
**Minutes of the 90th meeting of the Board of Governors
held on Thursday 5 October 2017 (10.00am – 12.00pm)**

Governors present:

Mr Mark Anderson (Chair)
 Ms Rolande Anderson
 Ms Fionnuala Duggan
 Ms Renarta Guy
 Mr Adrian Kamellard
 Mr Tony Millns
 Mr Alex Tarry
 Mr Tunde Toki
 Ms Cécile Tschirhart
 Prof. John Raftery, Vice-Chancellor
 Prof. Dianne Willcocks
 Dr Shefaly Yogendra

In attendance:

Ms Lynn Burke, OC I OC Programme Director
 Ms Nicola Cahill, Assistant University Secretary
 Dr Elizabeth Charman, Pro Vice-Chancellor Academic Outcomes
 Mr John Duffy, Chief Operating Officer
 Mr Peter Garrod, University Secretary and Registrar
 [REDACTED] s.43(2) FOIA - commercially sensitive
 Ms Cathy McCabe, Incoming Governor
 Ms Pam Nelson, Chief Financial Officer
 Prof. Dominic Palmer Brown, Pro Vice-Chancellor Employment Outcomes

Welcome, Apologies and Announcements

Oral

- The Chair welcomed [REDACTED]; Cathy McCabe, Incoming Governor; Tunde Toki, attending his first meeting in his capacity as Students' Union President and Rachel Ward, Sustainability Manager, attending to present the Environmental Sustainability Strategy. Apologies had been received from Governors Harini Iyengar, Michael Murphy and Ann Minogue. s.43(2) FOIA - commercially sensitive

Declarations of Interest

Oral

- The Chair noted that Ms Fionnuala Duggan was an employee of Informa, which provided services to the University for some online learning courses. This was not considered to present a conflict with any matter on the agenda.
- There were no other declarations of interest.

Minutes and Matters Arising

BG 90/1.1

- The minutes of the 29 June 2017 Board of Governors meeting were approved as a correct record.
- There were no matters arising.

6. **The Board of Governors approved the minutes of the 29 June 2017 meeting as a correct record.**

Presentation: the University's academic quality assurance framework

-

- The Board received a presentation from the Chief Operating Officer which provided a summary of Quality Assurance in Higher Education which included: an overview of the regulatory

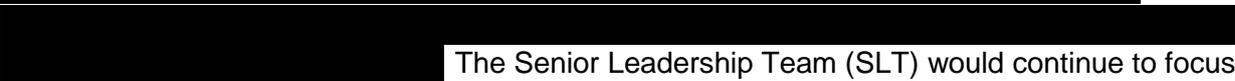
landscape, the University's current approach to data collection, the Annual Provider Review, London Met's Quality Assurance framework and key roles. The presentation was intended to contextualise the decisions the Board of Governors would be asked to make in November 2017, when it considered the assurance statements on the continuous improvement of the student academic experience and student outcomes, and the standards of the University's awards, which were part of the Annual Provider Review process.

8. The Board was advised regarding HEFCE's role as the funder and regulator of universities and colleges in England. In order to assess the quality of the Higher Education providers it funded, HEFCE's Quality Committee undertook the Annual Provider Review (APR) under HEFCE's Operating Model for Quality Assessment. As part the APR, HEFCE collected assurance statements from governing bodies covering the continuous improvement of the student academic experience and student outcomes and the standard of awards. These assurances formed part of the Annual Assurance Return to HEFCE, which would be submitted for approval by the Board of Governors at the joint meeting with the Academic Board in November.
9. It was agreed that in advance of the joint meeting on 30 November, a workshop should be organised to enable Governors to develop their understanding of the APR and the assurance statements. It was suggested that it would be helpful, particularly for new Governors, to circulate a list of commonly used HE acronyms.
10. In discussion, it was noted that in addition to the staff roles highlighted in the presentation, students were also involved in the University's quality assurance processes via a number of mechanisms. It was suggested that this should also be highlighted in the information relating to the APR that was presented to the Board.

