140th Meeting of the Board of Governors
T8-20, London Metropolitan University, 166-220 Holloway Road, London, N7 8DB
Thursday 9 October 2025, 10:00 AM — 12:00 PM BST

Present:	Tijs Broeke	Independent Governor (Chair)
	Baron Anyangwe	Independent Governor
	Julie Hall	Independent Governor
	Urmi Dutta- Roy	Independent Governor
	Muniya Barua	Independent Governor
	Valerie Leipheimer	Independent Governor
	Petra Wend	Independent Governor
	Andrea Stark	Independent Governor
	Munesh Mahtani	Independent Governor
	David Morrall	Independent Governor
	Claire Locke	Staff Governor
	Gerry McDonald	Independent Governor
	Sanam Arora	Independent Governor
	Rajjo Mondol	Student Governor
Also present:	Eugene McCrossan	Chief Operating Officer
	Gary Davies	Deputy Vice Chancellor (SRBD)
	Nikki Le Faou	University Secretary
	Billy Ahmed	Governance Officer
	Alexandra Banks	Associate Pro Vice Chancellor
	Sophie Cloutterbuck	Director of London Engagement
Apologies:	Nona McDuff	Deputy Vice Chancellor & Provost
	Fahmida Yesmin	Student Governor

1. Welcome, apologies, announcements, and declarations of interest

Apologies: Apologies had been received from Student Governor Fahmida Yesmin and Deputy Vice Chancellor Nona McDuff.

Welcome: The Chair welcomed Independent Governor Gerry McDonald and Student Governor Rajjo Mondol attending their first meeting. The Chair welcomed APVC Alexandra Banks attending the meeting on behalf of Nona McDuff.

Chair's announcement: The Chair advised that an update on the Students' Union would be circulated to members following the meeting.

Declarations of interest: There were no declarations of interest.

2. Minutes, matters arising and committee business

2.1. Minutes of the 26th June 2025 Board of Governors meeting

For Approval - Presented by Tijs Broeke

The minutes of the 26th June 2025 Board of Governors meeting were approved as a correct record.

2.2. Confidential minutes of the 26th June 2025 Board of Governors meeting

For Approval - Presented by Tijs Broeke

The confidential minutes of the 26th June 2025 Board of Governors meeting were approved as a correct record.

2.3. Matters arising

For Approval - Presented by Nikki Le Faou

3. Board of Governors forward look 2025/26

For Approval - Presented by Nikki Le Faou

The Board of Governors noted the 2025/26 forward look.

4. Strategic discussions (confidential)

4.1. Strategic plan

For Discussion - Presented by Julie Hall

The Board of Governors considered a report that presented a high-level overview of the plans for the development of the new strategic plan. The plan had been subject to further development following stakeholder discussions with the Board of Governors, expert summits and mission groups.

The plan outlined draft Key Performance Indicators extending to 2032.

The intention was that the full strategy would be presented to the Board of Governors for approval at the May Strategy day. Development was dependent on a number of uncertainties and would be brought forward if possible.

In considering the update the Board requested that the strategy be updated to:

a) finesse the language used throughout to ensure powerful messaging;

b) to include a road-map that can flex to the University's needs;

c) strengthen the language in respect to our relationship with employers to provide clarity around our ambitions;

Conclusions:

The Board of Governors noted the update.

4.2. Recruitment and enrolment position

For Noting - Presented by Gary Davies

The Board of Governors considered the recruitment and enrolment update report.

The Board requested that future iterations of the report be updated to include more data on expectations and the importance of specific markets. Further, it was requested that the report be revised to include details in respect of attrition and liability points.

Conclusions:

The Board of Governors noted the recruitment and enrolment position.

4.3. Financial Sustainability update

For Discussion - Presented by Julie Hall

The minutes of the confidential item is available to member of the Board of Governors only.

4.4. Strategy update - Our Commitment to London and Final Reputation report

Presentation - Presented by Gary Davies and Sophie Cloutterbuck

The Board of Governors considered a report on the findings of reputation tracking research undertaken by Communications Management in May 2025. The report had been commissioned to assess current profile perceptions and to identify opportunities for strengthening the institution's profile.

