

119th Meeting of the Board of Governors
T2-01, 166-220 Holloway Rd, London N7 8DB
Thursday 17 March 2022, 10:00 AM — 12:00 PM GMT

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

1 Welcome, Apologies, Announcements and Declarations of Interest

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, as a paid advisor to BibliU. Mark also advised he would shortly commence working with a private London-based entity on an advisory basis that will be seeking degree-awarding powers. Independent Governor Rolande Anderson declared an interest as Trustee of St Mungo's homelessness charity and Independent Governor Tim Cochrane declared an interest as a family member was a Partner at EY.

Confidential Chair's Announcement: The minute of this item can be found in the confidential annex.

1.1 Minutes of 20 January 2022 Board of Governors Strategy Day

For Approval - Presented by Mark Anderson

The minutes of the 20th January 2022 Board of Governors Strategy day were approved as a correct record.

1.2 Matters arising not covered elsewhere

For Noting - Presented by Nikki Le Faou

1.3 Amendments to Articles of Association

For Approval - Presented by Nikki Le Faou

The Board considered a report that presented proposals for amendments to the University's Articles of Association, the draft proposals had previously been considered at the Board's November 2021 meeting and subsequently approved by circulation subject to consultation with the Office for Students, Charity Commission and Privy Council.

A response received from the Office for Students advised that they did not have any comment to make on the proposed amendments.

The Board was satisfied that the response received from the Privy Council in November 2021 meant that the Board could proceed with removing the reference to seek their (the Privy Council's) approval when amending the Articles. The response advised that 'assuming it is the case that London Metropolitan University was a 'Designated Institution'...then given the enactment of the relevant provisions of the Higher Education and Research Act 2017, the reference to the Privy Council approval of London Metropolitan University's Articles, can now be removed...'.

The Charity Commission responded to the consultation email to advise that the clauses written into the current Articles in respect of remuneration appeared clear that Governors can be paid for being a Governor if certain conditions were met. The Commission advised that further justification to the proposed amendments in relation to remuneration would be required should the Board wish to proceed with them. Following consultation with the Chair of the Board of Governors and the Chair of the Governance Committee the proposed amendments to the Articles (as considered by the Board in November 2021) had been removed.

Conclusions

The Board approved the Special Resolution as set out in Annex 1 to the paper (in their capacity as members of the University) to adopt the new Articles of Association.

2 Vice Chancellor's report (incl. student numbers update & Academic Matters)

For Noting - Presented by Lynn Dobbs

The Board considered the Vice Chancellor's update report. In addition to the information provided within the report, the following was noted:

Situation in Ukraine: The University's utmost priority was to provide support to Ukrainian and Russian students at the University. The University had identified a small number of students believed to be affected by the situation, and had reached out to offer appropriate support from student services. The University was also investigating ways in which it could provide support to Ukraine, for example twinning with a Ukrainian University to support in the completion of degrees.

Engagement monitoring/ non-continuation: The impact of the work undertaken in relation to non-continuation was continuing, with extensive engagement plans in place. The University was supporting more students than before in continuing with their studies, there was a particular focus on financial advice and ensuring that students can get back on track where appropriate. It was highlighted that the continuation rate that is published externally had a data lag of over two years. It was noted that continuation rates play a significant role in the University's conditions of registration with the Office for Students, financial sustainability, the Teaching Excellence Framework and in league tables.

Staff survey: The University's Staff Survey had closed on 16th March 2022. The survey was intended to capture a more up to date picture of staff satisfaction, management/ leadership effectiveness and the working environment. The results of the staff survey would be reported in due course.

Conclusions:

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

3 Centre for Equity and Inclusion update

For Noting - Presented by Zainab Khan

The Board of Governors considered a report that presented an update on activities undertaken by the Centre of Equity and Inclusion. The following key highlights were noted:

Degree Awarding Gap: The University was seeing real signs of success. It had been anticipated that the degree awarding gap would rise significantly the removal of the force majeure regulations, however this had not been the case. Upon return to normal regulatory approaches to assessment, the gap remained low.

LGBTQ+ and Stonewall Success: The University had received the outcome of its Stonewall Workplace Equality Index application. The application was the first submitted under the auspices of the Centre for Equity and Inclusion and the results had been very positive. The Board requested a further update and discussion regarding the University's continued association with Stonewall.

Renaming the School of Art, Architecture and Design: In 2020 the University removed the Cass name from the School of Art, Architecture and Design, at that time the University committed to running a consultation exercise to identify an appropriate permanent name for the School. The Board approved the following process for the identification of a new name:

- i) Open call for name suggestions;
- ii) A shortlist to be synthesized with support from the University Solicitor, the University's PR agency and marketing agency a shortlist;
- iii) A shortlist would then be presented to SLT and the Board for approval, and;
- iv) Celebratory event to be followed by voting and a subsequent announcement.

Sexual Harassment: Following its approval by the Board the University had implemented its policy on tackling sexual harassment and misconduct. A working group had been established and the University was implementing the recommendations of the policy.

Training was being rolled out to students and a new reporting tool to make disclosures easier and safer for students was due to go live later in the year.

Consent workshops were due to be launched to all Level 3 and 4 students in February, but due to staff sickness work had been paused. However a mobile-based educational programme on Consent in partnership with the Good Course was being piloted. Data insights from this pilot would be used to support the work to identify non-engaged students. Student Services had launched survivor workshops, which were delivered by clinical staff with expertise in intersectionality and knowledge of

the experience of Black, minoritised and LGBTQ+ groups.

