

Board of Governors

Minutes of the meeting of the Board held on 5th July 2023 at 10.00am.

Minutes 7806 – 7903

Present: Mr J Hanley (Chair), Fr P Grogan, Mr M Brockbank, Professor C Egbu (Vice-Chancellor), Mr R Maposa, Mr B McCarthy, Ms S Milnes, Ms C Nursaw, Ms E Reed, Mr V Sharma, Ms A Wilson and Ms K Howard-Matthews.

In attendance: Professor M Arif (Pro Vice-Chancellor for Enterprise & External Engagement), Mr D Butcher (Director of Finance & University Secretary), Ms J Hynes (Chief Operating Officer and Director of Operations and Sustainability), Mr B Moffett (Associate Pro Vice-Chancellor), Professor M Todd (Provost and Deputy Vice-Chancellor) and Mr C Williams (Clerk to the Board of Governors and Company Secretary).

Apologies: Bishop M Stock, Mr K O'Connor, Ms T Smith, Prof D Kobzev, Mrs S Rix, Mr M Holden, Ms T Ford-Escobar, Mr L Bentley, Ms C O'Connor (Pro Vice-Chancellor for Education & Experience), Ms C Fieldhouse (Student Observer) and Dr L Shand (Unison Rep).

Welcome & Opening Prayer

7806 The Chair welcomed members to the meeting and welcomed Fr P Grogan to his first Board meeting. The Chair advised members that hard copies of minutes from the last meeting were tabled (with apologies for the oversight in the pack) and that the correct covering report for G23/47 (Development of Teacher Education Post Ofsted) was also tabled. The Chair advised members that the meeting would be inquorate until Ms E Reed joined the meeting and any items for approval would be held over until the meeting was quorate. Fr P Grogan opened the meeting with a prayer (which included a prayer for the soul of Ms Bridget Kelly).

Declaration of Interests in any Agenda Items

7807 The Clerk reported that Ms E Reed had declared an interest in an AoB item on approval of Senior Independent Governor. **Noted**

Minutes of Last Meeting

7808 The tabled minutes of the meeting held on 17 May 2023 were confirmed as an accurate record when Ms E Reed joined the meeting. **Approved**

Matters arising, including progress on action log from previous meetings

7809 **Received** the Action Log (paper G 23/44) and noted the progress made against the actions identified in the log.

7810 The Board noted the table of actions. **Noted**

Chair's Report



7811 **Received** a report from the Chair of the Board of Governors which provided an update on key activity undertaken by the Chair since the last meeting (paper G 23/45).

7812 The Chair made reference to the Chairs and Executive meeting on 19th June (which covered recruitment and clearing, city centre campus update, nursery, APP and NSS updates, the marketing and assessment boycott, outcomes from the staff survey and details of the staff conference on 4th July) the notes from which were attached to the report.

- 7813 The Chair reported back on the Clerk interviews on 28^h June and recommended that Ms Joanna Green be appointed as Clerk to the Board of Governors (which was approved when Ms E Reed joined the meeting). **Approved**
- 7814 The Chair flagged the Chair's action outlined in the report regarding the wording of one of the values in the strategic plan. **Noted**
- 7815 The Board discussed the possible pending appointment of two Governors and possible pending written resolution over the summer based on recommendations from the G&N panel (which would need to be accompanied by the respective candidate's CVs). **Clerk**
- 7816 The Board noted the Chair's report. **Noted**

PERFORMANCE

Health and Safety / Safeguarding & Prevent Reporting by Exception

- 7817 **Received** a verbal update from the Chief Operating Officer (COO)
- 7818 The COO commented that there had been no reported incidents involving health and safety, safeguarding or prevent since the last meeting of the Board.
- 7819  **COO**
- 7820 
- 7821 The Board noted the verbal report. **Noted**

