
Board of Governors
5 May 2016

Minutes of the 81st meeting of the Board of Governors
held on Thursday 17 March 2016 (5.00pm – 7.05pm)

Governors present:

Mr Clive Jones (Chair)
Dr Kathy Castle
Mr Rob Hull, Vice Chair
Mr Adrian Kamellard
Mr Tony Millns
Ms Ann Minogue, Vice Chair
Mr Michael Murphy
Prof. John Raftery, Vice Chancellor
Ms Cathy Sullivan
Prof. Dianne Willcocks

In attendance:

Ms Lynn Burke (Director, Office of Institutional Effectiveness)
Mr Iain Franklin (OCIOC Programme Manager)
Mr Peter Garrod (University Secretary)
[REDACTED] s.43(2) FOIA - commercially sensitive
Ms Nicole Mitchell, FSHH Sabbatical Officer)
Prof. Peter McCaffery (Deputy Vice Chancellor)
Ms Pam Nelson (Director of Finance)
Ms Siobhan O'Donoghue (Assistant University Secretary) (minutes)

Welcome, Apologies and Announcements**Oral**

1. The Chair welcomed [REDACTED], and Iain Franklin, the One Campus | One Community Programme Manager, to the meeting. s.43(2) FOIA - commercially sensitive
2. Apologies had been received from Independent Governors Rolande Anderson, Pauline Curtis and Student Governor, Obie Opara. Nicole Mitchell, the Sabbatical Officer from the Faculty of Social Sciences and Humanities, was attending to present the Student Governor's Report. Apologies had also been received from the Deputy Chief Executive, Paul Bowler.
3. Independent Governor Emir Feisal had stepped down from the Finance and Resources Committee on 14 January 2016 and as a Governor on 5 February 2016. The Board agreed that a letter should be sent on its behalf to Mr Feisal thanking him for his work as Governor and, in particular, his role as Chair of the Finance and Resources Committee.
4. As a consequence of Mr Feisal's departure, Vice Chair Rob Hull had transferred from the Audit Committee to be appointed as a member of the Finance and Resources Committee (terms of reference for both committees prohibited dual membership), which had been approved by Chair's action on 1 February 2016.
5. The Chairman, who was currently serving his final three-year term of office, stressed the importance of continuity and leadership over the longer-term period of the University's sustainability programmes, One Campus | One Community and the Programme for Improved Student Outcomes. To that end, it was his expectation that he would step down at a suitable juncture, in order that a successor could be in place for the duration of the initiatives. Potential candidates for the role of Chair would be identified as part of the current Governor recruitment exercise.

Declarations of Interest

Oral

6. Governor Adrian Kamellard declared a general interest as a member of a Selection Panel established to appoint a new Chief Executive of the Student Loans Company. It was not deemed necessary for Governor Kamellard to leave the room or refrain from the discussion of any item on the agenda.

7. **The Board noted the declaration of interest.**

Minutes and Matters Arising

BG 81/1.1

8. The Board received the minutes of the inaugural joint Board of Governors and Academic Board meeting, held on 26 January 2016, and approved them as a correct record. The Academic Board had approved the minutes at its meeting on 2 March 2016, subject to further approval by the Board of Governors.
9. The Board received the minutes of the last Board meeting, held on 26 January 2016, and approved them as a correct record.
10. There were no matters arising.

11. **The Board of Governors:**

- a. **approved the minutes of the joint Academic Board and Board of Governors meeting held on 26 January 2016 as a correct record.**
- b. **approved the minutes of the last Board meeting held on 26 January 2016 as a correct record; and**
- c. **noted the table of updates on actions arising that were not dealt with elsewhere on the agenda.**

Vice Chancellor's General Report

BG 81/2.1

12. Student numbers: Elsewhere on the Board agenda was a detailed report on student number projections. 

s.43(2) FOIA -
commercially
sensitive

13. One Campus | One Community: The One Campus | One Community (OC|OC) programme remained largely on track. Further to the appointment of Design Engine as the masterplanner for the Islington campus, Ernst and Young had been appointed as

project consultants for the Organisational Design workstream. Additional resources had also been brought in to help oversee the estates and HR elements of the programme.