11. The Board of Governors noted the presentation on Quality Assurance in Higher Education.
--

Vice Chancellor's Report

BG 90/3.1

12. The Board received the Vice-Chancellor's General Report and noted the following points:
13. Institutional Financial Position: The papers for the Board's meeting included the draft outturn for 2016/17. Subject to outstanding work, the draft results showed forecast performance better than budget across all financial key performance indicators, including EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) before OC | OC and restructuring costs of £10.6m, £6.6m better than budget; an operating deficit (after costs related to change, pension cost adjustments and depreciation) of £3.8m, £12m better than budget; positive operating cash flow of £6m; and year-end total cash of £107.6m, compared with a budget of £86.7m. The Board welcomed the positive result and congratulated the Chief Financial Officer (CFO) and her team.
14. 
 The Senior Leadership Team (SLT) would continue to focus intensively on ensuring the best possible outcome in Autumn 2017 enrolments and in recruitment for Spring 2018. The SLT would also reflect on the implications of recruitment trends for the University's medium-term strategy and make appropriate proposals to Governors in the New Year.

s.43(2)
FOIA -
commercially sensitive

15. Teaching Excellence Framework: Governors were advised that the government had changed the name of the Teaching Excellence Framework (TEF) to the 'Teaching Excellence and Student Outcomes Framework' to reflect a strong focus on student outcomes, which would be strengthened through the inclusion of new metrics in the TEF from the Longitudinal Educational Outcomes (LEO) dataset. Achieving TEF Gold was a key objective for the University. The University was proud of the improvement in its performance in employment outcome metrics. 95.1% of all graduates were in employment or further study 6 months after graduating in the Destinations of Leavers from Higher Education (DLHE) survey of 2015/16 graduates, and there had also been improvements in the number of graduates in graduate-level roles. The inclusion of LEO data in the TEF would require a focus on longer-term engagement with graduates and the development of the University's 'graduate offer', including continuing professional development.
16. Senior staff remuneration: the issue of senior staff remuneration in higher education had received significant media coverage. The Board noted that the Vice-Chancellor's remuneration was published in the annual financial statements. Governors were assured that the University had appropriate governance arrangements in place via the Finance and Resources Committee (acting as the Remuneration Committee) for setting the pay of the Vice-Chancellor and other senior staff. The Vice-Chancellor did not attend when his own salary and performance were discussed. It was noted that pay ratio for universities was published by the Times Higher Education, and that the best comparator was between the remuneration of vice-chancellors and median academic pay.

17. The Board of Governors noted the Vice Chancellor's General Report.

Student Governor's General Report

BG 90/4.1

18. The Board received the Student Governor's General Report, which covered recent Students' Union (SU) activity. The Board were advised that the Students' Union had presented proposals regarding a new system of student representation and feedback to the Academic Board's meeting in September, which would be further developed for the meeting of the Academic Board in November.
19. The report highlighted that the move of the Students' Union from 'J' Block to improved facilities in the Harglenis Building was scheduled for completion in October 2017. Once the move had taken place, Governors would be invited to visit the facilities. The Students' Union had received a good result in a Green Impact Audit which had taken place in May 2017. Discussions were underway with the University regarding the SU's budget and a new relationship agreement with the University.

20. The Board of Governors noted the Student Governor's General report.

Draft 2016/17 out-turn

BG 90/5.1

21. The Board received the draft unaudited out-turn for 2016/17. The Board was advised that the outstanding work relating to debtors and staff costs identified in the paper had since been completed.
22. Governors were pleased to note the improvement in the forecast outturn and the financial key performance indicators.

