

THE MANCHESTER METROPOLITAN UNIVERSITY

BOARD OF GOVERNORS

MINUTES OF THE MEETING HELD ON 18 JUNE 2021 VIA MICROSOFT TEAMS

Present:

- Mr Simon Duffy (Chair)
- Ms Philippa Anderson
- Mr Sean Anstee
- Ms Evelyn Asante-Mensah (for minutes 1952 – 1955 and 1969)
- Dr David Birch
- Professor Tim Brennan
- Ms Rowena Burns
- Mx Bran Catron
- Dr Darren Dancey
- Mrs Janet Dawson
- Mr Carlo Frondaroli
- Mr Mohammad Habeebullah
- Mr Andrew Heyn
- Professor Donna Lee
- Ms Shrutisha Morris
- Mr Mike Perls
- Professor Malcolm Press
- Mr Mark St John Qualter
- Ms Karen Varty

In attendance:

- Professor Steve Decent (Provost and Deputy Vice-Chancellor)
- Mr Andrew Hewett (Director of Finance)
- Ms Letitia Nicole Jones (Students' Union President Elect 2021/22)
- Ms Hanifa Maryam (SU Education Officer Elect 2021/22)
- Professor Karen Moore (Chief Operating Officer and Clerk to Board of Governors)
- Mrs Marie Morrissey (Head of Governance and Secretariat)
- Ms Helen Barton (Director of Strategic Planning) for minute 1954
- Professor Christine Horrocks (Pro-Vice-Chancellor Education) for minutes 1956 - 1957
- Mr Andrew Fallon (Director of Estates, Facilities and Capital Development) for minute 1958
- Mr Matt Hill (Assistant Director Capital Development) for minute 1958
- Mr Alex Byars (Strategic Consultant) for minute 1961
- Mr Aaron Porter (Associate Director of Governance, Advance HE) for minute 1969

1952 WELCOME AND APOLOGIES

The following were welcomed to their first meeting of the Board:

New Independent Governors

- Ms Philippa Anderson
- Mr Andrew Heyn

- Ms Shrutisha Morris

New Student Governors from 1 July 2021

- Ms Letitia Nicole Jones
- Ms Hanifa Maryam

The current Student Governors, whose term of office was due to end on 30 June 2021, were thanked for their contribution to the work of the Board over the past year.

Apologies for absence were received from Mr Miles Rothbury and Ms Evelyn Sweeney.

1953 DECLARATION OF INTERESTS

Board members were invited to declare possible conflicts of interest on any matters being discussed at today's meeting. No declarations were received.

1954 ROAD TO 2030 UPDATE

The Provost and Deputy Vice-Chancellor presented an update on the Road to 2030 project (BG/21/28). It was noted that the project was progressing well. There had been extensive engagement with key internal and external stakeholders and the work to date was highlighting a number of key external drivers and recommendations for further consideration. During discussion, it was agreed that student engagement was essential to help to inform the University's Strategy. It was noted that it was planned to discuss the emerging Strategic Vision at the October 2021 Strategy Meeting with a view to Board approval in February 2022.

RESOLVED

that the report be received.

1955 VICE-CHANCELLOR'S BRIEFING

The Vice-Chancellor presented an update on University and sector developments (BG/21/27). It was noted that the University was continuing to progress strategic priorities whilst also focusing on issues arising from Covid. The key points of discussion included the following:

1955.1 Planning for 2021/22

Planning was taking place for the 2021/22 academic year and despite the latest coronavirus restrictions, there was confidence about the quality of the student experience that was being planned, with on-campus teaching enhanced by the expertise in digital delivery that had been build up in recent months.

1955.2 Commitment to addressing Skills and Economic Challenges
The Board was pleased to note that the University had recently signed a joint commitment to addressing the skills and economic challenges facing the region with other universities and FE colleges across Greater Manchester.

1955.3 Mental Health and Wellbeing Strategy
The Board welcomed the launch of the University's new Mental Health and Wellbeing Strategy.

RESOLVED

that the report be received.

1956 EDUCATION STRATEGY UPDATE

The Pro-Vice-Chancellor Education presented an update (BG/21/29) on progress made with the University's Education Strategy.

1956.1 Summary of Progress
Despite the challenging environment in which the University was operating due to the pandemic, good progress continued to be made with the Education Strategy. A great deal of activity was taking place to enhance performance and initiatives, such as RISE and Peer Assisted Learning, were proving to be successful. However, despite this, there were variations in performance across the University and Graduate Outcomes, in particular, continued to be an area of challenge. In order to try to address this, it was planned to introduce a new Personal Tutoring Policy and 'My Five Year Plan', which aimed to ensure greater consistency across the University whilst also offering students a personalised career journey.

There was extensive discussion about student employability and Graduate Outcomes and the Board was assured that there was a shared understanding that improvement in this metric was a top priority for the University,

1956.2 Planning for 2021/22
An overview was provided of the extensive planning that was taking place for 2021/22. This included:

- Scenario planning
- Reviewing and evaluating the block delivery framework
- Ensuring that the personalised student journey delivered ongoing student success.

1956.3 Conclusion
The Board welcomed the work that was taking place and the progress that was being made with the Education Strategy. There was support for the work taking place to improve Graduate

Outcomes and it was acknowledged that there was potential to help make improvements in this area through greater business engagement. It was also suggested that this was an area that Governors could support through their business networks. It was concluded that, in addition to Graduate Outcomes, education also had a wider value in transforming lives.

RESOLVED

that the report be received.

1957 DEGREE OUTCOMES STATEMENT 2019/20

The Pro-Vice-Chancellor Education presented the University's draft Degree Outcomes Statement 2019/20 (BG/21/30) for approval prior to publication on the University website.

