

124th Meeting of the Board of Governors
TM3-03 Roding building, yellow zone, Holloway Campus (N7 8DB)
Thursday 26 January 2023, 10:15 AM — 11:15 AM GMT

Present:	Lynn Dobbs Margaret Farragher Urmi Dutta- Roy Rohin Aggarwal Rishi Trikha Denise Morrison Tijs Broeke Linda Patterson Muniya Barua Usman Khan Valerie Leipheimer Tammika Chambers Baron Anyangwe	Vice Chancellor Independent Governor Independent Governor Independent Governor (online) Academic Governor Student Governor Independent Governor and Chair of the Board of Governors Independent Governor Independent Governor Independent Governor Independent Governor Student Governor Independent Governor
Also present:	Eugene McCrossan Gary Davies Nikki Le Faou Amy Rogerson Julie Hall Chloe Milano	Chief Operating Officer DVC (Student Recruitment and Business Development) University Secretary Head of the VC's Office DVC (Academic) Executive Director of People
Apologies:	Renarta Guy Shefaly Yogendra Rosemary Benson Tricia Croasdell	Independent Governor Independent Governor Staff Governor Independent Governor

1 Welcome, Apologies, Announcements and Declarations of Interest

Apologies: Apologies had been received from Independent Governors Shefaly Yogendra, Renarta Guy, Tricia Croasdell, and Staff Governor, Rosemary Benson.

Declarations of Interest: Independent Governor and Chair of the Board of Governors declared an interest in item 2 as a Common Councillor for the City of London. Vice Chair Usman Khan would take the Chair for that item.

1.1 Minutes of 123rd Board of Governors meeting

For Approval - Presented by Tijs Broeke

The Board of Governors approved the minutes of the 24 November 2022 meeting.

1.2 Confidential minutes of 123rd meeting of the Board of Governors

The Board of Governors approved the confidential minutes of the 24 November 2022 meeting.

1.3 Minutes of 22 November 2022 Board of Governors' joint meeting with the Academic Board

For Approval - Presented by Tijs Broeke

The Board of Governors approved the minutes of the 24 November 2022 joint meeting with the Academic Board.

1.4 Matters arising not covered elsewhere

For Noting - Presented by Tijs Broeke

There were no matters arising.

2 Future of the Aldgate campus

For Approval - Presented by Eugene McCrossan

Independent Governor and Chair of the Board of Governors declared an interest in item 2 as a Common Councillor for the City of London. Vice Chair Usman Khan chaired for the duration of the item. Tijs remained in the room to observe and did not participate in the discussion or decision on the item.

The Board of Governors considered a report that presented progress on developments regarding the Aldgate campus and a request for approval to proposed next steps.

The Board noted that in March 2019 it had agreed to shelve plans to move the campus to Holloway Road for several economic and political reasons. Since that time a number of options for the School of Art, Architecture and Design had been explored in consultation with the Board's Estates Strategy Steering Group (ESSG) which comprised Independent Governors Baron Angwangwe, Rohin Aggarwal, Urmi Dutta-Roy, Valerie Leipheimer and Academic Governor, Rishi Trikha. The Board considered the preferred option presented within the paper on the recommendation of the ESSG as follows: The School of Art Architecture and Design retrench to Washhouses, Goulston Street, Accelerator and Holloway Road. The Board noted that the recommendation had been reached on the basis of the principle of maintaining academic integrity of the School, and the desire to be in a particular geographical location.

The Chair invited members of the Estates Strategy Steering Group to address the Board. The Board was advised that it was clear that having considered and tested all options available, the recommendation was the best option available with regards to timescales, strategically and financially.

The Board highlighted that communications with staff and students regarding the changes were key.

It was noted that the changes were not expected to impact upon current students. Materials for prospective new students will be clear regarding location of teaching, as such they would be aware from the point of application. It was confirmed that the University had undertaken a lot of investigative work in relation to ensuring that Competition and Markets Authority requirements continued to be met.

