

Board of Governors

Minutes of the meeting of the Board held on 31 March 2022 at 9am.

Minutes 7096 – 7188

Present: Mr R Marchant (Vice-Chair), Dr J Aldiss (Senior Independent Governor), Ms J Andrew, Mr M Brockbank, Ms R Collins, Professor C Egbu, Mr M Feely, Ms T Ford-Escobar, Mr A Grills, Ms C Grooby, Mr M Holden, Mr B McCarthy, Ms E Reed, Ms E Richards, Mrs S Rix and Mr P Southern.

In attendance: Mr D Butcher (Director of Finance & University Secretary), Mr P Dixon (Chief Operating Officer), Ms C O'Connor (Pro Vice-Chancellor Education & Experience), Professor M Todd (Deputy Vice-Chancellor), Mr C Williams (Clerk to the Board of Governors and Company Secretary), Mr M Joyce (Director of Information Services) for M 7162 – M 7172, Ms R Ward (SU Vice President) and Ms C Nursaw, Ms T Smith, Mr T Denwood, Mr R Atkinson and Ms O Fleming (all co-opted Committee members).

Apologies: Mr J Hanley (Chair), Mr A Gilliland, Ms S Milnes, Rt Rev M Stock, Ms A Wilson, and Dr A Torn (UCU Representative)

Welcome

7096 The Vice-Chair of the Board Chaired the meeting in light of the Chair's recent bout of Covid and the Board passed on their best wishes to the Chair and his family. The Vice-Chair welcomed members, Executive colleagues, Co-opted Committee members, Ms R Ward (SU VP) to the meeting as attendees and introductions were made. The Vice-Chair also advised members that the Board would still be constituted as such when it came to considering matters under the Development Day agenda later in the day.

Declaration of Interest

7097 Mr R Marchant declared an interest item 28 Board and Committee membership and Mr B McCarthy declared an interest in the item on Health and Life Science proposals later on the Development Day agenda. **Noted**

Minutes of Last Meeting

7098 The minutes of the meeting held on 9 February 2022 were confirmed as an accurate record. **Approved**

Matters arising, including progress on action log from previous meetings

7099 **Received** the table of actions (paper G 22/19). The Board reviewed and noted the table of actions. **Noted**

Chair's Report

7100 **Received** a report from the Chair of the Board of Governors (paper G 22/20) providing an update on key activity undertaken by the Chair since the last meeting.

7101 The Board noted the Chair's report. **Noted**

PERFORMANCE

Health & Safety Update (Reporting by Exception)

7102 **Received** a verbal update from the Chief Operating Officer (COO) who confirmed that there had been no reportable health and safety cases since the last Board meeting on 9 February.

7103 The Board noted the verbal report.

Noted

Covid-19 Update University Response

7104 **Received** a report from the Chief Operating Officer (COO) on the University's management of issues and implications associated with the COVID-19 pandemic (paper G 22/21)

7105 The COO reported on the background to the report, government announcements and the LTU response, return to campus and living with Covid 19, contingency and on his summary of the position.

7106 The Board welcomed the report and thanked staff for the work undertaken to support students and staff.

7107 The Board questioned the impact of current rates on staff attendance and the COO reported that the impact was not to the anticipated levels and had not materially impacted on the student experience and that contingency plans were in place if required.

7108 The Board questioned a comment in section 2 on risk in relation to H&S and OfS comments and that LTU's position was that safety came first and members discussed similar issues in other sectors.

7109 The Board noted the report.

Noted

New Strategic Plan Key Performance Indicators

7110 **Received** a report which presented the proposed top level 20 KPIs for the new strategic plan (four for each pillar and two for each supporting theme from the Vice-Chancellor (VC) and the Director of Finance & University Secretary (DFUS) (paper G 22/22).

7111 The DFUS flagged comments on the KPIs in relation to the Teaching Excellence Framework (TEF) and reported that the frequency of reporting on KPIs was still under consideration and on the KPI 'architecture' below the top level that links the strategic pillars and themes to the 11 sub-strategies at a wider and more granular level. The DFUS also commented that milestones would feature in due course and be reported on accordingly.

7112 The Board questioned as to how the respective targets were determined and the DFUS commented on internal processes and reflections on existing targets and that the baseline was 2021-22 KPIs with stretch. The VC commented on benchmarked considerations with other HEIs and that stretch for 2022-23 was a conscious consideration.

7113 The Board commented on the challenge involved with balance and questioned possible KPIs on the new campus (if approved), apprenticeships, RDAP and new courses and the DFUS reported on Executive considerations. The Vice-Chair commented on the need for tracking with the business cases that are being considered later in the afternoon. The VC commented on KPIs and other PIs and the Board commented on hierarchy of KPIs and PIs and the need for an outline as to how the KPIs have been constructed.

