

## Board of Governors

Minutes of the meeting of the Board held on 17 May 2023 at 4.00pm.

### Minutes 7741 – 7803

**Present:** Mr J Hanley (Chair), Mr L Bentley, Mr M Brockbank, Professor C Egbu (Vice-Chancellor), Ms T Ford-Escobar, Mr M Holden, Prof D Kobzev, Mr R Maposa, Mr B McCarthy, Ms S Milnes, Ms C Nursaw, Ms E Reed, Mrs S Rix, Mr V Sharma, Ms T Smith and Ms A Wilson.

**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), Ms C O'Connor (Pro Vice-Chancellor for Education & Experience), Professor M Todd (Provost and Deputy Vice-Chancellor), Mr C Williams (Clerk to the Board of Governors and Company Secretary), Dr L Shand (Unison Rep), Sir J Battle (Pro Chancellor) and Mr W Spinks (Halpin – GER Observer)

**Apologies:** Mr K O'Connor and Ms K Howard-Matthews,

### Welcome & Opening Prayer

7741 The Chair welcomed members to the meeting, reported that some members of the Executive would be late to the meeting, made comment on the current Ofsted and Nursing and Midwifery Council inspections that were underway, welcomed Mr W Spinks to the meeting (who was observing the meeting as part of the Governance Effectiveness Review process), welcomed Sir John Battle (Pro Chancellor) to the meeting (who was speaking at the follow-on dinner) and Bishop Marcus opened the meeting with a prayer

### Declaration of Interest

7742 The Vice-Chancellor (VC), Executive and Clerk declared an interest in the reserved item and it was agreed that all parties would withdraw for the item. **Noted**

### Minutes of Last Meeting

7743 The Clerk reported that corrections had been made with regard to the new Governors (Mr V Sharma, Mr L Bentley and Mr K O'Connor) being present at the meeting and the minutes of the meeting held on 30 March 2023 were thereby confirmed as an accurate record. **Approved**

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

7744 **Received** the table of actions (paper G 23/35).

7745 The VC reported on the intention to take a more holistic approach with regards to public transport for students (item 7688) and the Chief Operating Officer (COO) spoke to the need to link the issue with the pending travel plan and Sustainability Strategy (which will include a Transport Policy).

7746 The Board noted the table of actions. **Noted**

### Campus Nursery Update

7747 **Received** a verbal update from the Chief Operating Officer (COO).

7748 The COO reported on the background to the nursery issue, consideration of future students' needs, alternative locations for a nursery facility, a recent bereavement in the family run business that had delayed progress with negotiations (condolences have been communicated) and on the latest legal advice regarding a two-year lease with 12 month break clause so that a solution can be negotiated.

7749 The Board queried the level of possible future demand for a nursery given the pending curriculum changes and how provision would work for the city centre campus (partnership arrangements would apply with an existing provider if needs be).

7750 The Board noted the verbal report.

**Noted**

### **Chair's Report**

7751 **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 23/36).

7752 The Chair gave a verbal report from the Chairs and Executive meeting on 15<sup>h</sup> May (which had been postponed from 5<sup>th</sup> May and which covered student recruitment, marketing, Ofsted and NMC inspections, TPS, NSS, TES and Board membership) the notes from which would be shared with members so as to ensure transparency.

**Clerk**

7753 The Chair also reported that the Clerk recruitment panel had shortlisted 4 candidates from the 24 applications received with interviews in late June.

7754 The Board noted the Chair's report.

**Noted**

## **PERFORMANCE**

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

7755 **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 30 March 2023.

7756 The COO reported on actions undertaken regarding a recent safeguarding and Prevent matter that had resulted in the student being arrested and the Chair reported that he had been kept apprised of the recent Prevent issue and the measures that had taken place to manage what was a serious and sensitive matter.

7757 The Board queried whether there would be a post event review (which was confirmed), queried whether there was any press interest (possible but plan in place) and wrap around support for the student concerned and others that might have been affected.

7758 The Board noted the verbal report and requested that the item be expanded to include Safeguarding and Prevent.

**Noted  
Clerk**

### **Campus Masterplan Developments Report**

7759 **Received** a report from the Chief Operating Officer (COO) which considered the reporting avenues for campus masterplan developments (paper G 23/37).

7760 The COO reported on the background, considerations and recommended approach to how the Campus Masterplan progress is reported to the Board of Governors through the Programme Management Office (which includes return on investment).

7761 The Board approved the Campus Masterplan Developments Report as a standing item for F&R Committee with twice a year input to Board (first meeting in academic year and Development Day), requested that the associated controls and risks are managed through Audit Committee and queried where Governor recruitment was in terms of built environment experience (including co-option considerations). **Clerk**

7762 The Board noted the report. **Noted**

*The PDVC joined the meeting at 16:34 and reported that the NMC had approved LTU with no conditions – the news was flagged as embargoed, and the Board congratulated all involved.*

## **STRATEGIC & VICE-CHANCELLOR'S REPORT**

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

7763 The Vice-Chancellor (VC) verbally reported on an intense period for the University with Ofsted and the (now) successful NMC inspection, on recent conversations with key partners on the distinctiveness of the LTU offer and thanked the leadership team for the successful NMC inspection outcome. The VC commented on progress with the Ofsted inspection (feedback due 18<sup>th</sup> May) and thanked Mr L Bentley for his support with the process.

7764 **Received** a report from the Vice-Chancellor (VC) (paper G 23/38) covering lifelong learning (HE fee limits), a national report and figures on student complaints, an OfS report on where students live, international students and their digital experience, Levelling Up, Housing and Communities Committee – research & innovation projects across the UK, the Research England (RE) Strategic Delivery Plan: 2022 – 2025, the HE - Business Community Interaction Survey, the Teachers' Pension Scheme (TPS), student recruitment 2023-24, developments with transnational education and research (covering volumes, RDAP, REF and support)

7765 The VC expanded on national student complaints report (nationally up 38%) and reported that the two LTU complaints had been processed and not upheld. The VC expanded on the accommodation trend to city centres (in relation to Trevelyan Square) and expanded on the increased level of research awards as LTU works towards securing the REF.

7766 The DFUS expanded on the TPS issue, and a possible financial impact of between 5-10% on the contribution rate (which would represent between £0.5M and £1M additional costs for LTU).

7767 The Board discussed the significance of the contribution in relation to staff remuneration, the current valuation of funded pension schemes and how it compared with USS (Mr W Spinks declared an interest as a Non Exec Director of USS).

7768 The Associate Pro Vice Chancellor (APVC) expanded on recruitment as presented in the report (with granular data on BoardEffect), made reference to being in the middle of the four stages of the recruitment cycle, reported on increased firm acceptance and recruitment challenges with ITT (national picture down 24% and LTU down 28% - 30 students), reported on work to build on the successful outcome from the NMC inspection and commented on opportunities within the recruitment market (outside of UCAS) and pending students mind changes (especially with regard to cost of living pressures and trend towards localism).

7769 The Board discussed feedback from the Ofsted discussions on ITT recruitment and retention, queried when HE league tables were being published (so as to manage impact) and queried as to how ready LTU was to accommodate and support the growth in international students.

- 7770 The VC commented on considerations to support the growth in international students whilst keeping the student experience central and the Pro Vice-Chancellor (EEE) (PVCEEE) reported on the recent approval to increase LTU's number of Confirmation of Acceptance for Studies (CAS), consideration of two international intakes per year and two year Masters Degrees and possible linkages with the catholic community in specific areas of India such as Kerala (the Bishop also expanded on the church's work and links with Kerala communities).
- 7771 The Board requested an update on support for international students for the next meeting. **VC**
- 7772 The Board discussed the need for tariff flexibility across all programmes.
- 7773 The Board discussed partnership arrangements, acquisition costs, governance consideration of future partnership arrangements, discussed the position and future developments on ITT in light of possible changes in policy post the next election.
- 7774 The Board congratulated LTU on the three year extension of the West Yorkshire Police contract and discussed the national research excellence framework funding arrangements and possible research opportunities involved with the post Brexit (post Horizon) research funding.
- 7775 The Board noted the Vice-Chancellor's Report **Noted**

### **Business Cases Update Report**

- 7776 **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 23/39).
- 7777 The Chair and DFUS apologised for the incorrect title on the report which should have read Business Cases Update Report.
- 7778 The DFUS reported on progress with nursing and biomedical science developments, reported that the city centre development in terms of the programme status was 'at-risk' due to delays to critical City Centre milestones (planning permission, CAT A & B works) and the impact this has to the September 2024 opening date. The DFUS reported on the 'progress against plan' in the report (two milestones/deliverables complete, one in progress, one delayed and one on track, reported on the top five programme risks (including mitigations) with four amber, one red and no escalations required and reported on future actions.
- 7779 The DFUS reported on mitigations and timeline benefits involved with using the same contractor as the landlord and briefed members on due considerations, risks, and negotiations to deliver demonstrable benefit in terms of timelines and costs.
- 7780 The Board congratulated management on securing planning permission, queried implications for payback timelines/cashflow, queried how the curriculum will 'live' in the city centre location, discussed the benefits of blocks of learning and the DFUS reported on the possible need for extra-ordinary F&R and Board meetings to accommodate pressing capital considerations on a timely basis.
- 7781 The Board discussed the current timing of future governance meetings in relation to capital investment considerations, planned contingencies, contractual clause re penalties and discussed as to when a definitive opening date may be available for Trevelyan Square.

- 7782 The Board queried where the University was in terms of staff recruitment to service nursing and management commented on successful recruitment to date and discussions with the NMC inspectors (in line with recruitment plans in the respective business plan).
- 7783 The Board discussed the critical role in F&R Committee to support the Board with due considerations and Ms S Rix reported on a recent visit to Trevelyan Square with the Sisters of the Cross and Passion.
- 7784 The Board discussed the timing, potential issues and risks involved with advertising courses associated with Trevelyan Square which will be partly mitigated by current arrangements to develop provision for city centre student accommodation.
- 7785 The Board requested that the date of the additional extra-ordinary Board meeting be considered at the next Board in July and discussed further contingencies should confidence levels with 2024 start slip any further (which would be covered in part at F&R in June as part of the budget planning process). **Clerk**
- 7786 The Board noted the Business Cases Update Report. **Noted**

### **Marketing & Brand Development Update Report**

- 7787 **Received** an update report on the brand development from the Associate Pro Vice-Chancellor (External Engagement & Marketing) (APVC) (paper G 23/40).
- 7788 The APVC spoke to the updated Hybrid presentation (supplied in the papers pack) which gave the latest update on brand development (which involved implementing feedback, continuing brand development and details on the furthering the campaign platform). The APVC reported on pending work on the narrative update, campaign progression and timeline and next steps (creative concept and development and implementation and rollout).
- 7789 The Board queried timelines for brand roll out, the roll of the Board with the roll out, how LTU's catholic identity is presented, expressed concern with progress to date and need to push on the care, well-being and health messages (the value proposition and how it links to the lived experience) and the APVC discussed the possibility of working this through the pending Task and Finish Group.
- 7790 The Board discussed how the catholic identity is manifest in the student experience, reflected on the aggressive nature of marketing in the HE sector and the need for differentiation, discussed the possible use of the word 'spiritual', the need for constructive critique from challenging students, the possible need to be more upfront with the USP on our faith foundation and how it drives work to support all our students, possible internal tensions on key messages, the Board gave some specific feedback on some of the text in the presentation and the Chair touched on the need to progress due governance considerations at the next Board meeting (that included feedback from focus groups and the Task and Finish Group). **APVC**
- 7791 Management reflected on how LTU values were clearly presented as part of the NMC inspection by staff, stakeholders and students, the need to profile the lived experience and the VC and Board reflected on what engages students in the first place and the tension involved with how our catholic foundation (and inclusive) University sits in the 21<sup>st</sup> century.
- 7792 The Board requested a 'refreshed deck' before the next meeting for Governors comment so as to establish an agreed position for sign off. **APVC**
- 7793 The Board noted the Brand Development report. **Noted**

## GOVERNANCE & NOMINATIONS

### Membership Report

7794 **Received** a report from the Clerk to the Board of Governors which sought to update members on progress with 2022-23 Governor Recruitment (paper G 23/41).

7795 The Clerk reported on the proposed appointment of Mgr Paul Grogan and possible pending nomination from the CES for a member with a professional background in nursing and the Chair reported on the latest position with the remaining vacancy.

7796 The Board approved the appointment of Mgr Paul Grogan as Governor from 18<sup>th</sup> May 2023 and noted the update on the two remaining Board vacancies. **Approved Clerk**

### Board & Committees Meeting Schedule 2023/24

7797 **Received** the draft 2023-24 Board and Committee meeting schedule from the Clerk to the Board of Governors (paper G 23/13).

7798 The Clerk reported on the consultation process with the Executive and Board and Committee Chairs in March and recommended the schedule to the Board.

7799 The Board approved the 2023-24 Meeting Schedule. **Approved**

### Any Other Business

7800 Mr R Maposa fed back on his first Equality, Diversity & Inclusion Committee (Chaired by the DFUS) and the cross work between staff and students that gave him assurance that the University was taking the matter seriously and the Board thanked Dr Ann Marie Mealy for the recent on line conference on 'Leadership, Faith and Spirituality in the Catholic Curriculum'.

### Date of next Meeting

7801 The Board of Governors will be held on Wednesday 5 July 2023 at 10am in room AG55 (Blue Room)

*The VC, Executive, Clerk and observers withdrew from the meeting and Ms E Reed acted as Clerk for the reserved item.*

### RESERVED MATTERS

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Meeting closed at 18:35