It was noted that a restructure of the University's Communications team was underway, this would underpin the University's Communications and Marketing Strategy going forward.

The Board welcomed the report. It was noted that recent investment had been made in Alumni, and that further development of the area would depend on availability of resources. It was recommended that consideration be given to a strategic discussion on Further Education contacts.

It was noted that the distance travelled in this area had been immense, the University was now in the position of being able to refine our focus for even more impact.

The session also included a presentation on the refreshed 'Our Commitment to London' strand of the strategy.

Following the presentation, the Board requested that a report be added to its work program on the University's engagement with employers.

Conclusions:

The Board of Governors noted the Perceptions report and presentation on the 'Our commitment to London' strand of the strategy.

5. Vice Chancellor's Quarterly update report

For Noting - Presented by Julie Hall

The Board of Governors considered the Vice Chancellor's quarterly update report.

It was noted that the University had been named runner-up for University of the Year for Social Inclusion in The Times and Sunday Times Good University Guide 2025/26. This recognition highlighted our strong performance in widening participation, continuation, and graduate outcomes. Our access rates are well above the sector average, and the University was closing the gap in continuation rates for underrepresented groups. Graduate outcomes are improving year on year, demonstrating our progress in supporting student success across all backgrounds.

Additionally, the University had been ranked first in the UK for the difference it makes to students' lives, according to the Guardian University Guide 2026.

The University has made year-on-year progress in the NSS 2025, with improved scores across the ten themes. The University was closing the distance between its results, the sector average and benchmarks compared to NSS 2024 with three themes now exceeding benchmark (Learning Opportunities, Organisation, Management & Student Voice). Student satisfaction for off-campus (QAHE) students had also improved in eight out of ten themes compared with last year.

The Board of Governors noted the key insights from the staff pulse survey held in 2025 which ran in June.

Conclusions:

The Board of Governors noted the Vice Chancellor's update report.

6. Academic Matters (inc. NSS update)

For Noting - Presented by Alexandra Banks

The Board of Governors considered the Academic Matters update report.

The Board noted that last year the University had invested in additional resource to support continuation and completion via the creation of a new post - Head of Continuation and Completion. Early indications showed improvement with 73% of students having reenrolled (compared with 64% in the previous year). Student Services continued to engage with Schools to support reenrollment.

The new Student Zone had launched, offering one stop student support. Activity included new physical space, as well as a pop-up presence at the Shoreditch Campus. Communications for staff, returning and new students had been developed.

The Board requested that future iterations of the report be updated to include a clear direction of travel. where data lags affected the position it was requested that the report detail when impact of work underway was expected to be felt, or explanations regarding context.

It was noted that the University was shifting its focus on employer engagement to focus on alumni as the key to employer engagement. The Board requested that additional information be provided in the next report.

Conclusions:

The Board of Governors noted the Academic Matters report, requesting that a revised format be adopted in future.

7. Student Governor report

For Noting - Presented by Rajjo Mondol

The Board of Governors noted the Student Governor's update report which is a standing item.

The key points of note were:

i) The Student Union President provided an update in respect of the collaborative approach adopted by the Student Union in conjunction with the University's Communication and Events Teams to the University's Welcome weeks.

ii) The Student Union was in the final stage of completing its end-of- year accounts for 2024/25. At this stage, the SU was confident that it would have a small underspend from the previous year. It was expected that the full accounts would be presented to the Board of Governors' November meeting.

Conclusions:

The Board of Governors noted the update report.

8. Finances

8.1. Financial Management Report

For Noting - Presented by Eugene McCrossan

The Board of Governors considered a report that presented the latest draft of the University Finances at the end of July 2025. The first draft of the Financial Management Report was considered at its meeting on 18th September. The updated version contained some updated ahead of the external audit by KPMG. Changes remained unaudited.

The headline position remained unchanged compared with the version considered by the People, Finance and Resources Committee. The report at appendix A detailed adjustments which increased the operating deficit by £128k, bringing it to £11.9m. The adjustments related to timing of reporting, and reconciling our new finance system ahead of the audit.

Conclusions:

The Board of Governors considered the Financial Management Report.