- 7114 The Board questioned where the 'name not a number' featured, questioned NSS return rates over the years and the communication issues with students (the student voice) given agile working and proposals regarding the city centre development – which the Pro Vice-Chancellor (PVC) responded to by outlining plans to ensure that staff - student communication is clear.
- 7115 The Board commented on the need for student numbers to be included given the business cases being proposed, queried baselines for research, impact and innovation (which the DFUS clarified – a wording issue) and the validity of 100% KPIs. The VC confirmed that student numbers would be included and expanded on issues to do with student number KPIs and that the focus would be on core numbers. **DFUS**
- 7116 The Board discussed full time equivalent numbers as the measure and need to also consider retention and absentee issues, questioned the use of the term BAME, discussed the gender gap in relation to student income level gaps, whether the ambition should be that some disadvantaged groups should be outperforming none disadvantaged groups and sought clarification on term 'highly skilled' (an OfS measure).
- 7117 The Board queried the digital KPI (for discussion later on the agenda) and discussed gender pay gap issues and LTU's ambition to reduce this to zero.
- 7118 The Board noted the report and requested that a revised set be brought back to the next Board meeting in light of comments (including reporting lines). **Noted DFUS**

Initial Teacher Training Recruitment Review

- 7119 **Received** a report from the Chief Operating Officer (COO) which provided a summary of the University's recruitment position for Initial Teacher Training (ITT) (paper G 22/23).
- 7120 The COO reported on the background to the report, recruitment data 2022 entry, primary education undergraduate recruitment, PGCE recruitment, school direct and SCITT, trinity trains teachers, review of the market for teacher training and touched on the conclusions to the report.
- 7121 The VC commented on the drop nationally in ITT (-24%), his discussions with other VCs in the Cathedrals Group (who themselves were down 33%), his understanding of government's commitment to support ITT and that a submission had been made to re-accredit provision.
- 7122 The Board questioned the difference between early and late years applications and management commented on how the LTU position reflected the national picture and the need to secure market share.
- 7123 The Board questioned the implications of the analysis in terms of contingency plans for the worst case scenario, reflected on the legacy of LTU with ITT being a core part of LTU provision and the VC commented on the quality of LTU ITT provision, some indications of support from potential partners and bids for funding applications.
- 7124 The Board congratulated the Executive and staff in addressing ITT in a challenging market and policy environment.
- 7125 The Board noted the report.

Noted

Philosophy, Ethics & Religion Report

- 7126 **Received** a final report from the Deputy Vice-Chancellor (DVC) on the activity undertaken by the Philosophy Ethics and Religion (PER) Task and Finish Group (paper G 22/24).
- 7127 The DVC reported on Dr D Martin's report on the T&F Group which covered the objectives and outcomes of the group, recruitment (competitors, graduate outcomes, LTU positioning and tariff and outreach), exploration of new provision, graduate outcomes, staffing, continuing professional development and knowledge exchange and the action tracker.
- 7128 The Board commented on and recognised the challenges with PER, questioned curriculum opportunities to express LTU values and the VC commented on his discussions with Cathedrals Group HEIs and raised work on a framework for social justice within the curriculum.
- 7129 The Board questioned partnership work on PER, queried whether the Board can assist as ambassadors and questioned how students are co-creating curriculum reforms and the VC commented on discussions with schools, academies and the wider diocese.
- 7130 The Board welcomed the opportunity to be part of the PER T&F Group, recognised the work undertaken to address the issue, the learning and passion for PER that had been generated and the potential added value behind driving PER considerations.
- 7131 The Board discussed the relevance of PER for young people in terms of the wording used in recruitment documentation so as to make it more relevant and attractive to tomorrow's students and the VC made reference to a pending conference on catholicity and digitalisation.
- 7132 The Board noted the report.

Noted

VICE-CHANCELLOR'S REPORT & STRATEGIC CONSIDERATIONS

Vice-Chancellor's Report

- 7133 **Received** a report from the Vice-Chancellor (VC) which provided an update on activity since the last Board meeting on 9 February (paper G 22/24).
- 7134 The VC reported on the levelling up White Paper (published 2 February), OfS consultations, universities pledge – "can't buy my silence", the VC's statement to staff and students on Ukraine, Access and Participation Plan, core student recruitment 2022-23 entry, Centre for Apprenticeships, Work-Based Learning and Skills, the work of the Academic Partnership Unit, LTU Graduate Employability and an update on work relating to international and research developments.
- 7135 The VC flagged the OfS consultations (LTU had responded) the impact of events in Ukraine (in relation to students and staff and Gazprom) and the DFUS expanded on the latest guidance from government (in terms of the value of the public purse as an overriding consideration).
- 7136 The Board questioned the position of recruitment in relation to firm acceptances (table 2 and 4) and the COO commented on emerging patterns of recruitment in recent years, tracking and recruitment work, reductions in declines and recent issues with grades in light of Covid.
- 7137 The Board discussed the reputational risk with Gazprom with students, the implications of Gazprom going insolvent and legal considerations of penalties (and subsequent pressures with current wholesale gas prices). The Board questioned whether there

was a collective UK HEI position and the VC commented that it had been raised but each HEI was to take its own view on the issue.

- 7138 The Board discussed the ethical implications for LTU of following government guidance and the impact on Gazprom and Russia from LTU withdrawing from its contract.
- 7139 The Board requested that the Executive revisit the Gazprom issue and come back to Board with a recommendation by the end of the first week of April. **Executive**
- 7140 The Board noted the Vice-Chancellor's Report **Noted**

Leeds Learning Alliance Annual Report

- 7141 **Received** a report from the Vice-Chancellor (VC) which provided an update on the Leeds Learning Alliance (LLA) (paper G 22/25).
- 7142 The VC referred to the LLA Annual Report (posted to BoardPacks) and reported on LLA's priority areas and work groups and streams, public service pathways and destinations, digital pathways and destinations, workforce development, LTU Research Centre for Inclusion, Diversity and Social Justice, Diversity (LLA Anti-Racism Workstream) and next steps.
- 7143 The Board noted the report. **Noted**

ACADEMIC ASSURANCE & STUDENT EXPERIENCE

Academic Assurance & Student Experience Committee: Unconfirmed Minutes of the meeting held on 10 March 2022

- 7144 **Received** the unconfirmed minutes from the Academic Assurance & Student Experience (AASE) Committee meeting held on 10 March 2022 from the Chair of AASE Committee (paper G 22/26).
- 7145 The Chair of Committee expanded on the value of management reporting on the changing policy environment, student mental health and welfare, NSS action plan (standing item), tariff creep strategy and the annual quality report.
- 7146 The Board questioned and the DVC clarified tariff issues and tariff plans going forward (by subject area).
- 7147 The Board took assurance from the Committee's work and thanked members of AASEC for their work on behalf of the Board.
- 7148 The Board noted the unconfirmed minutes of AASE Committee. **Noted**

Annual Quality Report

- 7149 **Received** the Annual Institutional Quality Report from the Deputy Vice-Chancellor (DVC) as recommended by Academic Assurance & Student Experience Committee (AASEC) which aimed to assure the Board that the University was compliant with its obligations relating to academic quality and standards (paper G 22/27).
- 7150 The Board thanked Mr S Booth-Malone for his work on the report.
- 7151 The Board approved the Institutional Quality Report. **Approved**

FINANCE & RESOURCES

Finance and Resources Committee: Unconfirmed Minutes of the meeting held on 9 March 2022

7152 **Received** the unconfirmed minutes from the Finance and Resources (F&R) Committee meeting held on 9 March 2022 from the Chair of Finance & Resources Committee (paper G 22/29).

7153 The Chair of Committee commented that key papers featured in today's agendas.

7154 The Board noted the unconfirmed minutes of F&R Committee.

Noted

Financial Strategy

7155 **Received** a detailed report on the Financial Strategy from the Director of Finance & University Secretary (DFUS) which had been considered and recommended by F&R Committee (paper G 22/30).

7156 The DFUS reported on the background, strategic principles, context, main strategic aim, financial planning approach, financial planning principles, capital investment and sources of funding, summary of financial planning annex, risk management, parameters and key performance indicators and conclusion.

7157 The Board noted that the detail had been covered in F&R Committee and questioned whether any contingency plans had been considered and the DFUS referred to the sensitivity analysis and commented on timings for contributions from the developing curriculum.

7158 The Board discussed implications of matters not going as well as expected and the VC commented on pending considerations of risks as part of business case considerations and questioned when the cross over will happen between partners and core provision and quality developments with core provision.

7159 The Board questioned the confidence in partnership provision that underpins the strategy and the possible need to look further out than the initial pump priming involved with the business cases and financial strategy and the DFUS commented on the need to look at a longer term position with more sensitivity analysis.

7160 The Board questioned the required project management to service developments, on prioritisation of developments (should the Board not agree on some developments in due course) and the VC commented on the pending work of the Project Management Office.

7161 The Board approved the Financial Strategy.

Approved

Mr M Joyce (Director of Information Services) joined the meeting.

Digital & Information Strategy

7162 **Received** a detailed report on the Digital & Information Strategy from the Chief Operating Officer (COO) and the Director of Information Services (DIS) which had been considered and recommended by F&R Committee (paper G 22/31).

7163 The DIS introduced the report and reported on the information strategy supporting principles, objectives (in relation to education and experience, people and sustainability, research impact and innovation, careers and enterprise and enabling infrastructure and services) and key performance indicators.

7164 The Board welcomed the report and recognised that specific developments would be subject to due consideration by F&R Committee.

- 7165 The Board questioned accessibility and the DIS commented on plans to address and invest in accessibility (in systems and resource terms) as a 'front and centre' issue.
- 7166 The Board questioned as to how a rolling development agenda would impact on KPIs and the DIS reported that the KPIs had been planned on the basis of the full plan being delivered.
- 7167 The Board reflected on the size, breath and impact implications of the strategy and queried the capacity for the team to deliver, queried the impact priorities within the strategy (that should be student and staff focussed) and the DIS made reference to the specific costings that feeds into priority considerations and internal governance arrangements that oversee issues and priorities (that include academic colleagues).
- 7168 The VC commented on the importance of an inclusive University and how technology should support all students and on the work of the Office for Institutional Equity.
- 7169 The Board questioned as to how the strategy fed into and linked with the business cases being considered later in the day and the DIS made reference to his financial planning and changes in room technology (to support teaching, learning and assessment).
- 7170 The Board questioned current value of digital investment in financial planning terms and the DIS commented on the support of and investment in digitalisation that have improved the digital position and staffing capacity matters going forward that have been discussed internally (with focus on digital architecture solutions).
- 7171 The Board thanked Co-opted members for their input to the strategy.
- 7172 The Board approved the Digital & Information Strategy **Approved**

Mr M Joyce (Director of Information Services) withdrew from the meeting.

AUDIT

Audit Committee: Unconfirmed Minutes of the meeting held on 2 March 2022

- 7173 **Received** the unconfirmed minutes of the Audit Committee meeting held on 2 March 2022 from the Chair of Audit Committee (paper G 22/32).
- 7174 The Chair of Committee expanded on plans to tender for internal audit work.
- 7175 The Board noted the unconfirmed minutes of the Audit Committee. **Approved**

GOVERNANCE & NOMINATIONS

Ms T Smith and Ms C Nursaw withdrew from the meeting

Board & Committee Membership

- 7176 **Received** a report on from the Clerk to the Governors which sought approval for the appointment of a Vice-Chair, three members, the Student Governor, a co-opted committee member and made provision for the appointment of a student observer for the remainder of 2021/22 and for 2022/23 (paper G 22/33).
- 7177 The Clerk expanded on recent recruitment processes for the role of Vice-Chair, Students' Union President for 2022-23 (and thereby Student Governor for 2022-23), Student Observer for 2022-23 (the SU Vice President elect), Governor recruitment

(from Congregation, co-opted committee members and the community), a co-option to F&R Committee for 2022-23, Ms R Ward as student observer for the May Board to cover for Ms C Grooby and gave notice of the pending election for the role of Academic Staff Governor.

7178 The Board approved the appointment of:

- a) Mr B McCarthy as Vice-Chair of the Board from 1 August 2022; **Approved**
- b) Ms T Smith (Congregation nominee), Ms C Nursaw and Mr R Maposa as Board members from 1 August 2022 for an initial period of three years; **Approved**
- c) Ms K Howard-Matthews as Student Governor from 1 July 2022 to 30 June 2023 and Mr K Clarke as the Students' Union observer at Board from 1 July 2022 to 30 June 2023; **Approved**
- d) Mr R Marchant as a Co-opted Committee Member to F&R Committee for 2022-23; and **Approved**
- e) Ms R Ward as the student observer from 9 April to 30 June 2022. **Approved**

Ms T Smith and Ms C Nursaw re-joined the meeting

Review of Standing Orders

7179 **Received** a report from the Clerk to the Board of Governors which sought to secure approval for inclusion of a process for the nomination and approval of Committee Chairs as recommended by the Governance & Nominations Committee (paper G 22/34).

7180 The Clerk expanded on the driver for the change in relation to the need for a more transparent and equitable process for identifying and recommending nominees to Board for approval.

7181 The Board approved the addition to the Standing Orders. **Approved**

Honorary Awards Committee

7182 **Received** a report from the Vice-Chancellor on the conferment of the Honorary Awards (paper G 22/35).

7183 The VC expanded on the five nominations from the Honorary Awards Committee meeting on 22 February 2022.

7184 The Board noted the report. **Noted**

ITEMS FOR NOTING ONLY

Written Resolution Report

7185 **Received and noted** a report on the result of the written resolution regarding the appointment of a Pro Vice-Chancellor (Enterprise & External Engagement) (paper G 22/36). **Noted**

Any Other Business

7186 The Clerk briefed 2022-23 Board members that with the Board having approved 2022-23 membership today, a Committee preference survey would be issued to all 2022-23 members imminently so as to inform his work with the Chair on Committee membership for 2022-23.

7187 The Board reflected on the need to diversify membership of the Board and noted the Chair's work in this regard.

Date of next Meeting

7188 The Board of Governors will be held on Wednesday 18 May 2022 at 4.30pm followed by a dinner.

Meeting closed at 11:05