Student Recruitment Report

- 7822 **Received** a report from Pro Vice-Chancellor of Enterprise and External Engagement (PVCEEE) covering main cycle student recruitment 2023-24, late cycle recruitment 2023-24, overall under-graduate forecast 2023-24 and post-graduate and international recruitment 2023-24 (paper G 23/46).
- 7823 The APVC expanded on an encouraging position (including insurance offer volumes and an anticipated enrolment uplift of 10%) and reported on the increased investment in recruitment, the impact of the broader curriculum offer, the tariff strategy and the latest position with clearing to ensure that LTU was 'match ready' for a competitive recruitment round over the summer.
- 7824 The APVC also commented on the positive position on post graduate recruitment and the PVCEEE commented on an encouraging international position (and made reference to issues impacting on international recruitment involving interest rates, national policy on family visas and visa licence issues – for pre offer interviews).
- 7825 The Board queried progression from pre to post graduate course progression at LTU (very small and the VC made comment on the issues involved), queried impact and actions on ITT, debated the impact of progression achievement from students who come through clearing (including 'value added') and queried the impact of A level grade inflation in the coming years.

7826 The Board queried the collaborative work LTU are carrying out with local schools during the clearing process (LTU staff will be at a number of local schools on clearing day) and management made reference to a sub-regional model of connectivity with schools and contact with partner's agents that might assist with other aspects of LTU marketing and recruitment at the door to door level in vulnerable communities.

7827 The Board reflected on subject-specific opportunities for work with local schools and the benefits of a personal approach to potential students, welcomed the detailed report and queried preparations for an increased volume of students so as not to compromise the student experience.

7828 The Board commented on the need to ensure that the increase in international students does not compromise the quality of the student experience and the need to learn lessons from the feedback in the decliners survey. The DPVC and VC made comment on commitments to ensure that value for money for international students is very much in scope and the opportunities for the wider LTU student and staff community to embrace internationalism.

7829 The Board noted the report.

Noted

Development of Teacher Education post OFSTED

7830 **Received** a report from Provost and Deputy Vice-Chancellor (PDVC) (paper G 23/47) who apologised for the wrong cover report and reported on context, inspection update, market review and reaccreditation, progress, milestones and timelines, partnership growth and development up to 2024 and beyond.

7831 The DPVC expanded on the good outcome from the Ofsted inspection, the reasoning for the gap from the last inspection (2013 – which reflected Ofsted's risk approach to inspection planning), the demanding nature of the new framework and reported on communications with Ofsted before the outcome is formally published.

7832 The Board queried the relationship LTU has with local catholic MATs and the PDVC made reference to the external focus of the new Dean, the work of the Director of Catholic Mission and that support from Governors on access to academy sixth forms would be welcomed. The VC reported on a possible memorandum of understanding with some MATs following his meeting with Catholic MAT CEOs.

7833 The Board welcomed the report and recognised the positive nature of the report and success of the team involved with Ofsted and ITT developments.

7834 The Board questioned LTU's work on CPD for teachers and the PDVC commented on on-line platform developments, queried capacity over the summer break to service short term programmes and queried the public communications/press plan for when the inspection outcome is public. Management commented on pending plans to re-launch teacher education as part of marketing and brand developments.

7835 The Board noted the report.

Noted

Ms E Reed joined the meeting

VICE-CHANCELLOR & STRATEGIC

Vice-Chancellor's Report

7836 **Received** a report from the Vice-Chancellor (VC) (paper G 23/48) covering publication dates for the NSS, evaluation of the Disabled Students' Commission, social mobility, UUK's diversification and strengthening international recruitment

practices report, Higher Education Provider Estates Management Data UK – carbon reduction targets, Research Excellence Framework 2028: initial decisions and issues for further consultation, Moonshots for the UK – Transforming Tomorrow Together, funding to support the growth of higher technical qualifications in England, Royal Anniversary Trust (RAT) coronation challenge, marking and assessment boycott and progression to postgraduate programmes, The Economic Activity of Public Bodies (Overseas Matters) Bill, franchise partnership recruitment and Catholic mission.

7837 The VC flagged the NSS survey publication date of 10th August (including changes with the survey structure) and gave an update to members on work with partners on student recruitment numbers, the developing partnership strategy, biomedical and science accreditation, the Access and Participation Plan and the Staff Conference on 4th July. The VC made reference to previous discussions with OfS and partners on quality issues.

