted that [REDACTED] who had been appointed in March as an Independent Governor

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from 1 August 2015, was now no longer able to take up her appointment due to other commitments.

68. The Committee had also noted the outcome of a review of health and safety governance arrangements, and recommend a small number of changes to the Health and Safety Assurance Group's Terms of Reference as a result.

69. The Board of Governors:
- a. **noted** the report from the 28 May 2015 meeting of the Governance Committee;
  - b. **approved** the Health and Safety Assurance Group's Terms of Reference;
  - c. **approved** the extension of Rob Hull's appointment term as Independent Governor by one year, to July 2017;
  - d. **approved** the appointment of Michael Murphy as Chair of the Health and Safety Assurance Group Chair (to succeed Daleep Mukarji);
  - e. **approved** the appointment of Rolande Anderson to the Finance and Resources Committee and the Remuneration Committee;
  - f. **approved** the appointment of Pauline Curtis to the Audit Committee and to the Governance Committee;
  - g. **approved** the appointment of Adrian Kamellard to the Audit Committee (to succeed Rob Hull as Chair); and
  - h. **approved** the appointment of a Governor or co-opted member at a future date with expertise in Human Resources to the Remuneration Committee and to the Finance and Resources Committee.

### Any Other Business

Oral

70. The following matters were noted.
71. 2015/16 Graduation Ceremonies: The Chair thanked Governors Ann Minogue, Rob Hull, Michael Murphy, Tony Millns and Dianne Willcocks, who had kindly agreed to preside over this year's graduation ceremonies.
72. Protocol for the resolution of disputes: Although Unison had previously rejected a proposed protocol for the resolution of disputes, the Board agreed that the matter of whether to adopt a protocol could be considered by the Finance and Resources Committee.

### Dates of Future Meetings

Oral

73. The Board noted the dates of 2015/16 meetings of the Board of Governors.

**Siobhan O'Donoghue**  
**July 2015**