14. Students' Union: Following the recent Students' Union (SU) election (reported in more detail elsewhere), a new team of Sabbatical Officers, including a new SU President, had been elected for the 2016/17 Academic Year. The current team of Officers would be working closely with the Vice Chancellor to welcome the new student representatives and brief them on the major issues.
15. The SU was in the process of finalising an interim report on its pilot year of running competitive team sport at the University. One notable finding that had been suggested was the positive impact that sport and activities appeared to have on retention rates. The Board welcomed the Vice Chancellor's proposal that further work be carried out in this area, led by the Office of Institutional Effectiveness.
16. Marketing: A report on the impact of the University's marketing strategies on key drivers of revenue, including recruitment and retention, was being prepared for the May 2016 Board meeting. The Vice Chancellor also reported that an external PR consultancy had been engaged, to help the University with its positioning and reputation. It was vital that positive University initiatives (including those highlighted by the pre-meeting talk and tour of the Accelerator business incubator) and other 'success stories' (such as the University's sport and recreation programme), were encouraged, promoted and celebrated. Social media and other digital outlets were important in achieving this.
17. The Board noted that the 2016/17 Budget, including the allocation for Marketing, which was being developed in conjunction with the Director of External Relations, would be considered for approval at its June 2016 meeting. The Students' Union budget was currently formulated on a *per capita* basis, and would need to be reviewed in light of the University's falling income.
18. Prevent legislation: The Board noted the summary of arrangements and policies that the University had in place in order to comply with the 'Prevent' duty statutory guidance. A self-assessment return had been submitted to HEFCE, the body responsible for monitoring the sector's compliance, in January 2016. A more detailed return, with evidence of specific policies, was due to be submitted by 1 April 2016, following approval by the Senior Management Team and the Vice Chancellor as accountable officer.

19. **The Board of Governors noted the Vice Chancellor's General Report to the Board.**

Student Governor's General Report

BG 81/3.1

20. The Board received the Student Governor's General Report, which covered recent Students' Union (SU) and student activity.

21. Elections: The SU election, held on 15 March 2016, had returned four new Sabbatical Officers, three of whom were female. Other Student Council and committee posts had also been elected. Turnout had been good, but not as strong as hoped for.
22. Sport and Activity: As reported earlier in the meeting, the SU's pilot year of running competitive sport was progressing successfully, and had brought positive change to the Union and University. The impact of the Sports and Activities Development Coordinator was particularly noteworthy.
23. One Campus | One Community (OC|OC): The OC|OC programme remained a challenging area for the SU, as it aimed to represent a balance of the different student opinions. The Union was encouraging students to contribute to the OC|OC process and engage with the development work, including critical reviews with the masterplanners. A student visit to see Design Engine's previous work at Oxford Brookes had been a positive experience for those involved.
24. Fundraising: Members of the SU, including the SU President, were taking part in the Kilimanjaro challenge, one of the fundraising activities for the University's chosen charity of the year, Child Reach.
25. Student Engagement: The SU's second Student Engagement Week event had taken place in February 2016, with positive feedback from students. The Engagement Week had involved direct contact with students, and had provided an opportunity for the SU to talk with students face to face about their experiences and any issues, and inform them of the services that the SU provided.