7838 The VC made reference to work on the Catholic mission and the sensitivities involved with the developing Catholicity sub-strategy that is being consulted and worked on and the Executive expanded on the feedback from the staff conference on 4th July (some concerns over pace and volume of change). The Board discussed the context, rationale for and impact of the reduction in bursaries outlined in the APP (the need to carefully manage the message that goes with the change), the move to hardship funding, the impact on specific cohorts of students affected by the change of bursaries and the Board queried how the bigger picture of student financial support (and other elements of the APP framework) will be monitored from a governance perspective through AASEC.

7839 The SU president reflected on the student submission that went with the APP and the pressures some students face with having to work whilst studying. The SU President commented that that the university was very much aware of this and is currently working on plans to support students accordingly.

7840 The Board discussed the possibility of scaling bursaries on a basis of need and that work within parishes could enable students to access support with food poverty (the PDVC commented on LTU’s work with students to address food poverty and other well-being issues).

7841 The Board recognised the APP framework and requested that an update on student financial well-being be brought to the next meeting.

PVSEE

7842 The Board queried the impact to LTU of the national developments in the HE landscape outlined in the VC report (the ‘so what’ question) and the VC agreed to ensure that impact comments where appropriate would be included in the future.

VC

7843 The Board reflected on how discussions were consistent with the Catholic mission and it’s culture and values.

7844 The PDVC reported on progress with the accreditation of bio medical science, that the IBMS threshold had not been met at this stage and that a planned re-submission would be made in early 2024. The PDVC noted that this would not materially impact on students starting in 2023.

7845 The Board noted the Vice-Chancellor’s Report

Noted

Business Cases Update Report

7846 **Received** a report on the progress of the strategic business cases from the Director of Finance & University Secretary (DFUS) and the Pro Vice-Chancellor for Education & Experience (PVCEE) (paper G 23/49).

7847 The DFUS reported on the progress of the work linked to business development cases – the city centre, Nursing, Biomedical Science and Construction and Built Environment (which included a regular financial update as requested), commented that future updates would focus on themed areas where information has been requested (such as student support across both Horsforth and city sites) and commented on a planned, possible extraordinary F&R and Board meeting to service any contract award.

7848 The Board reflected on the need to review cost estimates in due course (which would be included in the pending project approval) and discussed end to end critical path planning (which would also be included in the pending project approval) and workstream mobilisation.

7849 The Board noted the Business Cases Update Report.

Noted

Marketing & Brand Development Update Report

7850 **Received** a report from the Associate Pro Vice-Chancellor (APVC) in the form of an updated presentation from Insight (paper G 23/50).

7851 The Board reflected on feedback from Halpin at the consideration of the issue at the last meeting, queried members engagement with the development of marketing and brand plans and Ms A Wilson fed back on the work of the steering group, focus on social justice and duty and comment was made on the input of the Director of the Catholic Mission to the plans.

7852 The APVC thanked Ms Wilson for her input and support with the development of the marketing and brand plan, reported on developments following comment at the last Board meeting (in conjunction with the steering group and Insight) and touched on how it had also been co-created with internal stakeholders.

7853 The Board welcomed the progress with the strategy, reflected on some 'university speak' in some areas of text and the need to 'pull through' the personal approach in the copy, queried reference to 'all faiths' in the "futures worth creating" section, suggested moving the reference to 'equality' to 'equity' and welcomed the transparency involved with the marketing and brand.

7854 The Board discussed staff feedback from the break-out session at the staff conference on marketing and branding that enables future discussions, noted Bishop Marcus's comment on the symbolic background to LTU's logo and discussed branding colours in relation to the SU's understanding of branding colour requirements.

7855 The Board approved the Marketing and Brand Development report.

Approved

ACADEMIC ASSURANCE & STUDENT EXPERIENCE

Academic Assurance & Student Experience Committee: to receive a report of the meeting held on 8 June 2023

7856 **Received** a report from Chair of the Academic Assurance and Student Experience Committee (AASEC) covering items considered at the meeting and noted items (paper G 23/51).

7857 The Chair of AASEC expanded on considerations covering student mental health and cost of living, discussed progress with due governance consideration of the Access and Participation Plan's financial allocations and spend, recommended an additional term of reference to cover internal complaints and outcomes and discussed members taking lead portfolios.

