

MINUTES of the 12 July 2019 meeting

Present:

David Lowen (Chair)		
Qari Asim*	Ann Bishop	Professor Andrew Cooper
Jean Dent (Deputy Chair)	Dr David Fletcher	Jo Fox
Charlie Hind	Sherry Iqbal	Professor Peter Marsh
Professor Peter Slee	Sharon Watson*	Gill Webber*
Dr Andrew West	Nick Whitaker	

In attendance:

Rachel Bostwick*	Phil Harrison	Kate Harvey
Tracey Lancaster	Damien Page*	Professor Chris Prince
Natalie Saunders	Professor Andrew Slade	Professor Paul Smith
Caroline Thomas		

Apologies:

Andy Brown	Alan Gay	Jo Norry
Professor Phil Cardew	Professor Jeanne Keay	Professor Nicki Latham

Part A: Preliminary Items

Chair's Welcome

176.2018.HEC A quorum being present, the Chair opened the meeting and welcomed attendees, in particular Qari Asim, Jo Fox, Sherry Iqbal, Sharon Watson, and Andrew West, who were attending their first meeting as governors.

Declaration of interest

177.2018.HEC (a) Charlie Hind and Sherry Iqbal declared an interest in agenda item D5, Approval of Annual Revenue & Capital Budgets, which included the proposed Students' Union (SU) block grant for 2019/20.
(b) No further declarations of interest were noted.

Minutes for the meeting dated 26 April 2019

178.2018.HEC The Board **AGREED** that the minutes of its meeting held on 26 April 2019 were an accurate record (paper reference HEC-2018-057).

Minutes for the meeting dated 3 May 2019

179.2018.HEC The Board **AGREED** that the minutes of its meeting held on 03 May 2019 were an accurate record (paper reference HEC-2018-058).

Matters arising

180.2018.HEC The University Secretary submitted a report on the matters arising from the minutes of the previous meeting of the Board held on 03 May 2019 (paper reference HEC-2018-059). All actions had been completed.

Part B: Strategic Planning Framework

Chair's Report

181.2018.HEC The Chair highlighted the significance of the items on Part D of the agenda which had been subject to extensive discussions at recent meetings of the Finance, Staffing & Resources and Audit Committees. The recommendations made to the Board would, if approved, impact how the University would operate over the coming decade.

Vice Chancellor's Report

182.2018.HEC (a) The Board received a report from the Vice Chancellor providing a summary of key matters in the higher education sector including issues relating to Government policy and Office for Students (OfS) regulation, the Augar Review of Post-18 Education and Funding, Brexit, and economic forecasts (paper reference HEC-2018-060). A summary report of the Academic Board meeting held on 03 July 2019 was also considered.

(b) An additional discussion paper was tabled which had previously been shared with the Senior Management Group and the Academic Board, setting out the key issues to consider following the publication of the Augar Review.

Parts of minute 183.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

183.2018.HEC It was **noted** that:

(d) The NSS results had been positive overall, with the larger schools in particular doing very well which the Board noted had positive implications for their Teaching Excellence Framework (TEF) indicators.

(e) The Access & Participation Plan was on the agenda for the meeting and had been submitted to the OfS ahead of the 01 July 2019 preferred submission date.

(f) The Research Excellence Framework (REF) Code of Practice had been submitted by the 07 June deadline.

(g) The University had been included in the Times Higher Education's list of Best Young Universities, and had done well at the annual HEIST Awards, which recognised marketing excellence in the sector. The University had received a

number of awards including Gold for Best Postgraduate Prospectus and Best Low-Budget Initiative.

- 184.2018.HEC The Board **APPROVED** the following recommendations set out in the Academic Board summary report:
- (a) Amendments to the Student Code of Discipline, including
 - i. Creating a 2-stage process which would allow the University to deal with matters informally under the Code at stage one prior to a formal panel and;
 - ii. Adding a section to the Code which specifically referred to allegations of sexual misconduct and harassment.
 - (b) The Academic Board's terms of reference and membership profile for 2019/20.

Part C: Reports from Committees

Report of the Finance, Staffing and Resources Committee – 11 June 2019

- 185.2018.HEC The Board received a report from the Chair of the Finance, Staffing & Resources Committee providing a summary of its proceedings at its meeting held on 11 June 2019 (paper reference HEC-2018-061).