23. **The Board of Governors received the draft outturn for 2016/17.**

Clearing checkpoint review

BG 90/5.2

24. The Board received a report on the August 2017 'checkpoint' review conducted under the contingency planning process previously approved by the Board. [REDACTED]

[REDACTED]

s.43(2) FOIA -
commercially
sensitive

25. **The Board of Governors considered the report on the latest 'checkpoint' review under the University's contingency planning process.**

Student Numbers Update

BG 90/5.3

25. The Board considered a report from the Head of Academic Planning on the latest fee forecast position against the 2017/18 budget based on projections of new student enrolment. An updated report had been circulated to Governors following the initial distribution to reflect the position of the start of the week of 2 October 2017.

26. The University was well-placed to manage the implications of a reduction in student numbers as a result of conservative assumptions in the 2017/18 budget. The Board of Governors were advised that admissions and re-enrolments were ongoing and that an update would be provided after enrolment had closed. The SLT would reflect on the implications of the trend in student numbers for the University's medium-term strategy and would bring proposals to the Board in the New Year.

28. **The Board of Governors considered an update on the student numbers forecast position.**

2017/18 Budget and financial forecast - update

BG 90/5.4

29. The Board of Governors considered an update from the Chief Financial Officer and Deputy Chief Operating Officer on the 2017/18 budget and financial forecasts. Budget meetings with Heads of Schools and PSD Directors to agree approaches to reducing costs in 2017/18 to mitigate the budgeted reduction in income had concluded. Budgets would be reviewed in December 2017, when there would be a clearer picture of student recruitment, retention and progression and planned developments for 2018/19.

30. Schools had been asked to prepare plans to achieve savings, taking into account staff workload and with due consideration for mitigating the impact upon the student experience. The Board were advised that the gap in staff cost savings was assessed at £2.2m, which was

expected to be offset by reductions in non-staff costs (e.g. lower bursary costs due to lower student numbers). It was not proposed that the 2017/18 budget targets for EBITDA and the operating deficit for the year should be altered at this stage.

31. The Board of Governors considered the update on the 2017/18 budget and financial forecasts.

Estates Update

BG 90/5.5

32. The Board of Governors considered a report which provided an update on estates work undertaken throughout summer 2017. It was noted that all demolition and breakout works had been completed and the fit-out stage of 'C' Block had commenced. Structural issues uncovered had been dealt with, and it was considered that the discovery of further major issues was unlikely. Work was also underway on the refurbishment of the Highbury Canteen, which would provide updated hot food options and a refectory area. The lessons learnt during the works would be applied to other future projects.

33. The Board of Governors considered the update on Estates work.

One Campus I One Community update

BG 90/5.6

34. The Board received a general update on the One Campus I One Community (OC I OC) programme.
35. The tracking financial and non-financial benefits by the programme had been discussed at the most recent meeting of the Audit Committee, in response to an internal audit report. The Board was assured that benefits from activities undertaken as part of the OC I OC programme were used to prioritise future activities. It was highlighted that key financial benefits were tracked, and that the quantification of non-financial benefits, e.g. student engagement, was undertaken where possible.
36. The Board was advised that work was continuing to agree a section 106 agreement with Islington Council relating to 'J' Block.

37. The Board of Governors received the update on One Campus I One Community.

London Met Global Online

BG 90/5.7

38. The Board of Governors received an update on the investment in online learning ('London Met Global Online') which had been approved by the Board in June.
39. Recruitment was underway for a Director of London Met Global Online (LMGO). An interim director had been appointed for a six month period, with an October 2017 start date.
40. The Board were advised that a Prior Information Notice (PIN) for registrations of interest for an online partner had been published. Recommendations for next steps in the procurement process would be made to the Senior Leadership Team following meetings with prospective partners.

41. It was noted that an assessment was being made of the existing online provision within London Met, and that a priority for the interim Director of LMGO would be the integration of existing online learning capability.

