London Metropolitan University
104th meeting of the Board of Governors
The Interpreting Suite, GSBL, Tower Block
Thursday 3 October 2019, 10:00 AM — 12:00 PM BST

Governors Present:	Mr Mark Anderson (Chair), Ms Rolande Anderson, Ms Rosemary Benson, Mr Tim Cochrane, Professor Lynn Dobbs (Vice Chancellor), Margaret Farragher, Ms Renarta Guy, Ms Harini Iyengar, Mr Anders Krohn, Ms Cathy McCabe, Mr Michael Murphy, Mr Diini Muse, Ms Cécile Tschirhart, Dr Shefaly Yogendra
Also present:	Mr Gary Davies, Pro Vice Chancellor Student Recruitment & Business Development Dr Chris Ince, University Secretary and Registrar (minutes) Mr Eugene McCrossan, Chief Finance Officer Professor Donna Whitehead, Deputy Vice-Chancellor Mr Baron Anyangwe, Co-opted member

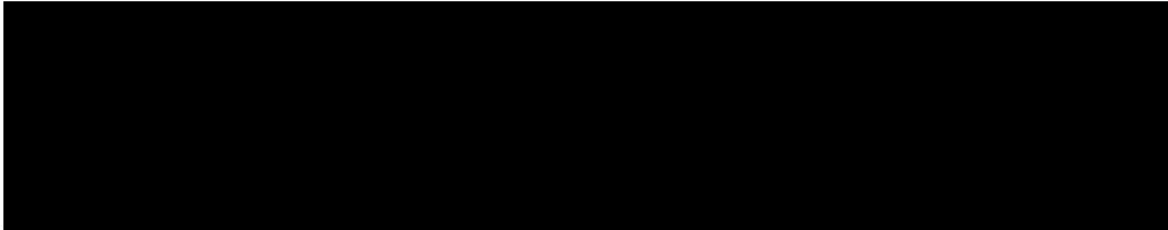|		
	Welcome, apologies, announcements and declarations of interest Apologies had been received from Independent Governor Ms Tricia Croasdell. Independent Governor Mark Anderson declared an interest as a non- executive Director of Higher Education Partnerships and as a Fellow of Hughes Hall, University of Cambridge; Independent Governor Michael Murphy declared an interest as an adviser to Lodestone strategy and communications firm; and Independent Governor Anders Krohn declared an interest as co-founder and CEO of Aula Education, a communication platform for education.	
	The Chair welcomed Baron Anyangwe and Donna Whitehead to their first meetings of the Board.	
	███████████████████████████	s.40(2) FOIA - personal information
1	**Minutes, matters arising and Board Governance**	
1.1	**Minutes of the 27 June 2019 Board of Governors Meeting** The minutes of the 27 June 2019 Board of Governors Strategy Day were approved as a correct record.	
1.2	**Matters not covered elsewhere** There were no matters arising that were not covered on the agenda.	
2	**Vice Chancellor's reports**	
2.1	**Vice Chancellor's General report**	

2.1.1 The Board of Governors received the Vice-Chancellor's General report and noted the following points:

i) Approach to papers: The Board noted that a number of papers referred to in the Report were included as agenda item 7, as items for information. This was to focus discussions on the key matters, whilst allowing the Board to see the full information as part of the papers.

ii) Data Quality: ██ s.43 FOIA - commercially sensitive ██ Data quality remained a top priority for the institution and there was significant activity in this area including the appointment of a new Director of Planning & Insight to lead on the work. The Board agreed that data should be the topic of a future dedicated session.

iii) Patron: The Board agreed that the Governance Committee should look at the role of University Patron and come back with any proposals on how the role could be developed over time.

iv) NSS: The Deputy Vice-Chancellor reported she had met with all course leaders since her start at the University to look at areas of good practice and where more support was needed. Good practice could be shared between courses and she would meet them again in January to review action plans. There was positive engagement with the Students' Union and the Student Success Strategy would be brought to a future Board meeting.

v) Graduate attainment: The Board noted the report on graduate attainment that had been submitted to the Office for Students. The proportion of "good degrees" awarded was around benchmark and was not expected to change significantly. The focus of effort was on reducing the degree awarding gap between different groups of students.

Conclusions:

The Board of Governors noted the Vice-Chancellor's Report and the additional reports located in agenda item 7.

2.2 | **Strategic Plan**

2.2.1 The Board considered the new Strategic Plan for the University. This had been the subject of significant consultation across the University, with external stakeholders and at a number of formal and informal Board meetings.

The final version reflected views from those consulted and was linked to new key performance indicators and a revised risk register. There was a detailed operational plan for how this would be delivered with actions assigned to members of the Senior Leadership Team. The operational plan had considered phasing of the activity across the whole period of the Strategy and individual workloads. The first year focused on setting a strong base for future activity and the Board would receive regular reports on progress.