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

Students' Union Byelaws

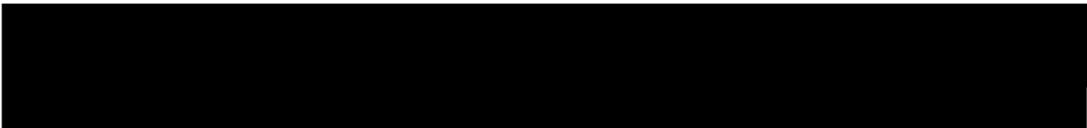
BG 81/3.2

27. At its last meeting on 26 January 2016, the Board agreed to delegate the approval of the Students' Union (SU) election byelaws to a sub-committee of three Governors. Those amendments had been approved by the sub-committee on 9 February 2016, and the Board was now asked to approve the full suite of byelaw amendments, which had been approved by the Trustee Board of the Students' Union.
28. The University has carried out a legal review of the proposed amendments and, although most of the points raised by the review had been accepted by the SU, a small number of issues were not yet resolved, including the imposition of a quota for female members of SU Hub committees.
29. None of the issues flagged were felt by the University Secretary to be fundamental obstacles to the approval of the byelaws and, given that the risk of legal challenge appeared to be small, the Board agreed to approve the byelaws on the basis that the issues highlighted would be kept under review, with further amendments brought back to the Board, if necessary.

30. **The Board of Governors:**
- a. **approved the SU byelaws; and**
 - b. **appointed the University Secretary to investigate and report on complaints in the Students' Union under Stage Two of the University's Complaints Regulations.**

Student Numbers update

BG 81/4.1

31. The Director of the Office of Institutional Effectiveness presented the latest student numbers update.
- a. Student number forecasts had been extended to 2021/22 and were reflected in the latest financial forecasts, elsewhere on the agenda.
 - b.  s.43(2) FOIA - commercially sensitive
 - c.  s.43(2) FOIA - commercially sensitive
 - d. The 'like for like' figures for postgraduate enrolments showed that the University's portfolio review had kept the strongest PG courses.
 - e.  s.43(2) FOIA - commercially sensitive
 - f. The University has increased its engagement activities directed at applicants, and strategic marketing proposals were being developed to complement the tactical marketing investment for Clearing in 2016.
 - g. Although the student forecasts that the Board would consider at its June 2016 meeting would be modelled on the most reliable and up-to-date information available, the University's dependence on Clearing had to be taken into account. It was noted that a solid evidential basis would be required for the 'gateway' review of OC|OC that would be conducted in summer 2016.
32. The Board thanked the Director of the Office of Institutional Effectiveness for the useful 'like for like' analysis. Disaggregating the decline in student numbers for closed and continuing courses was helpful, not only in terms of the Board's own understanding, but also in communicating to staff that, although course portfolio decisions had been difficult, they had been the right ones. The University remained committed to the

provision and development of its UG and PG courses, where these were in viable growth areas and were providing a positive student experience.

33. The Board of Governors noted the update on student numbers.

Financial Forecast update

BG 81/4.2

34. The Director of Finance presented an updated financial forecast, which reflected work carried out on those areas identified previously as incomplete, and which had also been extended to 2021/22 to show the extent of turnaround as OC|OC and PISO were implemented.

a. The updated forecasts showed an improved position, with a positive EBITDA throughout the forecast period before one-off costs.

b. Surplus operating cash (to fund borrowing and ongoing investment) was anticipated from 2018/19, with the University forecast to move steadily towards a sustainable position.

c. [REDACTED] s.43(2) FOIA - commercially sensitive

d. [REDACTED] s.43(2) FOIA - commercially sensitive

e. [REDACTED] s.43(2) FOIA - commercially sensitive

35. The Vice Chancellor commented that, although still in their early stages, there was confidence that both the sustainability programmes were working well and were broadly on track. The University's financial efficiency and discipline was also impressive. Where the University had been less successful, however, had been in improving applications and enrolments. This would be the focus of intensive senior leadership and management attention to improve the University's income as far as possible.

36. The Board reflected on the extent to which London Met's reputation impacted on its ability to recruit. The University had made significant progress over the past few years and it was, potentially, the right time to increase the University's public profile, in a measured and strategic way. The University should be prepared to be 'big and bold' in

publicising the redevelopment programme and how London Met was changing for the better. It was also important to have more voices, particularly current and past students, publicly championing the University. It was noted that, whilst some students had opposed the OC|OC programme, many others were supportive, and it would be important to develop students as advocates of the programme.

