


# Board of Governors minutes for signing (6 May 2021)

<b>Notes for signers</b>	Following approval at the June 2021 Board of Governors' meeting please sign the last page of the minutes for our records- thank you.	
<b>Organiser</b>	Nikki Le Faou	
<b>Signers</b>	Rolande Anderson	Pending

## Documents for Signature

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# 1. Meeting Minutes of 114th Meeting of the Board of Governors, Strategy Day

114th Meeting of the Board of Governors, Strategy Day  
MS Teams  
Thursday 6 May 2021, 10:00 AM — 12:00 PM BST

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<b>Present:</b>	Baron Anyangwe Cathy McCabe Margaret Farragher Mark Anderson Renarta Guy Rolande Anderson Shefaly Yogendra Tim Cochrane Rosemary Benson Tricia Croasdell Urmi Dutta- Roy Chrystalle Margallo Frances Trought Rohin Aggarwal	Independent Governor Independent Governor Independent Governor Chair of the Board Independent Governor Independent Governor Independent Governor Independent Governor Staff Governor Independent Governor Incoming Independent Governor Student Governor Independent Governor Independent Governor
<b>Also present:</b>	Eugene McCrossan Gary Davies  Lynn Dobbs Don MacRaid  Donna Whitehead Nikki Le Faou Zainab Khan  Matthew Brewster Mark Ellul	Chief Operating Officer Pro Vice Chancellor for Student Recruitment and Business development Vice Chancellor Pro Vice Chancellor for Research and Knowledge Exchange Deputy Vice Chancellor Interim Clerk to the Board of Governors Pro Vice Chancellor Learning and Teaching Director of Estates Pro Vice Chancellor- Student Services
<b>Apologies:</b>	Anders Krohn Harini Iyengar	Independent Governor Independent Governor

## 1 Welcome, Apologies, Announcements and Declarations of Interest

Apologies had been received from Independent Governors Harini Iyengar and Anders Krohn.

Tim Cochrane had provided advanced notice that he would leave the meeting early, owing to a clash of commitments.

### Chair's announcements:

**Welcome:** The Board welcomed incoming Independent Governor Urmi Dutta- Roy.

**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, and Independent Governor Tim Cochrane declared an interest as a family member was a partner at EY.

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**Academic Governor:** It was noted that Cecile Tschirhart had left the University on 30 April 2021. The Board noted their thanks and well-wishes.

**Honorary Awards:** The Vice Chancellor presented a proposal from the Senior Leadership Team to revoke an honorary award previously conferred by the University in 2016, recent allegations indicated that the individual had acted in a manner which was contrary to the values of the University.

The University's Board Regulations (5.9.5.) state that:

On the recommendation of the Governance Committee, the Board may revoke an honorary award which has been awarded in error or as a result of false pretences, or where the recipient of the award is considered to have acted in a manner which is contrary to the values of the University.

The Board requested that a robust procedure be prepared to support the consideration of the revocation of honorary awards to ensure consistent application, fairness and confidentiality throughout such a deliberation process.

**Conclusions:**

The Board requested that a procedure to revoke Honorary Awards be developed for the Board's consideration. The Board requested the proposal to revoke the honorary award be re-submitted for consideration once an adopted procedure was in place.

### 1.1 Minutes of 18 March 2021 Board of Governors meeting

For Approval - Presented by Mark Anderson

The minutes of the 18 March 2021 Board of Governors meeting were approved as a correct record.

### 1.2 Matters arising not covered elsewhere

For Noting

There were no matters arising from the previous meeting.

### 1.3 Board and Committee membership

For Approval - Presented by Nikki Le Faou

*Urmi Dutta-Roy left the call during the consideration of this item.*

The Board of Governors considered a report which sought approval to two appointments to the Board of Governors on the recommendation of the interview selection panel and the Governance Committee.

The report also sought approval to the appointment of Rohin Aggarwal as a member of the Finance and Resources Committee, also on the recommendation of the Governance Committee.

**Conclusions:**

The Board approved the following appointments to the Board of Governors:

- i) Urmi Dutta- Roy as an Independent Governor, for three years, to start with immediate effect.
- ii) Denise Nurse as an Independent Governor for three years, commencing on 1 August 2021, subject to the completion of due diligence checks.

The Board also approved the appointment of Rohin Aggarwal as a member of the Finance and Resources Committee, to start with immediate effect following the 6 May Board meeting.

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**2 Strategic Plan Year Two Progress report**

For Noting - Presented by Lynn Dobbs

The Board of Governors noted the two year progress report on the University's Strategy provided within the agenda document pack.