The Board discussed how the document would be cascaded throughout the institution, communicated to external stakeholders and linked to targets for monitoring performance across the University. The content could be re-purposed for this and used in other public documents such as the financial statements, where it was essential to repeat key messages.

The Vice-Chancellor's regular e-mails to staff and students would ensure they were kept updated on progress with delivery of the Plan and there were lots of initiatives within it to improve the staff and student experience. Feedback would be gained from staff via a survey in early 2020.

The Board noted that there would be a celebration of the new Strategic Plan at the same time as the Staff Awards in early December. Consideration was being given to a specific event for the strand on Giving Back to the City and how this could be used to engage with external stakeholders.

Conclusions:

The Board approved the new Strategic Plan.

2.3	**Key Performance Indicators**

2.3.1 The Board considered revised Key Performance Indicators, which had been discussed previously at an informal meeting. The Strategic Plan contained 12 headline indicators and these were expanded to 20 in the detail presented to the Board. The Board noted that there was a lag time on some of the indicators. There was still some data analysis to be completed on the baseline data and indicators would be updated if required to reflect this, with possible changes in the final targets or the phasing in reaching them.

Conclusions:

The Board of Governors approved the new Key Performance Indicators. These would be reviewed periodically and changed where required, so were not fixed for the next six years.

3	**Student Governor Reports**
3.1	**Student Governor's General Report**

The Board of Governors noted the Student Governors' report, which was a standing item. Key activities included Fresher's Week, the new Students' Union Strategy, Black History Month and the student submission to the QAA Quality Standards Review.

The Board noted the rationale for the changes to the Students' Union's internal governance arrangements and the plans for a clearer relationship agreement with the University. It thanked Renarta Guy for her role as Link Trustee with the Students' Union,

	from which she had now stepped down. The Governance Committee would consider future arrangements at its next meeting.

4	**Finance**
4.1	**Draft Outturn 2019**
4.1.1	The Board of Governors considered the draft outturn for 2018/19. The external auditors were undertaking the end of year audit, so the figures presented were unaudited.

s.43 FOIA - commercially sensitive

	The Board discussed the balance sheet and the debt provision, which had been considered in detail at Finance & Resources Committee. There was ongoing work to review the debt from the Student Loans Company in conjunction with the external auditors and how much would be provided for in the final accounts for the year. A new Financial Controller was starting in November and would be tasked to review the process and report to FRC early in 2020.

5	**Governance**
5.1	**Articles of Association**
5.1.1	The Board of Governors approved changes to the Articles of Association for submission to the Office for Students. It also approved the necessary company resolution for submission to Companies House.
5.2.	**Board Regulations**
5.2.1	The Board approved revisions to the Board Regulations.

6	**Reports from sub-committees**
6.1	**Finance & Resources Committee**
6.1.1	The Board discussed the report from the Finance & Resources Committee. It noted that the meeting had been inquorate so a number of matters had been approved subsequently by correspondence.

The Board noted an update on the University's discussions with Islington Council on student residential accommodation.

The Board approved the Anti-Slavery Policy and Modern Slavery Act Statement on the recommendation of the Finance & Resources Committee.

6.2	**Audit Committee**	
6.2.1	The Board noted the report from the Audit Committee and that the new internal auditors had commenced their work.	
6.3	**Academic Board**	
	The Board noted the report from the Academic Board.	
6.4	**Remuneration Committee**	
	The Board noted the report from the Remuneration Committee. The Committee was preparing an Annual Report, in line with the CUC guidance, which would come to the Board for approval and publication in due course.	
7	**Items for information**	
7.1	The Board of Governors noted the following reports, which had been covered within the Vice-Chancellor's Report earlier on the agenda: • Risk Management Report • QSR Submission • Access & Participation Plan • Graduate Attainment • National Student Survey • REF Code of Practice The Board noted the value of the information in the QSR submission and how this could be used by governors when talking about the University in their role as ambassadors for the institution. The Board noted that research and the REF would be the topic the next informal session for governors, at its joint meeting with Academic Board.	

s.40(2) FOIA - personal information

Actions from October 2019 Board of Governors meeting

Item	Paragraph	For action by who	By when	Update on action
VC's Report	2.1.1 – Data quality as dedicated Board session	CI/NC	Immediate	Build in to future Board plan
VC's Report	2.1.1 – Review of role of Patron	CI/NC	May 2020	To go to March Governance Committee
VC's Report	2.1.1 – NSS and Student Success Strategy	DW	Jan 2020	Discussion at Board Strategy Day