Conclusions

The Board of Governors approved and noted the following:

- a) The School of Art, Architecture and Design retrench to Washhouses, Goulston Street, Accelerator and Holloway Road by September 2025 (option 2)
- b) The Calcutta House and Annex lease is surrendered on its termination date of 26th June 2026 and all efforts are made to minimise dilapidations costs and liabilities as far as possible.
- c) The Director of Estates and Head of Enterprise develop a new property model for the Accelerator.
- d) The Director of Estates and Head of the School of Art, Architecture and Design optimise space efficiencies within the retrenchment designs to ensure that future School student numbers are supported.
- e) Development and lease negotiations with the City of London, M&G and their Development Managers are terminated.
- f) Note that accounting adjustments will be required to any leasehold improvements that will be impaired as a result of the lease surrender.
- g) Note that any capital expenditure planned for the re-purposing of the campus is not included in the Estates Strategy funding model and will be funded by the savings on future lease costs.

The Board thanked the members of the Estates Strategy Steering Group and noted that using Governor expertise in similar targeted ways was useful and should be adopted on an ongoing basis where possible.

3 People Strategy

For Approval - Presented by Chloe Milano

The Board of Governors considered a report that presented a final draft of London Met's People Strategy for approval following consideration at People and Remuneration Committee meetings in June and September 2022 and endorsement at the November 2022 meeting. The development of the strategy had been informed by the 'Starting with our people' strand of the University's strategy and the most recent staff survey. The People Strategy had also been developed following consultation with the following groups:

- Senior Leadership Team
- Senior Management Team
- Human Resources
- Centre for Equity and Inclusion
- Centre for professional and educational development (CPED)

The strategy outlined five priority areas of focus over the next 2-3 years in support of London Met's strategic plan, to enable and empower our people to achieve their potential within a safe and inclusive environment which supports mental and physical wellbeing. The People Strategy identified the following 5 priority areas for the next five years:

- i) Health and Wellbeing
- ii) Inclusive culture, behaviours and values
- iii) Attracting and growing talent
- iv) enabling talent and excellent performance
- v) Reward and recognition

The Board of Governors welcomed the report and highlighted the need to build on and draw together the University's work on equality. The Board also noted the importance of involving, engaging and

communicating the launch with staff to ensure its success.

It was noted that concerns regarding SLT work load would be the topic of further discussion at the People and Remuneration Committee.

Conclusions

The Board of Governors approved the People Strategy.

4 Digital Strategy update - Back Office Solutions (HR, Payroll and Finance)

For Approval - Presented by Eugene McCrossan

The Board of Governors considered a report that presented an update on the Digital First Strategy and sought approval for the estimated forecast spend on back office solutions.

The Board of Governors noted that the business case approved by the Digital Strategy Steering Group was for a program of investment to review, re-design and re-implement the business process and systems the University operates across our key Back Office functions - namely HR, Payroll and finance. This was reflective of the fact that current processes were manual and inefficient, the systems used were legacy and not fit for purpose.

It was noted that the proposals aligned with both the 'Starting with our People' and 'Infrastructure and sustainable finances' strands of the Digital First Strategy. It was anticipated that the initiative would benefit staff satisfaction through a modern, initiative user experience; our ability to recruit and retain key talent; users being able to quickly produce reliable data and reporting, as well as efficiencies and productivity gains.

An initial market discovery exercise had completed in summer 2022, following which a full tender process had been underway to ensure the selected supplier can meet the University's strategic requirements. The current size of the contract was estimated to be approximately £5m over a 5 year period.

In considering the proposal it was confirmed to the Board that all University suppliers were required to pay the London living wage as standard.

Conclusions

The Board of Governors approved the current estimated spend of £5m over 5 years to enable the program to proceed. An updated report confirming supplier selection, high-level timelines and detailed costs will be presented to the Board following contract award.

5 *Final Inspection Report - OFSTED

For Reference - Presented by Julie Hall

The Board of Governors received the final Ofsted Inspection report following the monitoring visit that took place in November 2022.

6 *Teaching Excellence Framework - narrative

For Reference - Presented by Julie Hall

The Board of Governors received the Teaching Excellence Framework submission which had been

submitted ahead of the 24th January deadline.

Board effectiveness reflections and AOB

The Board considered its effectiveness, feedback from Governors indicated that the meeting had gone well and papers had been of a high quality. The Board advised that having sufficient space to consider the items had added to the effectiveness, and highlighted the importance of ensuring there was space for more strategic discussions at future meetings.