9. Key lessons to be learned for the University of Dundee - Gillies report recommendations mapping exercise

For Discussion - Presented by Nikki Le Faou

The Board of Governors considered a report that presented the outcomes of a mapping exercise undertaken to assess the University's position against the recommendations of the Gillies Report. The aim was to provide assurance to the Board regarding the robustness of governance, financial oversight and leadership culture.

The Board welcomed the report and noted that the majority of the highlighted recommendations fell within the remit of the Governance Committee, consequently it was requested that the report and recommendations be added to the next Governance Committee agenda on 15th October. The Board requested that ahead of submission to the Governance Committee the report be updated to include RAG rating to reflect the University's current position.

Conclusions:

The Board noted the report, which would be added to the Governance Committee's next meeting.

10. Updates to the Freedom of Speech Code of Practice and joint statement

For Approval - Presented by Nikki Le Faou

The Board of Governors considered a report that presented proposed updates to the University's Freedom of Speech Code of Practice which had been updated in line with the requirements of the Higher Education (Freedom of Speech) Act 2023 and the Office for Student's (OfS) Regulatory Advice note 24, published on 19th June 2025.

Conclusions:

The Board approved the proposed amendments to the Freedom of Speech Code of practice and the joint statement on Academic Freedom and Freedom of Speech from the Vice Chancellor, Chair of the Board of Governors and Student Union President.

11. Reports from sub-committees

11.1. Remuneration Committee (minutes)

For Noting - Presented by David Morrall

The Board of Governors received the minutes of the Remuneration Committee's September meeting.

11.2. People, Finance and Resources Committee (subject to Chair's approval)

For Noting - Presented by Andrea Stark

The Board of Governors noted the report of the People, Finance and Resources Committee.

The Chair would meet with the University Secretary to discuss balancing of the agenda to ensure there was sufficient time for discussion on all matters within the committee's remit.

11.2.1. Financial Regulations (annual review)

For Approval - Presented by Eugene McCrossan

The Board of Governors approved the Financial Regulations on the recommendation of the People, Finance and Resources Committee.

11.3. Audit and Risk Committee

For Noting - Presented by Urmi Dutta- Roy

The Board of Governors noted the report of the Audit and Risk Committee.

11.3.1. Health and Safety Committee quarterly update

For Noting - Presented by Eugene McCrossan

The Board of Governors noted the Health and Safety quarterly update.

11.3.2. Risk Management update

For Noting - Presented by Eugene McCrossan and Nikki Le Faou

The Board of Governors noted the risk management update.

11.3.3. Cyber Security update

For Noting - Presented by Eugene McCrossan

The Board of Governors noted the Cyber Security Update.

12. AOB, effectiveness and close

It was felt that the Board had focused on the key issues. November's meeting would be heavily focused on formal financial reporting. January's meeting would be key for finalising the University's strategy.

Actions from October 2025 Board of Governors meeting

Item	Action	For action by who	By when	Update
Recruitment and enrolment position	The Board requested that future iterations of the report be updated to include more data on expectations, along with the importance of specific markets. Further, it was requested that the report be revised to include details in respect of attrition and liability points.	DVC (SRBC)	November meeting	On agenda- the report has been updated to meet the request in relation to data. Attrition and liability points will be included in future enrolment updates.
Strategy update- Our commitment to London and Reputation report	Following the presentation, the Board requested that a report be added to its work program on the University's engagement with employers.	US	November meeting	Added to work program for March 2026
Academic Matters	The Board requested that future iterations of the report be updated to include a clear direction of travel. where data lags affected the position it was requested that the report detail when impact of work underway was expected to be felt, or explanations regarding context.	APVC DVC & Provost	November meeting	On agenda
Academic Matters	It was noted that the University was shifting its focus on employer engagement to focus on alumni as the key to employer engagement. The Board requested that additional information be provided in the next report.	APVC DVC & Provost	November meeting	On agenda
Key lessons learned for the University of Dundee- Gillies report recommendations mapping exercise	It requested that the report and recommendations be added to the next Governance Committee agenda on 15th October. The Board requested that ahead of submission to the Governance Committee the report be updated to include RAG rating to reflect the University's current position.	UC	15 October	Completed