7858 The Board approved the additional term of reference and noted the report.

**Approved
& Noted**

FINANCE AND RESOURCES

Finance & Resources Committee: to receive a report of the meeting held on 7 June 2023

7859 **Received** a report from Chair of the Finance & Resources Committee (F&R) covering items considered at the meeting and noted items (paper G 23/52).

7860 In the absence of the Committee Chair and Committee Vice Chair the Clerk reported on the Committee's considerations on Future Financial Planning, Draft Recurrent Budget, Draft Capital Budget and City Centre Residential Proposal (which all come to Board with the Committee's recommendation). The Clerk also reported that the Committee also took an update on the Campus Masterplan and are planning for a possible extraordinary Committee meeting to consider the formal Trevelyan Square capital development on a timely basis so that any recommendation can be made to Board in due course.

7861 The Board noted the report.

Noted

Future Financial Planning

7862 **Received** a report from the Director of Finance and University Secretary (DFUS) (paper G 23/53). The report had been discussed by the Finance & Resources Committee at its meeting on 7 June.

7863 The DFUS reported on forecast overview update, capital and funding, financial planning funding options, revolving credit facility, risks and opportunities, sensitivity analysis and reported that the paper had been considered by F&R Committee on the 7 June (minutes 8562 - 8570 apply) and that it had been expanded to include reference to the Committee's discussion on a revolving credit facility.

7864 The Board questioned the balance between the size of LTU and the size of the revolving credit facility and the DFUS reported on previous negotiations regarding a revolving credit facility and the ratios concerned.

7865 The Board noted the report.

Noted

Draft Recurrent Budget

7866 **Received** the draft recurrent budget for 2023-24 (as recommended by the Finance & Resources Committee) from Director of Finance and University Secretary (DFUS) (paper G 23/54).

7867 The DFUS reported on overview, assumptions, analysis by area of activity, income, expenditure and risks and opportunities and that the paper had been considered and recommended by F&R Committee on the 7 June (minutes 8571 – 8578 apply).

7868 The Board reflected on F&R discussions on financial aspects outside of LTU's control (student fees), balance between academic and non-academic costs and on-going cost of living pressures that might not be able to be addressed in the future to the same extent that has been done to date.

7869 The Board discussed subsequent communications with staff on approved and controlled financial plans in order to address rumours on staffing plans across different departments.

7870 The Board approved the recurrent budget for 2023-24.

Approved

Draft Capital Budget

7871 **Received** the draft capital budget for 2023-24 (as recommended by the Finance & Resources) from Director of Finance and University Secretary (DFUS) (paper G 23/55).

7872 The DFUS reported on the summary, information services capital and estates capital and that the paper had been considered and recommended by F&R Committee on the 7 June (minutes 8579 - 8584 apply). The DFUS reported that Board approval for the capital investment at Trevelyan Square is anticipated to be requested early in the autumn term either at the October meeting or at an earlier additional extraordinary meeting.

7873 The Board approved the capital budget for 2023-24.

Approved

City Centre Residential proposal

7874 **Received** a report and proposal on City Centre Student accommodation (as recommended by the Finance & Resources Committee) from the Chief Operating Officer (COO) (paper G 23/56).

7875 The COO reported on the background to the proposal, challenges with the student accommodation offer, supply and demand, changing student demographic, changing academic calendars, what the challenges mean to LTU, planning to date, UNITE students Clarence Dock nominations agreement, cost and risk to LTU and commented that the paper had been considered and recommended by F&R Committee on the 7 June (minutes 8600 - 8604 apply).

7876 The Board noted comments on the possible timing of a proposed lease agreement, welcomed feedback from the Student Governor on the benefits of the proposal, welcomed the planned accommodation rates (which reflected well with member's experiences elsewhere) and sought clarification on the lease agreement should occupancy fall short. The COO clarified the commitment, risks and mitigation plans.

7877 The Board queried the 'line in the sand' on negotiations and discussed advice from LTU's agents on the strength of LTU's position.

7878 The Board queried and discussed anticipated volumes and implications should Trevelyan Square be further delayed.

7879 The Board noted the report and approved the City Centre Residential proposal.

Approved

GOVERNANCE & NOMINATIONS

Governance & Nominations Committee: to receive a report of the meeting held on 15 June 2023

7880 **Received** a report from the Chair of the Governance and Nominations Committee covering key items considered at the meeting (paper G 23/57).

