

CONFIRMED

UNIVERSITY OF EAST LONDON HIGHER EDUCATION CORPORATION

BOARD OF GOVERNORS

Minutes of the Board of Governors held on 31 March 2023 in the Lounge, Docklands Campus

Present: John Garwood (Chair), Matthew Almond, Steven Armstrong, Amanda Broderick (Vice-Chancellor & President), Jazz Bhogal, Sophia Bokhari, Jackie Craisatti, Trevor Critchlow, Les Ebdon, Pippa Evans, Regina Everitt, Amanjit Jhund, Tommy MacDonnell Doris Olulode, Lavanya Rajendran and Janette Withey

In attendance: Hassan Abdalla (Provost), Bugewa Apampa (Dean of the Office for Institutional Equity), Matt Belgard (PVC, Impact and Innovation), Jim Benson (University Secretary), Laura Clayton (Director of Strategy), Joseph Cooper (Director of People and Culture), Dean Curtis (DVC & Chief Finance Officer), Julia Davidson (Executive Director of Research), Paul Marshall (PVC, Careers and Enterprise), Vanessa Varvas (Chief Marketing Officer) and Scott Williams (Deputy Chief Marketing Officer)

Officer: Jane Thomas (Governance Manager)

Apologies: Ben Buckton Sarah Fahy, Bindi Karia and Gary Stewart

22/38 DECLARATIONS OF INTEREST

38/01 NOTED: there were no declarations of interest.

22/39 MINUTES OF THE MEETING OF THE BOARD HELD ON 6 DECEMBER 2022

39/01 RECEIVED and CONFIRMED: the minutes of the meeting of the Board held on 6 December with the following amendments:

- to add Pippa Evans to the list of attendees at the meeting.

22/40 MATTERS ARISING

40/01 NOTED that:

- a) the preferred partner for the Stratford New Build would be brought back to a future meeting of the Board.

22/41 RISK SUMMARY

41/01 RECEIVED and NOTED: a report from the Risk Manager providing the key updates to the University Risk Register for this reporting period. It was noted that this report would feature on each Board Agenda for future meetings.

22/42 REPORT OF BUSINESS DISCUSSED AT STANDING COMMITTEES

42/01 RECEIVED and NOTED: a report from the Governance Manager on the business discussed at standing committees.

22/43 Q2 FINANCIAL POSITION

43/01 RECEIVED: a report from the Director of Finance on the month 6 performance and Quarter 2 2003 financial forecast and capital update

43/02 NOTED that:

- a) the report forecasted the financial performance for the financial year 2022-23 and set out possible scenarios. It was recognised that the biggest challenge that the University faced was in relation to resourcing and being able to recruit the right staff with the right skills as required. The number of current staff vacancies, the known lead times in the sector and the difficult recruitment climate at present all meant that there was a likelihood of significant staff underspends by year end, even against the budget reprofiling.
- b) UEL were considered to be competitive in terms of our peers and a benchmark exercise had been undertaken as part of the development of the Total Reward Deal. It was noted that UEL did have good benefits in terms of the whole package including pay and pensions.
- c) it was suggested that consideration should be given to retention awards as part of the TRD package as a way of incentivising staff to stay.
- d) the current planning round was currently underway and technological solutions would be considered where appropriate.
- e) the other issue in relation to resourcing related to capital projects and it was recognised that long lead times, lack of components etc. may also affect non pay spend and capital expenditure at the end of the year.
- f) the Board noted the content of the paper and the additional £580k budget for 2022/23 which was determined by the OfS capital grant approved in response to the UEL bid to support the expansion of the Hospital and |Primary Care Training Hub. It was also noted that the

recurrent UKRI grant received in 2022-23 will be spend as proposed by the PVC Impact and Innovation.

43/03 AGREED: to consider retention awards as part of the TRD package.

22/44 TRANSFORMATION PROGRAMME UPDATE: CONNECTED CAMPUS

44/01 RECEIVED: a presentation from the Deputy Vice-Chancellor providing an update on the Connected Campus project.

22/45 ENTERPRISE STRATEGY

45/01 RECEIVED: a presentation from the Head of Careers, Mentoring and Enterprise on the Enterprise Strategy.

22/46 REPORT FROM THE GOVERNANCE AND SEARCH COMMITTEE ON THE APPOINTMENT OF A CHANCELLOR

46/01 RECEIVED: a report from the University Secretary on the appointment of a Chancellor.