The Board was invited to consider 9 key priorities for the University post- pandemic in break-out groups, to discuss the overall thrust of the University's current approach. The key priorities were:

- Driving forward our work to deliver social justice
- Making London Met a great place to work and study
- Developing and delivering an inclusive curriculum
- Connecting our graduates to graduate jobs
- Growing our research and knowledge exchange work
- Introducing a major international recruitment exercise (including working with partners)
- Strengthening our infrastructure
- Delivering a surplus to invest in the University
- Showcasing London Met

With respect to the key priorities the Board highlighted the following as part of the feedback session:

- The University's strengths in relation to 'delivering social justice', 'making London Metropolitan University a great place to work and study', 'research and knowledge exchange' and 'delivering an inclusive curriculum' should be harnessed as part of the University's 'showcasing London Met' activities (via brand and marketing work), to ensure that the University's commitment and maturity in these areas were clear.
- As part of the University's work to develop and deliver an inclusive curriculum, the impact of Covid on the changing learning models must be considered. The University must ensure that new joiners can learn effectively via the adopted learning platforms.
- Highlighted the interconnectivity between the 'introduction of a major international recruitment exercise' and 'delivering a surplus to invest in the University', given the impact of recruitment in terms of income generation and on the University's sustainability. The Board requested future updates in relation to the planned international recruitment exercise include details of target markets and the University's offering to these markets.
- In relation to expansion of target markets, it was highlighted that consideration should be given to the appetite for expanding the University's digital capabilities which may present an opportunity to support a broader range of students, outside of London Metropolitan University's historical footprint (e.g. via blended or online model).
- 'Strengthening our infrastructure' would require significant consideration to the University's activities in a post-pandemic world (e.g. updated facilities on and off campus, and associated technology to support hybrid/ remote working and learning).
- The Board highlighted that as part of the planned work in relation to the 'strengthening our infrastructure', consideration should be given to improving the sustainability of buildings, the University's carbon footprint and the potential for decommissioning elements of the University's aging estate.
- 'Connecting our graduates to graduate jobs': The University should consider the need to refine the course portfolio in the context of changing job opportunities/trends and the digitalisation of the platform – e.g. cyber security, transport & nursing

Within the feedback session the Board acknowledged that all of the areas were vital to the delivery of the University's Strategy, interconnected and equally commendable activities. As part of general discussion the Board:

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- i) Requested a future update to include information regarding prioritisation of the activities should the need arise.
- ii) Highlighted the need to provide the Board with signposting of progress on the implementation of the Strategy, with consideration to the proposed delivery timetable.
- iii) Highlighted the need for consideration to the impact of Covid on the Strategy, and the extent to which elements of the strategy required reassessment.
- iv) Noted that progress against many of the priorities (in particular the Education for Social Justice Framework and delivering an inclusive curriculum) in Year 2 of the Strategy had not lost momentum in spite of the difficulties posed by the pandemic. This demonstrated both the University's strength and commitment to these activities.
- v) Highlighted that the University's inclusive values must be effectively embedded in our governance processes, to ensure that we are able to demonstrate concrete, visible steps on the changes being made (e.g. in relation to the composition of the Board and the awarding gap).

### **Conclusions:**

The Board noted the Strategy update report and requested that the feedback from break-out groups be collated, reviewed by SLT and fed back to the June 2021 meeting of the Board of Governors.

## **3 Governance Review**

For Approval - Presented by Nikki Le Faou

The Board considered a report which presented the results of a desk-top evaluation of the University's Governance arrangements undertaken by the Interim Clerk to the Board on the recommendation of the Governance Committee.

### **Conclusions**

The Board noted the Governance Effectiveness review and its recommendations, the Governance Committee's work plan had been updated in accordance with the recommendations and would monitor the review's implementation.

## **4 Health and Safety**

For Noting - Presented by Matthew Brewster

The Board considered a report and presentation which provided an update on Health and Safety activities across the University. The update included details of activities of the Health and Safety Team, accidents and incidents, fire management, activities around hazards, health and safety strategy and the response to the pandemic.

The Board of Governors requested that consideration be given to undertaking an external review of the University's Health and Safety arrangements once there was clarity on the long-term impact of the pandemic on the University's delivery model.

In relation to remote working, it was highlighted that the University had shared a working from home checklist for all staff members to complete. The Board advised that consideration to mandating DSE assessments should be made, so as to ensure that the University's Health and Safety responsibilities were fully met.

In relation to Health and Safety training programmes, it was requested that consideration be given to roll out of online delivery, depending on individual staff role and responsibilities.

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### **Conclusions:**

The Board of Governors noted the Health and Safety report.

## **5 Sustainability update**

For Noting - Presented by Matthew Brewster

The Board of Governors considered an update on the University's environmental sustainability activities, much of the activity within the last 18 months had been significantly impacted by the pandemic.

It was noted that the University was in the process of developing a Carbon Management Plan. The plan would be developed with a view to addressing some of the issues faced in relation to heating and cooling as a result of the University's ageing estate. It was confirmed that the Carbon Management Plan (CMP) would clearly articulate the University's sustainability intentions.

The Board requested that the value of Environmental, Social, and Corporate Governance (ESG) reporting be investigated. The Board also requested that the new CMP be developed to take the University's wider sustainability commitments into consideration.