Conclusions:

The Board of Governors noted the Centre for Equity and Inclusion update and approved the process for renaming the School of Art, Architecture and Design.

4 Student Governor's report

For Noting - Presented by Yasmeen Bashir

The Board of Governors considered the Student Governor's update report. Key highlights were as follows:

i) The Students' Union had recently held their Leadership Elections. The SU had worked hard to empower students to stand to represent their peers and carry on to create changes at London Met. There was a new full-time officer structure at the Students' Union which had moved from being school-based to portfolio based. The new full-time positions were: i) President, ii) VP Education, iii) VP Equity and Welfare and iv) VP Activities and Opportunities. It was confirmed that Denise Morrison was the President- elect, she would be joining the Board of Governors following her appointment on 1 July 2022.

ii) Following recent events, the Students' Union had released a statement in support of students in Ukraine. The Students' Union webpage had been updated to include a link to enable students to donate via a Just Giving page.

iii) The Students Union was working with the University to support it in the implementation of the Disabled Student Response Plan.

Conclusions:

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

5 Estates Strategy

For Approval - Presented by Eugene McCrossan and Matthew Brewster

The Board of Governors considered a report that presented the draft Estates Strategy for approval. The Strategy had been developed following extensive auditing of the estate and comprehensive consultation over a period of two years (extended owing to the pandemic). The consultation had taken on board the views of the student body via the Students' Union, representatives from each school and professional services department and, an Estates Strategy sub-committee of the Board of Governors.

The Estates Strategy set the framework for meeting the following ambitious and realistic targets:

- i) Reaching carbon net zero by 2030
- ii) Supporting the evolving university structure, emerging schools and courses and creating school centres
- iii) Creating learning communities and enhancing the student experience
- iv) Ensuring the ongoing statutory compliance of our buildings and estate
- v) Improving the effectiveness and efficiency of University buildings so that they are in the top quartile of all post '92 HEIs for condition, functional suitability and utilisation.

The Strategy document set out proposed key performance indicators against which the University will measure and report on progress. Each major project and investment would be subject to approval

and monitoring by the Finance and Resources Committee and the Board of Governors.

It was noted that cost estimates and a forecast cashflow for the next ten years had been developed and the means by which the strategy would be successfully funded using available cash reserves, future surpluses with minimal borrowing had been demonstrated to the Board of Governors at their January 2022 Strategy Day.

In considering the report the Board focused on the strategic aspect of the proposals, noting that budget allocations would be determined over the period of the strategy's implementation. It was highlighted that the information regarding proposals on the short term budget allocations would be required by the Finance and Resources Committee and the Board in the coming months.

Conclusions:

The Board of Governors approved the proposed Estates Strategy.

6 Digital Strategy Update

For Noting - Presented by Eugene McCrossan

The Board of Governors considered an update on the implementation of the Digital Strategy. The Board was advised that the implementation of the strategy was broadly on track and KPIs were progressing well.

Conclusions:

The Board noted the Digital Strategy Update.

7 Reports from Sub-committees

7.1 Audit and Risk Committee - 23 February 2022

Presented by Shefaly Yogendra

In their absence the Chair of the Audit and Risk Committee had requested that attention be drawn to the section of report on the data governance deep dive and to the cyber security dashboard. Members of the Board of Governors were encouraged to undertake the cyber security training made available to them via their LMU email addresses.

Conclusions

The Board of Governors received the report of the 23rd February 2022 Audit and Risk Committee.

7.1.1 *Risk Management update

For Noting - Presented by Eugene McCrossan

The Board received the Risk Management update.

7.1.2 *Health and Safety Quarterly update

For Noting - Presented by Eugene McCrossan

The Board received the Health and Safety Quarterly update.

7.1.3 * Cyber security

For Noting - Presented by Eugene McCrossan

The Board received the Cyber Security update.

7.2 *Academic Board - 2 March 2022

Presented by Julie Hall

The Board received the report of the 2nd March 2022 Academic Board meeting.

7.3 Finance and Resources Committee - 3 March 2022

Presented by Tim Cochrane

The Board received the report of the 3rd March 2022 Finance and Resources Committee meeting.

7.3.1 *Financial Management Report and Quarter 2 Financial Forecast

For Reference - Presented by Eugene McCrossan

The Board received the Financial Management report and Quarter 2 Financial Forecast.

7.3.2 *Annual Financial Return

For Reference - Presented by Eugene McCrossan

The Board received the Annual Financial Return.

7.4 Governance Committee - 10 March 2022

Oral update - Presented by Margaret Farragher

The Board received the report of the 10th March 2022 Governance Committee meeting.

8 Effectiveness session & AOB

The latest continuation data had been published on the HESA website on 17th March 2022. The University's performance had improved by 3%. The data would be shared with the Board of Governors shortly.

The Vice Chair had submitted a comment to the Chair in her absence requesting that consideration be

given to the workloads of Staff and Academic Governors, given the additional time spent on Board and Committee work.

The Chair of the Board of Governors encouraged in person attendance at the 5 May 2022 meeting.

The Board considered its effectiveness noting that engagement and discussions had been positive and insightful.

Update on actions from March 2022 Board of Governors meeting

Item	Paragraph	For action by who	By when	Update on action
Centre for Equity and Inclusion Update	The Board requested a further update and discussion regarding the University's continued association with Stonewall.	PVC Learning and Teaching/ University Secretary	TBC	Added to work plan
AOB	Consideration be given to the workloads of Staff and Academic Governors, given the additional time spent on Board and Committee work.	SLT/ PRC	TBC	Clarity around time commitment to be made clear during nominations and elections.