37. The Board also discussed how 'London Met' was synonymous with negative events of the past. Governors were supportive of the proposal that changes to the University's name should be considered at an appropriate point in the University's redevelopment, with input from relevant professional advice.
38. The University's IT infrastructure was also vital, both in terms of blended learning and the digital provision offered to students, but also in terms of fundamental back office systems. It was stressed that over-investment in IT would realise benefits (and savings) in the longer term.

39. The Board of Governors noted the Financial Forecast update.

FRS 102: Accounting Policies

BG 81/6.4

40. In light of the new financial reporting standard, FRS 102, which had come into effect from 1 January 2015, changes were required to the University's accounting policies. The Director of Finance presented the proposed amendments, which had been reviewed and approved by the Finance and Resources Committee at its meeting on 5 March 2016 and were recommended by the Committee to the Board. The Board noted that the most significant change related to how capital grant was accounted for, with the recommendation that the University adopt the 'performance' model.
41. The Board approved the proposed amendments, noting that the University's 2015/16 financial statements, which would be prepared and reported under the new standard, would include extensive notes and a restatement of the 2014/15 statements to facilitate comparison.

42. The Board of Governors approved the revised accounting policies.

One Campus | One Community - update

BG 81/4.3

43. The One Campus | One Community (OC|OC) Programme Manager presented a progress report on OC|OC.
 - a. The six programme workstreams, including the dedicated change management and communications workstreams, were active and progressing as planned.
 - b. The programme was resourced for current levels of work. Additional expertise to help oversee the estates and HR elements of the programme had been resourced

externally, and these appointments were working well. Staff from within the University were assisting where they had relevant capacity or insights.

- c. The approach to communications now appeared to be striking the right balance, and efforts were being made to ensure dialogue about the 'community' element of the programme was maintained with students, staff and stakeholders.
 - d. Following on from the work around Estates, a series of engagement activities had begun to introduce staff to other workstreams and the major cultural, behavioural and organisational changes that were required.
 - e. The programme of 'staff conversations with the Vice Chancellor' and the Google+ OC|OC community were being used to encourage staff to identify problem areas, develop their own solutions and implement changes.
 - f. At its May 2016 meeting, the Board would consider recommendations arising from the organisational structure and business processes workstreams, which involved both a 'top down' and 'bottom up' holistic approach.
 - g. The May 2016 Board would also consider recommendations from the productivity and reward workstream, including new staffing models. This work was about more than headcount reductions, but about ensuring that the workforce was the right size and shape, fit for purpose, and able to respond in an agile way.
 - h. Design Engine, the appointed masterplanners, were reviewing feedback from the masterplan consultation, which would inform the proposals that would be presented to the Board on 5 May 2016. The Board would be asked to approve a high-level masterplan, to be followed by detailed plans that would be developed in the medium-term through dialogue with local partners and stakeholders, as well as staff and students. Although the Estates workstream had a critical path which had to be followed, it was the expectation that the Masterplan would be kept under review and refreshed as necessary.
44. It was important that Governors and other stakeholders had access to meaningful and easy to digest summaries and reports for the OC|OC programme, in order to build confidence in the underlying detailed workstreams, facilitate understanding of the complexities, and provide assurances about progress. It was suggested that the progress updates that were provided regularly to the two Vice Chairs in their oversight role for OC|OC could be adapted for circulation to the Board in between meetings, provided that terminology was explained adequately. It was also vital that appropriate contingency plans and fall-back positions be developed.

45. The Board of Governors noted the update on One Campus | One Community.

Programme for Improved Student Outcomes

BG 81/4.4

46. The Deputy Vice Chancellor presented an update report on the Programme for Improved Student Outcomes (PISO), the strategic programme aimed at securing academic

sustainability. The six projects that comprised the programme were progressing well, and the Board noted the detailed updates on key projects set out in the report. As with the complementary OC|OC sustainability programme, a Governor would be appointed to provide additional support and challenge to the PISO programme, and would be briefed on a regular basis outside of the meeting cycle.

47. The Board of Governors noted the update on the Programme for Improved Student Outcomes.

Home UG Tuition Fees for 2017/18 New Entrants

BG 81/4.5

48. The Board considered fee proposals for 2017/18 new entrant Home undergraduates and the recommendation that these be set on the same basis as for 2016/17, namely a £9,000 annual fee, with a £1,000 annual progression bursary provision. This recommendation included the proviso that the fee would be increased in line with inflation, should the University be permitted to do so under the forthcoming Teaching Excellence Framework; and that eligibility for the bursary would be all Home UG entrants who qualified for a full maintenance loan, following the abolition of maintenance grants. The Board noted that approximately 75 per cent of the University's Home UG new entrants would be eligible for the progression bursary.
49. There were also attractive arrangements in place for Extended Degree and Year Zero Home entrants, with the potential for a further performance-related 'cash-back' award. The Board encouraged the University to promote its fee arrangements as part of its marketing and recruitment campaigns.

50. The Board of Governors approved Home UG Tuition Fees for 2017/18 New Entrants.

Risk Management Report

BG 81/5.1

51. The Board received its regular report on risk management, which summarised corporate risks being managed within the University and the latest Corporate Risk Register (CRR). The Board noted that the format of the CRR and the language used had been revised, in order to improve presentation and clarify various elements.
52. The CRR had also been reviewed by the Senior Management Team (in its role as the Risk Committee) on 15 February 2016 and by the Audit Committee at its meeting on 23 February 2016. The Risk Committee had agreed the addition of a new corporate risk – *CRR 18: Failure to engage staff in supporting change*, which reflected risks being managed on the risk registers for the Programme for Improved Student Outcomes (PISO) and One Campus | One Community (OC|OC). *CRR 16: Sale of Central House not completed and benefits not realised*, would now be removed, following completion of the sale on 19 February 2016.

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

23 February 2016 Audit Committee – Meeting Report

BG 81/6.1

54. The Board received a report summarising the issues considered by the Audit Committee at its meeting on 23 February 2016.
55. In reflecting on a number of its reports, the Committee had felt that an integrated IT Strategy and reliable, holistic technological systems were vital; and that this would be all the more important as the sustainability programmes were implemented. Given the likely challenges and pressures of the future environment, including staff reductions, the Committee would also be increasing its scrutiny and challenge.

56. **The Board of Governors noted the report of the 23 February 2016 Audit Committee meeting.**

2 March 2016 Academic Board – Meeting Report

BG 81/6.2

57. The Board received a report summarising the issues considered by the Academic Board at its meeting on 2 March 2016.

58. **The Board of Governors noted the report of the 2 March 2016 Academic Board meeting.**

3 March 2016 Finance and Resources Committee – Meeting Report

BG 81/6.3

59. The Board received a report summarising the issues considered by the Finance and Resources Committee at its meeting on 3 March 2016.

60. **The Board of Governors noted the report of the 3 March 2016 Finance and Resources Committee meeting.**

Any Other Business

Oral

61. There were no further items of business.

**Siobhan O'Donoghue / Peter Garrod
March 2016**

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at 29.04.16)
Apologies and Announcements	Para. 3) Letter of thanks to be sent on behalf of the Board to Emir Feisal.	University Secretary	Following the meeting	<i>Letter sent 23 March 2016</i>
BG 81/2.1 Vice Chancellor's Report	Para. 15) Further work to be carried out looking at the possible relationship between participation in sport and retention.	Director, Office of Institutional Effectiveness	Before next meeting	<i>Director of the OIE will give a verbal update at the Board meeting on 5 May 2016.</i>
BG 81/4.3 One Campus One Community	Para 44) Consideration be given to adapting OCIOC programme updates for circulation to the Board.	Deputy Chief Executive / OC OC Prog. Manager	Before next meeting	<i>OC/OC programme updates in more accessible language have been developed for the Vice-Chairs; circulation to the Board will commence after the meeting on 5 May.</i>
BG 81/4.4 Programme for Improved Student Outcomes	Para 46) Governor to provide additional PISO support and challenge, and receive regular briefings.	Deputy Vice Chancellor	Before next meeting	<i>Governor Adrian Kamellard to provide Governor support for the PISO programme</i>