7881 The Chair of G&N Committee expanded on considerations covering the interview for the role of Clerk and Governance Officer, pending Governor recruitment, the call for expressions of interest in the roles of Board Vice Chair and Senior Independent Governor (to be covered under AOB), the early draft of the Governance Effectiveness Review (on agenda) and feedback from the Development Day.

7882 The Board noted the report.

Noted

Governance Effectiveness Review Report

- 7883 **Received** a report from Chair & Clerk (paper G 23/58) which sought to inform the Board of the outcome of the 2023 Governance Effectiveness Review (as reported to G&N on 15th June).
- 7884 The Clerk commented that the reported that the full report had been posted to BoardEffect, was the subject of a formal presentation by Halpin to the Steering Group on 29th June and reported on the three priority recommendations and key findings.
- 7885 The Board approved the report and requested G&N Committee to consider and monitor progress against the agreed recommendations and report back to Board. **Approved**

AUDIT COMMITTEE

Audit Committee: to receive a report of the meeting held on 7 June 2023

- 7886 **Received** a report from the Chair of the Audit Committee covering key items considered at the meeting on 7^h June (paper G 23/59) delivered by the Vice Chair of the Committee.
- 7887 The Chair of Audit Committee expanded on considerations covering a number of internal audit reports, monitoring reports, 2023-24 plans and that the meeting involved an in-depth discussion with management and auditors regarding risk; the number of risks, granularity, risk scoring, risk reporting and risk horizon scanning (as flagged in the Governance Effectiveness Review report).
- 7888 The Board noted the report. **Noted**

ANY OTHER BUSINESS

Ms E Reed withdrew from the meeting

Vice Chair of Board and Senior Independent Governor (SIG) Roles

- 7889 **Received** a verbal report from Clerk on the invitation to members to express an interest in the Vice Chair of the Board and SIG roles (email dated 19^h June 2023).
- 7890 The Clerk reported that given current governance pressures, roles had been vacant since the start of the calendar year and commented that following the recommendation in the Governance Effectiveness Review he was bringing the expressions of interest directly to Board for consideration and approval.
- 7891 The Clerk reported that he had received one expression of interest in the SIG role from Ms E Reed who was recommended to Board. **Approved**
- 7892 The Clerk reported that he had received one expression of interest in the Vice Chair of the Board role from Mr K O'Connor who was recommended to Board. **Approved**

Ms E Reed re-joined the meeting, was notified of her appointment as SIG and the the following two items were taken in reverse sequence to the agenda.

Written Resolution dated 28th June 2023 – Access and Participation Plan (APP) Fees and Investments

- 7893 **Received** a verbal report from Clerk on the outcome from the written resolution dated 28th June 2023 regarding the APP Fees and Investments.

7894 The Clerk reported that the required majority of twelve approvals for the recommendations in the resolution had been secured by noon on 30 June and that he had advised members accordingly at 22:16 on 29^h June 2023.

7895 The Board noted the verbal report.

Noted

Board Chair & Members Surveys

7896 The Clerk advised members that the annual Board performance survey would not run in 2023 due to the Governance Effectiveness Review having been undertaken in the year. The Clerk advised members that the Chair's performance survey would be issued to 2022-23 members shortly and that Member Performance surveys would be also issued to members that would be continuing in 2023-24 shortly.

7897 The Board noted the verbal report.

Noted

ITEMS FOR INFORMATION OR NOTING ONLY

Governor Resignation

7898 The Board noted the resignation of Mr M Brockbank. The Chair reflected on Mr Brockbank's considerable contribution to the Board and Audit Committee and the Board formally thanked Mr Brockbank for his support of governance at LTU. A small token of appreciation was given.

Noted

Date of next Meeting

7899 The Board of Governors will be held on Wednesday 19 October 2023 at 10am, venue to be confirmed

RESERVED MATTERS

Report from Remuneration Committee

7900 [REDACTED]

7901 [REDACTED]

7902 [REDACTED]

7903 [REDACTED]