### **Conclusions**

The Board of Governors noted the sustainability report.

## **6 Any Other Business and Close**

There were no items of other business.

## **7 Reflections on effectiveness**

It was felt that the Board meeting had been positive and the Board welcomed the insights into different activities underway provided.

The Board advised that the use of break-out groups should be adopted for future meetings where agenda items allowed. Group activities should be accompanied by greater direction to assist in focusing discussions.

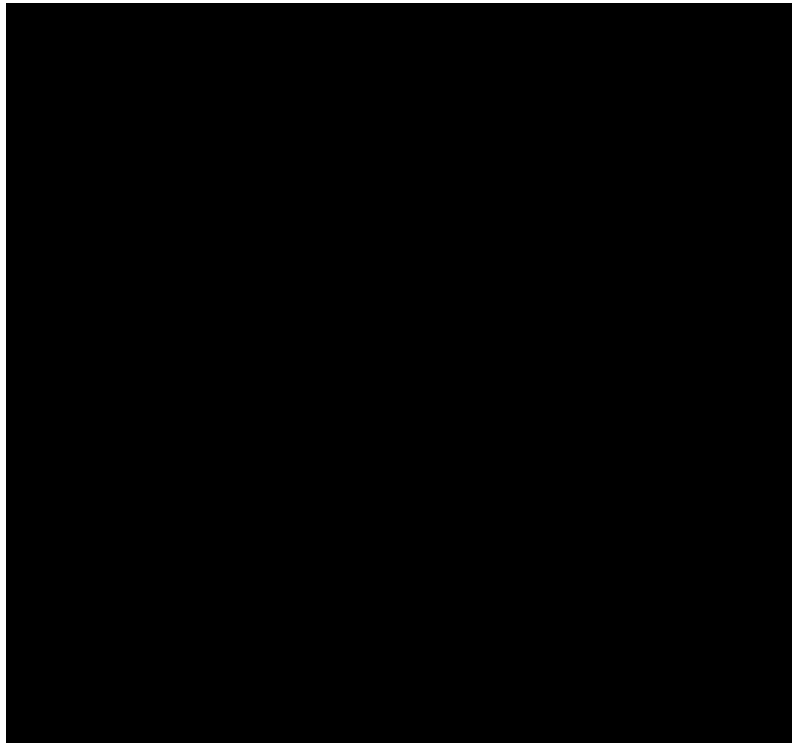
**Update on actions from May 2021 Board of Governors meeting**

Item	Paragraph	For action by who	By when	Update on action
Welcome, announcements, apologies and Declarations of Interest	The Board requested that the procedure be developed and the proposal to revoke the honorary award for consideration by the Board either by circulation, or at an additional meeting of the Board to avoid pre-empting a decision based on media accusations.	SLT	ASAP after meeting	On agenda
Strategic Plan Year 2 Progress report	The Board requested that the feedback from break-out groups be collated, reviewed by SLT and fed back to the June 2021 meeting of the Board of Governors.	Interim Clerk to the Board	June 2021 Board of Governors meeting	Completed (presented in the Strategy session minutes)
Health and Safety	The Board of Governors requested that consideration be given to undertaking an external review of the University's Health and Safety arrangements once there was clarity on the long-term impact of the pandemic on the University's delivery model.	COO/ Director of Estates	TBC	The university's health and safety arrangements are subject to annual audit by the internal auditors. The audit in 2019/20 reviewed the management arrangements. All actions have been completed and a good level of assurance was achieved. Further consideration by SLT will be given to an external audit once the impacts of the pandemic and post pandemic world are better understood.
Health and Safety	The Board advised that consideration to mandating DSE assessments should be made, so as to ensure that the University's Health and Safety responsibilities were fully met.	COO/ Director of Estates	Update for June meeting	DSE assessments when working on campus are mandatory. Assessment when working remotely has been mandated and communicated via staff forum and VC's email. This process has begun and is likely to take 12 to 14 weeks to complete. There is confidence that a significant proportion of most detrimentally affected have already been assessed. The results are and will continue to be reported to the Health and Safety Committee and SLT.
Sustainability update	The Board requested that the value of Environmental, Social, and Corporate Governance (ESG) reporting be investigated.	COO/ Director of Estates	Update for June meeting	This subject is being investigated including the value of subscribing to one or more of a number of established schemes such as the SDG Accord or THE Impact Ranking. A



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				presentation is due to be made to SLT in July 2021 for their consideration.
Sustainability update	The Board requested that the new CMP be developed to take the University's wider sustainability commitments into consideration.	COO/ Director of Estates	Update for June meeting	The scope for the new CMP has been broadened to include environmental management, taking into account such matters as waste recycling, campus biodiversity, impact within the community as well as Scope 3 carbon reduction associated with procurement, travel and commuting etc.



s.40(2) FOIA - personal information