46/02 NOTED that:

- a) an announcement was made in January 2023 about the process of selecting a new Chancellor. Although there were limited suggestions, there was a positive response from staff and requests to be kept informed of progress.
- b) there were two primary targets for the role of Chancellor, however, it was noted that their high profile would mean that it could take in excess of six months to secure an appointment. Despite this, the Governance and Search Committee had agreed that it would be preferable to wait and see the outcome of negotiations with the two primary targets before moving forward with the other potential candidates.

46/03 AGREED: to move forward to secure the appointment of the two primary targets before considering other potential candidates.

22/47 RISK MANAGEMENT

47/01 RECEIVED: a report from the Risk Manager on the UEL risk appetite.

47/02 NOTED that:

- a) the risk appetite was considered by UEB who had reached a consensus on the risk appetite, which was subsequently being presented to the Board for endorsement.
- b) UEL's risk appetite was first published in December 2021, following consensus by UEB and the Board of Governors. A review was undertaken in December 2022 with institutional risk category owners, which resulted

in no material changes to overall risk appetite, but significant changes to supporting statements for Student Experience and Teaching Quality, Financial and People and Culture risk categories. It was noted that there were no changes proposed to risk appetite statements for other risk categories.

- c) the report identified the key principles for the risk appetite definition and included how risk management was operationalised and the risk scoring scheme.
- d) there had been no significant changes overall, but there had been some changes in individual areas.

47/03 AGREED: to endorse the risk appetite as presented.

22/48 OFS CONSULTATION ON THE NEW CONDITION OF REGISTRATION TO TACKLE HARRASSMENT AND SEXUAL MISCONDUCT IN HIGHER EDUCATION

48/01 RECEIVED: a report from the University Secretary on the proposed regulation of harassment and sexual misconduct affecting students in registered higher education providers by the OfS.

48/02 NOTED that:

- a) the OfS were proposing to regulate how incidents of harassment and sexual misconduct were dealt with in the HE sector via the introduction of a new condition of registration for universities and colleges. It was noted that various sector bodies had issued guidance on this, but the OfS felt that as a sector collectively, there had not been enough movement in this area, which was why they were proposing to regulate.
- b) the University had reviewed and updated its policies and procedures and revised its training requirements in this area in line with the guidance offered, however, it was noted that there was still a considerable amount of work to be undertaken.
- c) It was confirmed that a Sexual Misconduct and Harassment Advisory Group had been appointed to advise UEB and the Board on how this matter would be taken forward and the response to the consultation.

22/49 CHAIR'S BUSINESS

49/01 RECEIVED: a report from the University Secretary in relation to membership of the Board of Governors for 2023/24.

49/02 NOTED: that the terms of office for Sir Les Ebdon, Doris Olulode and Regina Everitt were due to end on 31 July 2023. In accordance with Clause A (vii)

(a-c) of the University's Bye Laws regarding the renewal of term of a member of the Board of Governors, it had been ascertained that Sir Les Ebdon, Doris Olulode and Regina Everitt would be prepared to serve a further term. The Governance and Search committee therefore recommended to the Board that these appointments be renewed for a further three-year term.

49/03 AGREED: to renew the appointments of Sir Les Ebdon, Doris Olulode and Regina Everitt for a further three-year term.

22/50 UPDATE ON THE EXTERNAL EFFECTIVENESS GOVERNANCE REVIEW

50/01 RECEIVED: a report from the University Secretary providing an update on the external governance review.

50/02 NOTED that:

a) it had been agreed that the review will invite Tenders from a range of firms and consultants and that it will take around 26-30 consultancy days to complete. It was noted that for the proposed start date for the review of 1 November 2023 would require us to tender at the end of May 2023.

b) it had been agreed that a Steering Group should be appointed to oversee the review. It was proposed that the membership of the steering group should be made up of three members of the Governance and Search Committee, another independent member of the Board, a representative of the Students' Union and a member of UEB.

50/03 AGREED: the Board confirmed the timetable of the review and the appointment of the Steering Group.

22/51 REPORT ON THE BUSINESS DISCUSSED AT ACADEMIC BOARD

51/01 RECEIVED and NOTED: a report from the Quality Officer on the business discussed at Academic Board on 22 February 2023.

22/52 USE OF THE CORPORATION'S SEAL

52/01 NOTED: that the Corporation's Seal has not been used since the last meeting of the Board.

22/53 DATES OF MEETINGS

53/01 NOTED: that the date of the final meeting for 2022/23 was 4 July 2023.

SIGNED:
Chair of the Board of Governors

DATED:

