

## Board of Governors

**Minutes of the meeting of the Board held at Weetwood Hall at 8.30am on 19<sup>th</sup> October 2022.**

### Minutes 7366 – 7449

**Present:** Mr J Hanley (Chair), Mr B McCarthy (Vice Chair), Mr M Feely (joined meeting at 10.28), Mr M Brockbank, Professor C Egbu (Vice-Chancellor), Ms T Ford-Escobar (joined meeting at 9.11am), Prof D Kobzev, Ms K Howard-Matthews, Mr R Maposa, Ms S Milnes, Ms E Reed, Mrs S Rix, Ms T Smith and Ms A Wilson

**In attendance:** Mr D Butcher (Director of Finance & University Secretary), Professor M Todd (Deputy Vice-Chancellor), Ms C O'Connor (Pro Vice-Chancellor for Education & Experience), Ms J Hynes (Chief Operating Officer and Executive Director of Operations and Sustainability), Mr B Moffett (Interim Pro Vice-Chancellor), Mr C Williams (Clerk to the Board of Governors and Company Secretary), Mr K Clarke (Student Observer), Ms R Wilson (Director of Student Support and Engagement), Mr M Fogarty (Director of Academic Partnerships) and Dr A Torn (UCU Union Rep).

**Apologies:** Dr J Aldiss, Mr M Holden, Ms C Nursaw and Rt Rev M Stock.

### Welcome & Opening Prayer

7366 The Chair welcomed members to the meeting, welcomed Ms T Smith, Mr R Maposa, Prof D Kobzev, Ms J Hynes and Mr B Moffett to their first Board meeting and advised that Ms R Wilson and Mr M Fogarty would also be in attendance for their specific items. The Chair flagged that it was a busy agenda and that he would be working the meeting on the basis that all papers have been read.

Ms S Rix opened the meeting with a prayer.

### Declaration of Interest:

7367 There were no declarations of interest in agenda items. **Noted**

### Minutes of Last Meeting

7368 The minutes of the meeting held on 6<sup>th</sup> July 2022 were confirmed as an accurate record. **Approved**

### Matters arising, including progress on action log from previous meetings

7369 The Board noted the action on 7291 with regard to nursing, biomedical sciences and physiotherapy (as per the revised action log issued 18.10.22).

7370 The Chair informed the Board that Mr J Hawksworth had left LTU and the Board formally thanked Mr Hawksworth for his work whilst at LTU and for his support of governance and requested a letter of thanks be sent to him. **Chair & Clerk**

7371 The table of actions (paper G 22/78) was reviewed and noted. **Noted**

### Chair's Report

7372 **Received** a report from the Chair of the Board of Governors (paper G 22/79) providing an update on key activity undertaken by the Chair since the last meeting.

7373 The Chair reported that he would welcome appropriate nominations for the role of Chancellor (Clerk to circulate the brief role descriptor), reported on notes and actions from the Chairs and Executive meeting on 30<sup>th</sup> September (the Marketing and Recruitment **Clerk Noted**

Task and Finish Group was approved) and flagged the request for placement leads from Board member's professional and personal networks.

**Clerk  
All**

7374 The Board noted the Chair's report.

**Noted**

## **STRATEGY**

### **Business Case Update**

7375 **Received** a report from the Director of Finance & University Secretary (DFUS) Pro Vice-Chancellor for Education & Experience (PVCEE) (paper G 22/80)

7376 The DFUS updated the Board on the progress of the business case developments in relation to the city centre, health and life sciences and construction and built environment.

7377 The PVCEE reported on the increasing risk profile and briefly reported on the identified high risks and mitigations.

7378 The Board queried the capacity issues as presented and management reported on work across LTU departments, new processes to service business development work and the move from on-line to in person work and the Deputy Vice-Chancellor (DVC) reported on recruitment to key roles that underpins business development.

7379 The Board queried fiscal pressures with business cases and the DFUS commented on on-going financial planning in relation to Trevelyan Square and the modular build.

7380 The Board questioned physiotherapy and the DVC reported on negotiations that have resulted in delays with this curriculum development until 2024 at the earliest.

7381 The Board questioned the interest in business development areas at open days last week and the PCVEE and DVC reported on soft launches for nursing.

7382 The Board noted the Business Case Update report.

**Noted**

### **Trevelyan Square**

7383 **Received** a report from the Director of Finance and University Secretary (DFUS) (paper G 22/81).

7384 The DFUS reported on heads of terms, delegated authority, cost increases [REDACTED] [REDACTED] cost negotiations with landlord to accommodate anticipated student numbers (regarding fit out M&E works with VAT implications), total return projections, loss of student income resulting from recruitment slippage, legal process following a meeting with Eversheds on the 18<sup>th</sup> October, planning risks (process and related timescale issues) and options and mitigations.

7385 The Chair reported on assurance he took from his recent meeting with Eversheds, touched on the primary focus of a fully functional building in line with needs, the nature of risk involved with any planning challenge and that he had requested a further meeting with Eversheds prior to any sign off under delegated authority.

7386 The Board questioned the cost implications from delays in launch date, the DFUS commented on the financial impact on years one, two and three, the Board questioned return assumptions in relation to increasing costs, student recruitment and delays, and requested that the total return table be updated and reported to F&R Committee at its next meeting.

**DFUS**

7387 The Board questioned the financial plan, should anticipated student numbers not be achieved and the DFUS reported on a range of accommodation pressures that Trevelyan Square could assist with (apprenticeships and international students etc).

7388 The Board noted the report, the intention to continue proceeding with Trevelyan Square and re-confirmed its delegated approval to the Chair of the Board and F&R Chair as agreed at the last Board meeting in July.

**Approved**

## **PERFORMANCE**

### **Health & Safety Update (Reporting by Exception)**

7389 **Received** a verbal update from the Chief Operating Officer and Executive Director of Operations and Sustainability (COO) who confirmed that there had been no reportable health and safety cases since the last Board meeting on 6<sup>th</sup> July 2022.

7390 The Board noted the verbal report.

**Noted**

## **VICE CHANCELLOR AND STRATEGIC PLAN**

### **Vice Chancellor's Report**

7391 **Received** a report from the Vice-Chancellor (VC) (paper G 22/82) that outlined key work since the last meeting on 6<sup>th</sup> July and which referred to a detailed report on BoardEffect (via embedded link).

7392 The VC reported on cost of living matters (for students and staff), OfS B3 conditions and registration, new guidance on 'suicide-safer universities: sharing information with "trusted contacts" (from Universities UK), equality of opportunity, bequest in the will of the late Dr Mary Hallaway, LD Training, student experience/NSS, Initial Teacher Training (ITT) accreditation, the QAA - Evidencing Value in HE toolkit, the role of Director of Human Resources, student recruitment update, the Centre for Apprenticeships, Work-based Learning & Skills / External Work, academic Partnership unit, global engagement, graduate outcomes and enterprise and research (including Research England funding)

7393 The VC expanded on planning to support cost of living pressures for students and staff, B3 conditions of registration, communications regarding the bequest from Dr Mary Hallaway, NSS and student experience outcome, successful Initial Teacher Training accreditation outcome, interim arrangements to cover the role of Director of Human Resources and the expansion of global student engagement.

7394 The Board discussed the cost-of-living pressures and support for staff (including cultural/background issues with staff engaging with support, the differentiated pay award that benefited low paid staff more, interest free loans and Trinity Perks discounts) and the implications of staff working from home in terms of the student experience

7395 The Board discussed the nominated contact guidance for students at risk (which was confirmed as optional) and discussed consideration of students who are estranged from family.

7396 The Board congratulated all involved with the ITT accreditation.

7397 The Board noted the Vice-Chancellor's Report.

**Noted**

### **Student Recruitment 2022/23 Update**

7398 **Received** a report and presentation from the Deputy Vice-Chancellor (DVC) and Interim Pro Vice-Chancellor (IPVC) (paper G 22/83) which covered the key points from the 2022

recruitment (overall slightly down year on year and behind forecast, with foundation enrolments up) and made reference to the Marketing, Communications and Student Recruitment Strategy 2021-26 being considered at the meeting and that a one-year action plan was being put in place to specifically target the growing UG 18 year-old market by widening reach and increasing the focus on offer to enrolment conversion.

- 7399 The DVC reported on growth in overall numbers, the challenges with UG and PG recruitment, marketing and recruitment issues, curriculum development recruitment, success with increasing numbers of internal students, success with apprenticeship recruitment and franchised provision.
- 7400 The IPVC presentation covered headline challenges, headline themes, brand development, industrial partnerships, city centre location, digital, student recruitment overview and 2023-24 plan (including campaign plan, campaign in action, 2023-24 recruitment plan, conversion of applications, subject trends, 2023-24 subject focus – psychology and computer science, social media, content led, student ambassadors, student experience and monitoring).
- 7401 The Chair queried the brand and open days in terms of the need for ‘authenticity’, the role of the marketing and recruitment Task and Finish Group and how important the pitch to parents is from course leaders. The Board discussed the supporting marketing agency’s understanding of LTU’s values, message training for academic teams, how potential students may or may not consider values (which underpin the brand), how the brand presents itself across two sites, the timings involved with the marketing strategy, how we present ‘what we care about’, role of catholic of teaching on environmental and disadvantage issues, the nature of challenge in recruitment market given financial pressures in the HE sector, links between developing subjects and employment outcomes, how core recruitment is being underpinned by international recruitment and need to drive recruitment on quality of course content (with links to NSS outcomes).
- 7402 The VC commented on the power of agency (ownership of the challenge being across the university – not just marketing) and how this matter is top of Executive and management’s agendas.
- 7403 The DVC commented on developments with the marketing agency providing support on brand, issues with conversion (quality of engagement), quality of academic open days’ presentations and their sign off, how career led courses need to lead to employability and how the marketing and recruitment strategy fits. The PVCEE commented on links with B3 conditions work, work on progressing employability with Director of Student Outcomes and linked in issues with the tariff creep strategy and work on the social justice agenda.
- 7404 The Board discussed the need for a strong and consistent message on the brand as a golden thread and how content needed to reflect the language of Gen Z young people.
- 7405 The IPVC summed up and commented on Governor involvement in any planned workshop, the pending work of the Task and Finish Group, the importance of an embedded brand (that covers both sites) and commented on scale matters in relation to personalisation and agency.
- 7406 The Board noted the Student Recruitment update.

**Noted  
Approved**

### **Marketing and Recruitment Strategy**

- 7407 **Received** a report from the Deputy Vice-Chancellor (DVC) and the Interim Pro Vice-Chancellor for External Engagement & Enterprise (IPVC) (paper G 22/84).
- 7408 The DVC reported on the key issues in the strategy as to how it outlines how marketing, communications and recruitment activity will support the University’s strategic approach

to student recruitment and profile-raising to contribute to the delivery of the Strategic Plan 2021-2026 and help to position the institution for further growth and expansion thereafter.

7409 The Board approved the marketing and recruitment strategy.

**Approved**

Mr M Fogarty (Director of Academic Partnerships) joined the meeting.

### **UK Partnership Strategy**

7410 **Received** a report from the Deputy Vice-Chancellor (DVC) and Director of Academic Partnerships (DAP) (paper G 22/85).

7411 The DVC reported on context and background, academic data, associated risk and on the key points in the proposed Academic Partnership sub-strategy.

7412 The DAP commented on the history and growth of partnership work, the oversight model (within localities of partners), risk (including regulatory requirement risks), benefits of partnership work (geographical, demographic and finance), academic quality monitoring, recent developments with Askham Bryan College, developments with Barnsley College, and reported on issues with private sector partnerships.

7413 The Board reflected on the positive contribution of the strategy on LTU business and queried the aspiration and aims on partnership work and the DVC commented on the short term dependence on partners and long term objectives to increase core students whilst diversifying the partnership base to mitigate associated risks.

7414 The Board questioned the partnership student profile in the next five years, the DVC commented on the impact from partners moving from the franchised to the validated model and the DAP commented on plans to bring on board smaller partners to mitigate risk and the Board requested that this is made clearer in future reports.

7415 The DVC commented that the Board may benefit from a workshop on the technical nature of partnership arrangements for information.

**DVC and DAP**

7416 The Board questioned whether students based with partners were also included in B3 requirements (which was confirmed) and commented on a specific issue on section 11 of the strategy for correction.

**DVC**

7417 The Board questioned the expectation on the Students' Union with regard to partners' students and the DAP commented on development work with partners (which included the formation of Students' Unions within partner's provision).

7418 The Board queried goal 2 (criteria for partners) and the DAP made reference to the partnership working group that scoped in ethics and values and quality of opportunity.

7419 The Board approved the Academic Partnership sub-strategy.

**Approved**

Mr M Fogarty (Director of Academic Partnerships) left the meeting.

### **ACADEMIC ASSURANCE & STUDENT EXPERIENCE**

#### **NSS Report and Action Plan**

7420 **Received** a report from the Deputy Vice Chancellor (DVC) and Pro Vice-Chancellor for Education & Experience (PVCEE) (paper G 22/86).

7421 The DVC reported on the institutional response to the 2022 survey results, how teams have been asked to respond to the data, staff development initiatives and the

institutional action plan produced as a result of analysing the 2022 survey data.

7422 The Board noted that the Action Plan was still being overseen by Academic Assurance and Student Experience Committee.

7423 The Board discussed respective response rates by demographics, links to marketing and brand profile, communication (access to email), discussed how the student experience was kept 'front and centre' (the 'continuous conversation') and reflected on local advertising in Leeds.

7424 The Board congratulated the whole staff team in a successful outcome on 2021-22 NSS.

7425 The Board noted the NSS Report and Action Plan. **Noted**

Ms R Wilson (Director of Student Support and Engagement) joined the meeting.

### **Cost of Living Report**

7426 **Received** a report from the Pro Vice-Chancellor for Education & Experience (PVCEE) and Director of Student Support and Engagement (DSS) (paper G 22/87).

7427 The PVC reported on the context to supporting students with cost-of-living issues and outlined proposed approaches at LTU for the 2022-23 academic year. The DSS reported on sector context, the work of the LTU Cost of Living Task Group, mitigations to date (totalling £620K), signposting arrangements, on plans to gather information on issues arising during the academic year, links into the Leeds City Group on cost-of-living group and how the campaign will be entitled "Helping you with the cost".

7428 The Board welcomed the report and package and requested that AASEC monitor the "Helping you with the cost" campaign and cost of living issues for students. **AASEC**

7429 The Board discussed other issues to do with library resources, the grub hub, queried process (in terms of 'if not this - then this'), timelines, use of the respective APP, how the additional spend was arrived at, how the budget benchmarked with other HEIs (compares with Leeds Beckett and York), and how students may also have family domestic concerns/financial pressures.

7430 The Board of Governors noted the Cost-of-Living report. **Noted**

Ms R Wilson (Director of Student Support and Engagement) left the meeting.

### **FINANCE & RESOURCES**

#### **Finance and Resources Committee: Unconfirmed minutes of the meeting held on 8 June 2022**

7431 **Received** the unconfirmed minutes of the meeting held on 12 October 2022 from the Chair of Finance & Resources Committee (paper G 22/88).

7432 The Chair of Finance and Resources Committee reported on the key points from the 12 October extraordinary meeting covering the modular health building, Trevelyan Square and financial update.

7433 The Board noted the minutes of the Finance & Resources Committee meeting held on 12 October 2022. **Noted**

### **Capital Approval – Modular Health Building**

7434 **Received** a report from the Director of Finance & University Secretary (DFUS) (paper G 22/89). The report had been discussed by the Finance & Resources Committee at its meeting on 12 October and the proposal was recommended by Committee.

7435 The DFUS and COO reported on the considerations at F&R Committee and the additional framing, changes in assumptions comments (as per item 8347 from F&R minutes) and management's commitment to work capital developments through F&R and Board.

7436 The Board approved the proposal for the £4.25M modular Health Building.

**Approved**

### **Financial Update**

7437 **Received** a report from the Director of Finance & University Secretary (DFUS) (paper G 22/90).

7438 The DFUS reported on the 2021-22 draft outturn position (up £0.5M on June forecast), reported that the full final accounts are subject to audit and to the finalisation of the pension actuarial adjustments and will be reported through Finance & Resources and Audit Committees before coming to the Board for approval in November and reported on indications for 2022-23.

7439 The Board discussed the recent trends of costs up and income down and the possible implications on balance sheet and the DFUS commented that this would be included in the financial forecast going to F&R and Board in due course.

**DFUS**

7440 The Board noted the Financial Update

**Noted**

### **GOVERNANCE & NOMINATIONS**

#### **Membership Report**

7441 **Received** a report from the Clerk to the Board of Governors (paper G 22/91).

7442 The Clerk reported that Ms R Collins had resigned from the Board on the 14th July 2022, that the Board currently has three vacancies for Independent Governors (with one pending application with Estates experience), that skills needs are being discussed at G&N Committee on 3 November and on the recommendation from Audit Committee for the appointment of Mr J Thompson as a Co-opted Committee Member to Audit Committee.

7443 The Board noted Ms R Collins resignation, approved Mr J Thompson as Co-opted Committee Member to Audit Committee for 2022-23 and agreed to notify the Chair of any appropriate Governor nominations in line with skills needs.

**Noted &  
Approved  
All**

### **AUDIT**

#### **Audit Committee: Unconfirmed Minutes of the meeting held on 28 September 2022**

7444 **Received** the unconfirmed minutes of the Audit Committee meeting held on 28 September 2022 (paper G 22/92).

7445 The Vice-Chair of Audit Committee reported on the key points from the 28 September meeting covering his appointment as Vice-Chair, the cyber internal audit (medium risk), internal audit annual report, additional discussions on the internal audit plan for 2022-23 (coming to next Board), risk management (including additional risk covering business cases), and the Student Loan Company's concerns on LD Training (no material issues found).

7446 The Board noted the minutes of the Audit Committee meeting held on 28 September 2022. **Noted**

**Any Other Business**

7447 

7448 The Board discussed a technical annotation issue with BoardEffect and the Clerk requested that the issue be raised with him to progress with Diligent. **Clerk**

**Date of next Meeting**

7449 Wednesday 30 November 2022 at 4.00pm. **Noted**

**Meeting closed at 11.25**