42. The Board of Governors noted the update on London Met Global Online.

Employment Outcomes update

BG 90/5.8

43. The Board considered an update on the Employment Outcomes programme.
44. The Board was advised that the number of Work Related Learning (WRL) opportunities for 2017/18 was set to rise significantly compared to 2016/17, from 1500 to at least 2500. A major push was underway to engage students in securing WRL placements.
45. The Careers and Employability team had been engaging with the 2017 graduate cohort since May 2017 in preparation for the next DLHE Survey and in planning for the Graduate Outcomes Survey (which would replace the DLHE from the 2018/19 academic year), and engaging with current students to help the transition into employment, placements and other opportunities.
46. The 'Fast Forward' Festival would run for the first time in November 2017 to celebrate and promote all aspects of employment prospects to the University's students. This would include events, workshops, skills sessions, internal and external/employer speakers at all three campuses. Governors encouraged the University to coordinate the campaign with input from the Students' Union.
47. A correction to the report was highlighted. Two bids had been made for Level 6 apprenticeships, one to Islington Council to deliver the Chartered Manager Apprenticeship and separate bid had also been submitted to the Capital City College Group.
48. The University had submitted a bid in response to the tender for provision of apprenticeships to non-levy payers (organisations with a salary bill of less than £3m per annum). The result of the bid would be known in late November 2017. If successful the University would seek to deliver apprenticeships to non-levy payers from December 2017 onwards.
49. The Board was advised that a strategy was in place for improving the take-up of graduate roles on some courses with low levels of graduates entering graduate-level roles. This would be implemented alongside School-specific plans focusing on WRL, embedding careers guidance in the curriculum and student enterprise initiatives. It was highlighted to Governors that the natural progression from some courses was to training posts which were not categorised by the DLHE as graduate roles.
50. The Board were pleased to learn that University had been shortlisted for the National Business Awards, Duke of York Award for University Entrepreneurship.

51. The Board of Governors noted the update on the Employment Outcomes programme.

National Student Survey: report on 2017 outcomes and response

BG 90/5.9

52. The PVC Academic Outcomes presented a paper which identified a number of recommendations for implementation at a strategic level to improve the student experience in response to the outcomes from the National Student Survey 2017. The actions had been approved by the Academic Board's meeting on 13 September 2017.

53. Following three consecutive years of improvement in the 'overall satisfaction' score, the 2017 results showed a drop from 80% in 2016 to 78% in 2017. It was acknowledged that while the drop was disappointing, it should be considered within the context of a 2% sector-wide drop.

54. [REDACTED] s.43(2) FOIA
[REDACTED] commercial
[REDACTED] sensitive
The Vice Chancellor and Pro- Vice Chancellor would meet with course leaders to discuss actions to improve student satisfaction based on the feedback provided.

55. The Board of Governors noted report on the NSS 2017 and actions in response

Programme for Improved Student Outcomes (PISO) update

BG 90/5.10

56. The Board considered an update report on the outcomes of the work of the Programme for Improved Student Outcomes (PISO) in 2016/17 and plans for development in the year ahead.
57. Over the summer, the PVC Academic Outcomes led a comprehensive review of the factors potentially affecting students' degree attainment, including the University's Academic Regulations, degree algorithm, grading scheme, assessment framework and assessment practices. The Board noted the recommendations approved by Academic Board at their meeting on 13 September, for implementation in 2017/18, with a view to appropriately reflecting students' abilities and achievements in their degree outcomes. The effects on improving degree attainment should begin to be seen in the cohort of students graduating in summer 2018.
58. The Committee were presented with a table outlining the PISO Integrated Action Plan for implementation in 2017/18 which had been developed to ensure that there was a clear and relentless focus on student retention, progression, attainment and student satisfaction.

59. The Board of Governors noted the PISO update report.

2017 Staff Survey

BG 90/5.11

60. The Board considered a report from the Director of HR on the 2017 Staff Survey. The Survey had included questions on staff experience and health and wellbeing that were intended to measure progress since previous surveys in 2014. The University had improved in all 10 of the staff experience factors and in six of the seven health and wellbeing factors. The one negative result had been a 0.8% increase in the 'demands' factor in the health and wellbeing section (questions relating to workload demands).

