

## Meeting of the Board of Governors

4.00\* - 6.00 pm on Thursday, 25 November 2021  
in Passmore Centre, main conference room

\*3.30pm: pre-Board presentation on IT strategy

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Declarations of Interest <i>Governors are required to declare any interest in any item of business at this meeting</i>		JC
3.	Minutes of previous meeting	3 - 8	JC
4.	Matters arising	9 - 10	JC
<b>Chair's business</b>			
5.	Welcome to associate governor	Verbal Report	JC
6.	Governor appraisals	Verbal Report	JC
<b>Year end reporting and approvals, 2020/21</b>			
7.	Group Audit and Risk Committee annual report	11 - 20	DB
8.	External audit findings	To Follow	KPMG
9.	External audit letter of representation	To Follow	RF
10.	Going concern statement	To Follow	RF
11.	Remuneration Committee report to the Board	21 - 30	JP
12.	Senior remuneration policy	31 - 36	JP
13.	Annual report and accounts 2020/21 <ul style="list-style-type: none"> <li>• Re-appointment of external auditors</li> </ul>	To Follow	RF
14.	Prevent annual return	37 - 42	DP
<b>Items to discuss</b>			
15.	VC report	43 - 52	DP
16.	CFO report	53 - 74	RF
17.	Corporate risk detailed discussion	75 - 78	RF

No.	Item	Pages	Presenter
	<ul style="list-style-type: none"> <li>Group corporate risk register</li> </ul>		
18.	Group-wide and LSBU KPIs	79 - 84	DJ
	<p><b>Items to note</b>  <i>The following papers will only be discussed at the meeting if there is a matter that any governor wishes to raise with the Secretary the day before the meeting</i></p>		
19.	Reports and decisions of committees <ul style="list-style-type: none"> <li>Modern Slavery Act statement</li> <li>Group Nomination Committee</li> <li>Academic Board terms of reference</li> <li>Enterprise Advisory Board terms of reference</li> </ul>	85 - 112	JS
20.	SBA articles of association update	113 - 114	JS

**Date of next meeting**  
**4.00 pm on Thursday, 24 March 2022**

- Members:** Jerry Cope (Chair), Michael Cutbill (Vice-Chair), Duncan Brown, John Cole), Peter Fidler, Ruchika Kumar, Mark Lemmon, Nicki Martin, Jeremy Parr, David Phoenix, Rashda Rana and Maxwell Smith
- Apologies:** Maureen Dalziel and Vinay Tanna
- Observers:** Ruth Farwell (SBC Chair), Shani Shamah (associate governor) and Kate Stanton-Davies
- In attendance:** Michael Broadway, Tara Dean, Richard Flatman, Deborah Johnston, James Stevenson and Fleur Nieboer (KPMG)