RESOLVED

that the Degree Outcomes Statement 2019/20 be approved.

1958 ESTATE STRATEGY AND FRAMEWORK OF PROJECTS 2021 – 2030

The Director of Estates, Facilities and Capital Development and the Assistant Director Capital Development presented a draft Estate Strategy 2021 - 2030, a draft Framework of Projects 2021 – 2030 and proposed revisions to the Estate Strategy Key Performance Indicators (BG/21/31).

It was noted that the Estate Strategy would continue to be informed by the overarching University Strategy and would therefore be amended as required as part of the Road to 2030 project. There was also discussion about the University's commitment to environmental sustainability. It was noted that, in addition to the University's Carbon Management Plan, a new Sustainability Strategy was being developed, which would link to the Estate Strategy.

There was discussion about the importance of prioritising all investment opportunities, including estates-related projects, and ensuring that they supported the University's strategic priorities. It was confirmed that this would be considered as part of the Road to 2030 project.

RESOLVED

that the following be approved:

- (i) Estate Strategy 2021 – 2030.
- (ii) Framework of projects 2021 – 2030.
- (iii) Proposed revisions to the Estate Strategy 2021 – 2030 Key Performance Indicators.

1959 UNIVERSITY DRAFT BUDGET FOR 2021/22

The Director of Finance presented for approval a proposed budget for 2021/22 (BG/21/32) as recommended by the Finance and Resources Committee on 26 May 2021. Attention was drawn to the following points:

- The University continued to be in a financially strong position despite the challenging and competitive environment.
- The proposed budget presented a cash surplus. However, the income and expenditure statement showed an underlying accounting deficit, which was predominantly the result of two non-cash items – increased pension provision charges and depreciation.
- Due to the ongoing uncertainty around Covid, which could potentially impact student enrolments and associated income, the proposed budget included contingency which could be deployed throughout the year in response to the actual levels of student enrolment.

The Board was assured that the University's key financial risks were being closely monitored. The importance of careful communication relating to the accounting deficit was also highlighted.

RESOLVED

that the proposed budget for 2021/22 be approved.

1960 CONFIDENTIAL MINUTE

Not for publication in accordance with the Freedom of Information Act.

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Not for publication in accordance with the Freedom of Information Act.

1962 BOARD MEMBERSHIP

The Chair of the Board presented a report (BG/21/35) outlining Board and Committee membership recommendations.

RESOLVED

that the following be approved:

- (i) The appointment of Letitia Nicole Jones, new Students' Union President, and Hanifa Maryam, new Students' Union Education Officer, as the new student members of the Board from 1 July 2021 to 30 June 2022.
- (ii) The appointment of new Independent Governors to Committees as follows:

Name	Committee
Philippa Anderson	Finance and Resources Committee Remuneration Committee
Andrew Heyn	Finance and Resources Committee Remuneration Committee
Shrutisha Morris	Audit Committee

- (iii) Changes to Committee membership for current Governors as follows:

Name	Committee
Evelyn Asante Mensah	To move from Audit Committee to Nominations and Governance Committee.
Rowena Burns	To join Audit Committee in addition to Remuneration Committee.
Carlo Frondaroli	To move from Audit Committee to Finance and Resources Committee
Miles Rothbury	To move from Finance and Resources Committee to Audit Committee.

1963 MINUTES OF THE BOARD MEETING HELD ON 26 MARCH 2021

RESOLVED

that the minutes of the Board meeting held on 26 March 2021 be approved as a correct record and signed by the Chair.

1964 MATTERS ARISING FROM THE MINUTES

A report (BG/21/36) was submitted setting out actions to be taken following the meeting of the Board held on 26 March 2021 and progress made with regard to those actions.

RESOLVED

that the report be received.

1965 RISK MANAGEMENT

A report (BG/21/37) was submitted by the Chief Operating Officer providing an update on risk management.

RESOLVED

that the report be received.

1966 ACADEMIC BOARD REPORT

A report (BG/21/38) was submitted providing an update on business conducted by the Academic Board at its meeting held on 2 June 2021.

RESOLVED

that the report be received.

1967 COMMITTEE REPORTS

The following reports were submitted for information:

- Audit Committee – 21 May 2021 (BG/21/39).
- Finance and Resources Committee – 26 May 2021 (BG/21/40).
- Nominations and Governance Committee – 26 May 2021 (BG/21/41)
- Remuneration Committee – 26 May 2021 (BG/21/42).

RESOLVED

that the reports be received.

1968 MEETING DATES AND SCHEDULE OF AGENDA ITEMS

A report (BG/21/43) was submitted setting out the proposed schedule of meetings for 2022 and a draft Agenda Schedule for 2021/22.

RESOLVED

that the report be received.

1969 GOVERNANCE EFFECTIVENESS REVIEW

Mr Aaron Porter, Associate Director Governance, Advance HE, presented a report (BG/21/44) on the outcome of the recent Governance Effectiveness Review, which had taken place between January and March 2021.

The findings from the review were very positive with an overall conclusion that the University continued to demonstrate good governance. In addition, the review had concluded that the University had made good progress since the last review in 2017. Where recommendations had been made, these were developmental in nature.

There was discussion about how the University's governance arrangements performed in comparison to other institutions and the Board was pleased to note that the University was considered to perform very well and that Advance HE would place its governance in the top quintile of UK universities. However, it was also agreed that the University should not be complacent. It was concluded that a continued focus on people and culture were essential for good governance.

There was discussion about the recommendations made in the review report and it was noted that an action plan would be produced to address these. The action plan would then be considered by the Nominations and Governance Committee and the Board of Governors.

Signature of Chair _____

Date _____