Parts of minute 186.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

- 186.2018.HEC The following key points were **noted**:
- (a) Extensive discussion at the meeting had related to financial sustainability, with the Committee considering and recommending to the Board the proposals set out in agenda items D1, D2 and D5 (minutes 195 to 200.2018.HEC refer).
 - (c) An update from the Director of Estates on health and safety matters had evidenced that the University was a safe place in which to work and study with a good risk management system and control framework.
 - (d) An update on wellbeing had indicated that colleagues supported and were engaged with the Wellbeing and Mental Health Framework and its action plan.
 - (e) The Committee had received the Equality, Diversity & Inclusion Annual Report which evidenced that the University was one of the few institutions with a gender-balanced academic population and had a gender pay gap of 9.5% in comparison to the 16.1% sector average. However, the report had also shown that there was still work to do with regard to ethnic diversity.

Report of the Audit Committee – 21 June 2019

- 187.2018.HEC The Board received a report from the Chair of the Audit Committee providing a summary of its proceedings at its meeting held on 21 June 2019 and the Corporate Risk and Assurance Register for the Board to review (paper reference HEC-2018-062).

Sections of minute 188.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

188.2018.HEC The following key points were **noted**:

- (a) The University Secretary had presented a deep dive report on the University's compliance with the OfS' conditions of registration and the management of associated risks. The Committee had been satisfied that the University was compliant with the conditions currently in place and would be fully compliant with expectations for 2019/20.
- (b) The Committee had considered the Corporate Risk and Assurance Register which was included in the report for the Board's perusal. Following the meeting on 21 June 2019, the Committee members met with KPMG to review the year following their re-appointment as the University's internal auditors in 2018.

189.2018.HEC The Board **APPROVED**:

- (a) The updated Risk Management Policy;
- (b) The recommendation that approval of the Policy in future years be delegated to the Audit Committee; and
- (c) The Committee's terms of reference and membership profile for 2019/20.

Report of the Governance & Nominations Committee – 14 June 2019

190.2018.HEC The Board received a report from the Chair of the Governance & Nominations Committee summarising the proceedings of its meeting on 14 June 2019 (paper reference HEC-2018-063).

191.2018.HEC The following key points were **noted**:

- (a) The Committee had reviewed the outcomes of the Board evaluation process and endorsed the recommendations in the report on the agenda at item F2 (minutes 218 to 220.2018.HEC refer) for the Board to approve. The excellent and thorough work of the University Secretary during the year was acknowledged.
- (b) The Committee had also reviewed the proposed Board and committee memberships for 2019/20, which were recommended for the Board's approval at agenda item F2 (minutes 221 to 224.2018.HEC refer). A further recruitment process would be undertaken in the coming academic year, as several more independent governors would come to the end of their terms and step down.
- (c) A report on UK Visas & Immigration had provided assurance that the University was compliant with requirements for all indicators.
- (d) The Compliance & Casework Manager had presented Office of the Independent Adjudicator (OIA) referrals annual report, which evidenced the University's focus on internal processes and conciliatory approach to resolving student complaints, supported by the OIA's data. 14 complaints had been received by the OIA from Leeds Beckett students in 2018 which compared favourably with institutions within the same band, with referrals ranging from 9 to 82 referrals.

Report of the Senior Staff Remuneration Committee – 3 May 2019

- 192.2018.HEC The Board received a report from the Chair of the Senior Staff Remuneration Committee summarising the proceedings of its meeting on 3 May 2019 (paper reference HEC-2018-064).
- 193.2018.HEC The following key points were **noted**:
- (a) The Committee had reviewed its operation, terms of reference and membership in 2018. The Vice Chancellor had ceased to be a member of the Committee in the 2017/18 academic year and only attended meetings at the express invitation of the Committee to speak to the reviews of the Deputy Vice Chancellors and University Secretary. It was confirmed that that the Vice Chancellor was not present when his own performance and salary were discussed and had no influence over his own salary.
 - (b) The Committee had continued to build on the outcomes of the review undertaken in 2018 and proposed a number of changes to its terms of reference and policy documents for the Board to approve, including ensuring in the future that appropriate succession planning arrangements were in place for holders of senior posts.
- 194.2018.HEC The Board **APPROVED**:
- (a) The Committee's revised terms of reference for 2019/20;
 - (b) the Framework for Senior Postholder Pay and Performance Review 2018/19; and
 - (c) the Committee's revised policy documents.

Part D: Financial Sustainability

Financial Sustainability

- 195.2018.HEC The Board received a report from the Vice Chancellor on financial sustainability and planning (paper reference HEC-2018-065).

Minutes 196 to 199.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

- 200.2018.HEC The Board **APPROVED** the proposals set out at minute 196.2018.HEC(d).

Financial Forecasts to July 2030

- 201.2018.HEC The Board received a report from the Director of Finance setting the financial forecasts for the period 2019-20 to July 2030 (paper reference HEC-2018-066).

Minutes 202 and 203.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

Sharon Watson left the meeting.

Student Recruitment Update

Sections of minute 204.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

204.2018.HEC The Board received a report from the Deputy Vice Chancellor (Corporate Communications) providing an update on student recruitment (paper reference HEC-2018-067).

Financial & Capital Expenditure Update

205.2018.HEC The Board received a report from the Director of Finance providing the latest financial position and updated forecasts for 2018/19 (paper reference HEC-2018-068).

Approval of Annual Revenue and Capital Budgets 2019/20

206.2018.HEC The Board received a report from the Director of Finance requesting approval for the 2019/20 proposed revenue and capital budgets (paper reference HEC-2018-069)

Minutes 207 and 208.2018.HEC are exempt from publication under section 43 (2) (Commercial interests) of the Freedom of Information Act 2000.

209.2018.HEC The Board **APPROVED**:
(a) The proposed annual revenue and capital budgets for 2019/20; and
(b) The proposed block grant to the Students' Union for 2019/20.

Estates Masterplan – outcome of consultation

210.2018.HEC The Board received a report from the Deputy Vice Chancellor (Resources) on the outcomes of the consultation for the estates masterplan (paper reference HEC-2018-070). It was **noted** that the decisions taken by the Board over the course of the meeting would be fed in to the final masterplan, which would be presented to the Board at the beginning of the new academic year.

Part E: Academic Quality and the Student Experience

Students' Union Report

211.2018.HEC The Board received a report from the Students' Union (SU) summarising the work undertaken by the SU across the 2018/19 academic year and setting out priorities for the coming year. (paper reference HEC-2018-071).

212.2018.HEC It was **reported** that:
(a) The SU would be implementing its new democratic structures over the summer following a student vote. The intention was to engage more widely with the student body, with the Student Council replaced by four open-attendance forums. Any issue deemed big enough to affect the

majority of the student population would be put to an online vote. The new Democratic Process Committee would plan a review of the new structures in the spring term, and it was noted that the University Secretary was a member of the SU's Governance & Nominations Committee. Which had oversight of the changes.

- (b) Increasing BAME representation in the SU had been a priority in 2018/19 and this had been successful, with more BAME candidates standing across all roles in the officer elections, and two BAME officers being elected.
- (c) There had been 1683 society members across 66 active SU societies during the year, with the Societies' Forums have being particularly successful with 16 societies putting on over 20 events.
- (d) Funding received from the National Union of Students (NUS) had supported the ongoing EcoSoup student enterprise. 64 Bright Ideas had been submitted by students with suggestions for change, including the successful Beckett Fest student music festival.
- (e) The SU's Advice Service had helped to retain £407,000 in tuition fees for the University by supporting approximately 40 students at risk of dropping out.
- (f) The SU would begin consulting on its next strategic plan in 2019/20, with the intention of implementing the plan in the 2020/21 academic year.

213.2018.HEC The Board **AGREED** that future Students' Union reports at each meeting should include relevant updates on course representatives and the school forums.

Academic Assurance Report

214.2018.HEC The Board received a report from the Deputy Vice Chancellor (Academic) providing a summary of recent evidence and outcomes for the Board's ongoing oversight and assurance of the University's approach to academic quality and standards (paper reference HEC-2018-072).

Parts of minute 215.2018.HEC are exempt from publication under section 43 (2) (Commercial Interests) of the Freedom of Information Act 2000.

215.2018.HEC The following points were **noted**:

- (a) Condition C3 of the general ongoing conditions of registration required providers to have in place a Student Protection Plan (SPP). The University's SPP had been approved by the OfS in August 2018.
- (b) The University had received confirmation in June 2019 that it met the eligibility criteria for the Silver TEF award to be extended to summer 2021.
- (d) The Student Contract for 2019/20 was undergoing a final review and would be published to the University website by 01 August 2019 in line with OfS requirements. The contract formed a key part of the University's regulatory policy framework alongside documents such as the Student Protection Plan. The Chair of the Audit Committee confirmed that the Committee had been satisfied with the assurance provided by the deep dive report in April 2019 into published information that adequate processes were in place to ensure compliance with statutory and regulatory requirements.

216.2018.HEC The Board was satisfied that the report provided the Board sufficient evidence of the University's ongoing compliance with sector expectations relating to the academic quality, standards and enhancement of its awards, and noted the Academic Board's endorsement of assurance.

Part F: Governance & Compliance

Access & Participation Plan

217.2018.HEC The Board received the Access & Participation Plan (APP) from the Deputy Vice Chancellor (Corporate Communications), which had been submitted to the OfS on 27 June 2019 (paper reference HEC-2018-073).

Outcomes of Board Evaluation

218.2018.HEC The Board received a report from the University Secretary on the outcomes of the Board evaluation process (paper reference HEC-2018-074).

Parts of minute 219 and 220.2018.HEC are exempt from publication under section 41 (2) (Information provided in confidence) of the Freedom of Information Act 2000.

219.2018.HEC The following points were **noted**:

- (a) The effectiveness of the Board was reviewed externally on a six-year cycle, with internal reviews undertaken in between, every three years.
- (b) The review had been facilitated by the University Secretary and Secretariat team, and its scope and methodology had been approved by the Governance & Nominations Committee on 5 October 2018.
- (c) The key conclusion of the review was that the Board had strong and effective governance arrangements in place. This was reflected in the recommendations in the report and the accompanying action plan.

Board and Committee Memberships 2019/2020

221.2018.HEC The Board received a report from the University Secretary, which summarised the appointments made to the Board for 2019/20 and recommended that governors approve the proposed memberships of the Board's committees for 2019-20, in addition to a number of re-appointments (paper reference HEC-2018-075).

222.2018.HEC It was **noted** that several independent governors would step down from the Board at the end of 2019/20, having reached the end of their terms of office. A new recruitment round would be undertaken during the new academic year to fill these prospective vacancies.

Minute 223.2018.HEC is exempt from publication under section 22 (2) (Information intended for future publication) of the Freedom of Information Act 2000.

224.2018.HEC The Board also **RATIFIED** the Chair's action taken to appoint Alan Gay to the Finance, Staffing & Resources Committee with effect from 11 June 2019.

Professor Damien Page, Dean of the Carnegie School of Sport, and Rachel Bostwick, Senior Partnerships and Enterprise Consultant, joined the meeting.

Qari Asim left the meeting partway through the discussion of this item.

Multi Academy Trust

225.2018.HEC The Board received a report from the Vice Chancellor, setting out an overview on the development to date of the Multi Academy Trust (MAT), following the Board's approval of the first stage application on 27 April 2018 (paper reference HEC-2018-076).

Minutes 226 and 227.2018.HEC are exempt from publication under section 43 (2) (Commercial Interests) of the Freedom of Information Act 2000.

228.2018.HEC The Board **APPROVED** the proposal to proceed with establishing the Carnegie Multi Academy Trust.

Damien Page and Rachel Bostwick left the meeting.

Gill Webber left the meeting.

Health & Safety Update

229.2018.HEC The Board received a report from the Deputy Vice Chancellor (Resources) (paper reference HEC-2018-077) summarising incidents for the first quarter of 2019 and providing an update on key items relating to the management of Health and Safety at the University.

Office for Students: Reportable Events

230.2018.HEC The University Secretary advised that there were no reportable events to make the Board aware of since the last meeting.

Part G: Items for Information

Schedule of meetings and business for 2019/20

231.2018.HEC The Committee received its schedule of meetings and business for 2019/20 (paper reference HEC-2018-078).

Date of next meeting

232.2018.HEC The Board away day would take place on Wednesday 2 October 2019 at 09:30 in Old Broadcasting House, City Campus

Part H: Other Business

Vote of Thanks

233.2018.HEC Les Everett had stepped down from the Board in May 2019, and Dr David Fletcher would step down from office on 31 August 2019. The Chair presented thanks on behalf of the Board for their substantial contribution as governors and committee chairs during their tenures.

234.2018.HEC The Deputy Vice Chancellor (Resources) would retire from his substantive role at the end of July, and as such this was his final Board meeting. He was thanked by the Chair on behalf of the Board for his contribution to the University and advice to the Board.

Confirmed by the Board as a correct record and signed by the Chair:

Signed: _____ Date: _____