

Present:	Lynn Dobbs	Vice Chancellor
	Baron Anyangwe	Independent Governor
	Margaret Farragher	Independent Governor
	Mark Anderson	Independent Governor and Chair of the Board
	Renarta Guy	Independent Governor
	Rolande Anderson	Independent Governor
	Shefaly Yogendra	Independent Governor
	Rosemary Benson	Staff Governor
	Tricia Croasdell	Independent Governor
	Urmi Dutta- Roy	Independent Governor
	Rohin Aggarwal	Independent Governor
	Yasmeen Bashir	Student Governor
	Lena Samuels	Independent Governor
Absent:	Eugene McCrossan	Chief Operating Officer
	Gary Davies	DVC (Student Recruitment and Business Development)
	Don MacRaid	Interim DVC (Academic)
	Nikki Le Faou	University Secretary
	Amy Rogerson	Head of Vice Chancellor's Office
	Mark Ellul	PVC Student Services
	Valerie Leipheimer	Board Apprentice
	Matthew Brewster	Director of Estates
Apologies:	Anders Krohn	Independent Governor
	Harini Iyengar	Independent Governor
	Tim Cochrane	Independent Governor
	Zainab Khan	PVC Learning and Teaching
	Frances Trought	Independent Governor

1 Welcome, Apologies, Announcements and Declarations of Interest

Apologies: Apologies had been received from Independent Governors Anders Krohn, Harini Iyengar, Frances Trought and Tim Cochrane and Academic Governor, Rishi Trikha.

Declarations of Interest: Independent Governor Mark Anderson declared an interest as a non-executive Director of Higher Education Partnerships, as a fellow of Hughes Hall, University of Cambridge and as a paid advisor to BibliU and Independent Governor Rolande Anderson declared an interest as Trustee of St Mungo's homelessness charity.

The Board of Governors welcomed Lena Samuels to her first meeting as Independent Governor and Chair Designate.

1.1 Minutes of 25 November 2021 Board of Governors meeting

For Approval - Presented by Mark Anderson

The Board of Governors approved the minutes of the 25 November 2021 meeting.

1.2 Minutes of the 25 November 2021 Board of Governors joint meeting with the Academic Board

For Approval - Presented by Mark Anderson

The Board of Governors approved the minutes of the 25 November 2021 meeting with the Academic Board.

1.3 Matters arising not covered elsewhere

There were no matters arising.

2 Strategy session

2.1 Welcome and introductions

Presented by Lynn Dobbs

The Vice Chancellor provided the Board with a brief introductory overview of plans for the day.

2.2 Board of Governors responsibility for Risk

Presentation - Presented by Nikki Le Faou

The Board received a presentation regarding its responsibility for risk. The Board noted its regulatory responsibilities established by the Office for Students in relation to risk, as well as guidance on established by the CUC's Higher Education Code of Governance and internal governance arrangements established to support it in meeting its responsibilities.

Conclusions

The Board noted the presentation.

2.3 Risk Session - view of the Landscape

Presentation - Presented by Eugene McCrossan

The Board of Governors met in breakout groups and were invited to consider four categories of risk as follows: i) Strategic, ii) Operational, iii) Compliance/ Governance and iv) Emerging. The groups each fed back the top risks identified, following which a gap analysis exercise was undertaken. The collated feedback would be utilised to inform the next update of the University's Corporate Risk Register.

2.4 Strategy and KPI progress

For Noting - Presented by Lynn Dobbs

The Board of Governors was presented with an update on progress on the University's Strategy and Key Performance Indicators (KPIs), and update on Graduate Outcomes data.

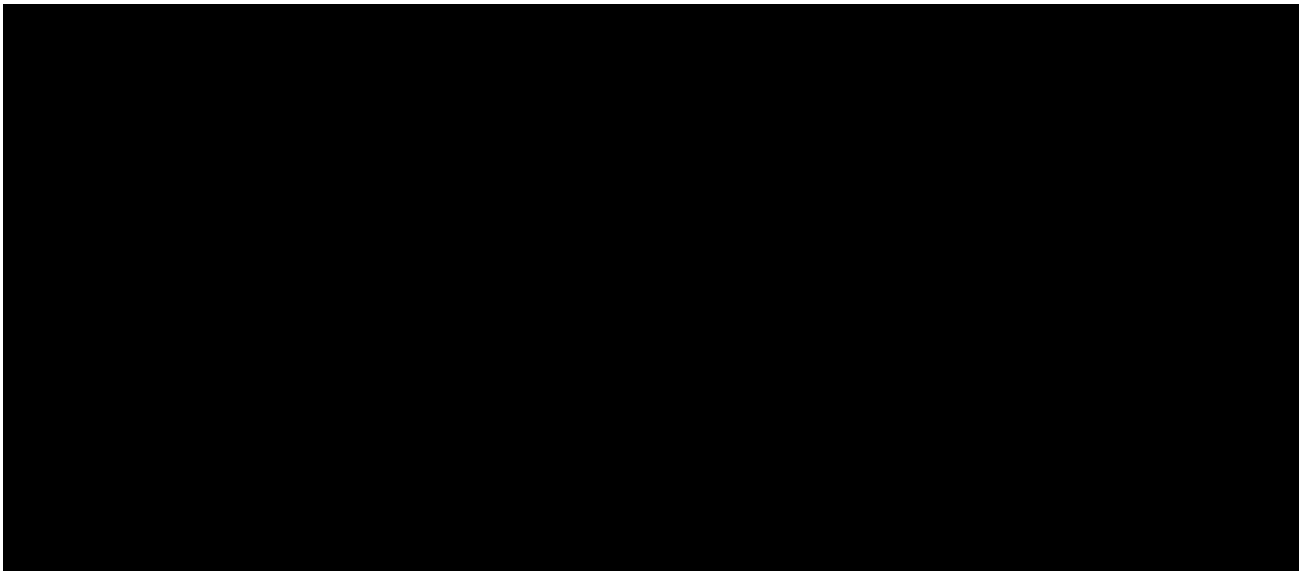
Conclusions

The Board of Governors noted the update and requested that the next iteration of the KPI update submitted for consideration at the March meeting be revised to reflect current targets.

2.5 Future shape and size of the University

For Discussion - Presented by Don MacRaid

The Board of Governors received a presentation 'Tackling Student Outcomes: The Future Shape of the University'.



2.6 Future Shape and Location of the campus

s.43(2) FOIA - commercial interests

For Discussion - Presented by Eugene McCrossan

The Board of Governors received a presentation on the University's Estates Strategy. The presentation included consideration to spatial planning needs, locations, aspirations, the future of the School of Art Architecture and Design, the Carbon and Environmental Management plan, maintenance costs, minimum investment (i.e. to meet legal requirements), development costs and funding.

Conclusions

The Board of Governors noted the presentation

2.7 Priorities for investment (including group discussions)

For Discussion - Presented by Eugene McCrossan

The Board held a strategy work shop on priorities for investment, the results of which would be circulated by email following the meeting.

3 Close and effectiveness discussion

The Board advised that the meeting had been both well-organised and well-managed, had been supported by clear papers and the effective use of breakout sessions.

Update on actions from January 2022 Board of Governors Strategy day

Item	Paragraph	For action by who	By when	Update on action
Strategy and KPI progress update	The Board of Governors requested that the next iteration of the KPI update submitted for consideration at the March meeting be revised to reflect current targets.	VC	March 2022 meeting	On agenda
Priorities for investment	The feedback from the priorities for investment workshop to be circulated by email.	COO	ASAP	Completed