61. [REDACTED] s.43(2)
[REDACTED] FOIA -
[REDACTED] commercial
[REDACTED] sensitive

62. Members of the Senior Management Team had been asked to comment on the data for their areas and to propose actions that would be used to develop a University-wide action plan in response to the Survey.

63. The Board of Governors noted the report on the 2017 staff survey

Environmental Sustainability Strategy

BG 90/5.12

64. The Board received the Environmental Sustainability Strategy which had been recommended for approval by the Finance and Resources Committee. The Strategy had been developed to provide an overarching framework for the University's sustainability initiatives and policies. The targets in the Strategy were aligned to available external benchmarks and had been discussed with relevant departments across the University. The report highlighted that all targets with cost implications would be subject to the approval of a business case.
65. The Sustainability Manager was congratulated on the success of the sustainability programme, and the Board welcomed the news that the University had won several awards in recognition of the work undertaken to reduce its environmental impact. The Board congratulated the sustainability team on their success and encouraged them to publicise their achievements throughout the University.

28. The Board of Governors approved the Environmental Sustainability Strategy and noted the update on recent sustainability activity.

Risk management quarterly report

BG 90/6.1

29. The Board received the quarterly report on risk management, including the latest update of the Corporate Risk Register, which had been considered by the Senior Leadership Team and reviewed by the Audit Committee.

30. The Board of Governors noted the quarterly risk management report.

27 September 2017 Audit Committee meeting – Meeting Report

BG 90/7.1

31. The Board received a report summarising the issues considered by the Audit Committee at its meeting on 27 September 2017.

32. The Board of Governors noted the report of the meeting of the Audit Committee.

21 September 2017 Finance and Resources Committee meeting – Meeting Report **BG 90/7.2**

33. The Board received a report summarising the issues considered by the Finance and Resources Committee at its meeting on 21 September 2017.

34. The Board of Governors noted the report of the meeting of the Finance and Resources Committee.

Revised Financial Regulations

BG 90/7.2A

35. The Board approved the Revised Financial Regulations which were recommended by the Governance Committee, following the annual review by the Finance and Resources

Committee. The Financial Regulations had been updated and amended to take account of the reorganisation of the University in 2016 and changes to the governance of financial decision making. Changes included changes to roles and titles; amendments to the regulations concerning unbudgeted capital expenditure, to reflect the need for business cases for all material capital expenditure; and clarification of clauses concerning the execution of legal documents, provision of indemnities and the appointment of agents and attorneys, to more accurately reflect the University's Scheme of Delegation.

36. The Board of Governors approved Revised Financial Regulations.

Anti-Slavery and Human Trafficking Statement

BG 90/7.2B

37. The Board approved Anti-Slavery and Human Trafficking Statement following its annual review by the Finance and Resources Committee.

38. The Board of Governors approved the Anti-Slavery and Human Trafficking Statement

13 September 2017 Academic Board meeting – Meeting Report

BG 89/8.6

39. The Board received a report summarising the issues considered by the Academic Board at its meeting on 13 September 2017.

40. The Board of Governors noted the report of the meeting of the Academic Board.

Any Other Business

Oral

41. There was no other business.

Nicola Cahill / Peter Garrod

October 2017

Action table

Item	Para / Action	For action by who	To be actioned by when	Update on action (as at XX)
Presentation: the University's academic quality assurance framework	Para. 9 – Workshops to take place in November to enable governors to develop their understanding of the APR and assurance statements ahead of their November 2017 meeting.	University Secretary	ASAP after meeting	Completed. Workshops held 15-16 November 2017.
Presentation: the University's academic quality assurance framework	Para. 9 – Circulate list of commonly used HE acronyms.	University Secretary	ASAP after meeting	To be circulated with papers for joint meeting on 30 November.
Student Governor's Report	Para. 19 – Tour of Harglenis to be arranged for Governors following the move of the Students' Union to Harglenis	Student Governor	Following completion of move	-