

Minutes of a Meeting of the Board of Governors  
held at 4pm on Thursday, 22 May 2014  
in room 1B27, Technopark, London Road, London SE1

**Present**

David Longbottom	Chairman
Prof David Phoenix	Vice Chancellor and Chief Executive
Barbara Ahland	SU President
Steve Balmont	
Douglas Denham St Pinnock	
Ken Dytor	<i>(from minute 14)</i>
Prof Neil Gorman	
Prof Hilary McCallion	
Anne Montgomery	
Mee Ling Ng	
Louisa Nyandey	<i>(from minute 8)</i>
Andrew Owen	
Diana Parker	
Prof Shushma Patel	
Prof Jon Warwick	

**Apologies**

Dame Sarah Mullally	Vice Chair
James Smith	

**In attendance**

Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Chief Financial Officer
Beverley Jullien	Pro Vice Chancellor (External)
Amir Rashid	Programme Director – Building for the Future ( <i>for minutes 14-20</i> )
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Manager

**Welcome and Apologies**

1. The Chairman welcomed Professor Gorman to his first meeting as an Independent Governor.
2. Apologies for the meeting had been received from Sarah Mullally and James Smith.

3. The Chairman reported that the Appointments Committee had been delighted to appoint of Jeremy Cope as an Independent Governor with effect from 1 September 2014. Mr Cope's CV would be circulated to members of the Board not on the Appointments Committee for information.

#### **Declaration of Interests**

4. No Board member declared an interest in any item on the agenda.

#### **Minutes of the previous meeting**

5. The Board approved the minutes of the Board meeting of 20 March 2014 and the proposed redactions for publication (paper **BG.16(14)**).
6. The Board approved the minutes of the general meeting of 20 March 2014 which was held to approve the revised articles of association.
7. It was noted that the Privy Council would be considering the amended articles with a view to approving them in June 2014.

#### **Matters Arising**

8. The Board noted that a report on the University Engineering Academy and the University Technical College which the University was sponsoring would come to the Board meeting of 8 July 2014.

#### *Louisa Nyandey joined the meeting*

9. The Board noted that key performance indicators with "in year" indicators were being developed and would mirror the outcomes of the new strategy for 2015-2020.
10. The revised Student Charter was being developed and would be launched in the new academic year, 2014/15.

#### **Deputy Vice Chancellor Appointment**

11. The Board discussed the proposed appointment of Professor Patrick Bailey as Deputy Vice Chancellor (paper **BG.17(14)**). The selection panel consisted of the Chairman of the Board, Vice Chancellor, Chair of the Human Resources Committee, Chair of the Educational Character Committee and an external member, Professor Neil Gorman. It was noted that each candidate had been

interviewed by a student panel and a staff panel whose views were reviewed by the selection panel before final decision.

12. The Board ratified the appointment of Professor Patrick Bailey as Deputy Vice Chancellor who would start at the University on 1 September 2014.

### **Strategy day report**

13. The Board noted the report and outcomes from the board strategy day of 1 May 2014 (paper **BG.18(14)**). Minor revisions to the report were suggested and the Board requested the revised report to be circulated to Board members for information.

### **Change Programme – governance and reporting structure**

*Ken Dytor and Amir Rashid entered the meeting*

14. The Board discussed the governance and reporting structure for the change programme to establish seven Schools and new professional service groups. This followed project management best practice (paper **BG.19(14)**). The change programme comprised 15 individual projects.
15. The Board requested details of these projects at its next meeting
16. It was reported that the draft internal audit plan for 2014/15 included 15 days to review the structure of the change programme and its deliverables. The draft plan would be considered in detail by the Audit Committee at its meeting of 12 June 2014.

### **IBM projects update**

17. The Board discussed an update on the IBM projects (paper **BG.20(14)**). The Board expressed concern that £0.5m of the contingency had been spent at an early stage in the project.
18. The Board emphasised the importance of ensuring a cultural change within the University for the “excellent student experience” project to be successful.
19. The Board discussed the format of the reports received on the change programme and IBM project and requested that more detail is provided for individual strands within these projects to enable the Board to support and monitor delivery more closely. In particular the Board requested key

deliverables and a highlight report for each strand with further detail provided by exception for strands not delivering to target.

20. In the first instance, a status report would be made to the Audit Committee on 10 June 2014.

*Amir Rashid left the meeting*

### **Project 16-20 report**

21. The Board discussed a report on the 16-20 project (paper **BG.21(14)**). The Board requested future reports to address specific commitments for income generation, rather than the future potential.
22. In relation to international student recruitment, it was reported that UK Visas and Immigration were randomly inspecting universities' records of international students for compliance with Tier 4 status. The Board requested the executive to brief the forthcoming Audit Committee and review whether additional internal auditor checks were needed and whether the risk was at the level to be recorded on the corporate risk register.

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

23. The Board discussed the Vice Chancellor's report (paper **BG.22(14)**), which updated the Board on the appointment process for the Pro Vice Chancellor (Research and External Engagement), student success stories, the recent enterprise event, the Complete University Guide league table 2015 and the recent THE student experience survey.
24. The corporate key performance indicators were noted. The Board discussed in detail the Complete University Guide league table 2015 in which LSBU ranked 120 out of 123. It was reported that greater focus was being given to the data in returns which related to league tables. The National Student Survey results and employability were particularly important.

### **Management accounts to 30 April 2014**

25. The Board noted the management accounts to 30 April 2014, which were forecasting a £1.5m surplus against a budget target of £2.5m (paper **BG.23(14)**). The position had improved from the March 2014 management accounts (which had been considered in detail by the Policy and Resources Committee). It was noted that it was unlikely that the £2.5m budget target would be reached at year end due to a £1m adverse variance from the

HEFCE grant letter and unbudgeted expenditure, principally on the IBM project.

### **Student recruitment**

26. The Board noted an update on student recruitment for 2014/15 (paper **BG.24(14)**). Each area was tracking ahead of, or in line with, 2013/14. The strategy for Clearing in August 2014 would be considered at the Board meeting of 8 July 2014.

### **Committee reports**

27. The Board noted the reports from committee meetings (paper **BG.25(15)**).
28. The Board approved the addition of Ian Mehrtens, Chief Operating Officer, as an authorised signatory to the bank mandates, as recommended by the Policy and Resources Committee.

### **Student Centre post occupancy review**

29. The Board noted the Student Centre post occupancy review (paper **BG.26(14)**), which had been discussed in detail by the Property Committee. It was noted that the Student Centre had made a positive contribution to the campus and the student experience.

### **HEFCE risk assessment**

30. The Board noted the HEFCE risk assessment which graded the University “not at higher risk”, the better of two ratings (paper **BG.27(14)**). The Board noted the sector benchmarking of key financial data.

### **Students’ Union election results**

31. The Board noted the Students’ Union election results for sabbatical and other officers of the Union (paper **BG.28(14)**). The Board noted that Ilham Abdishakur had been elected Students’ Union President and appointed her as a student governor from 1 July 2014.
32. The Board noted the returning officer’s report that the elections had been conducted in a fair and democratic manner.

**Corporate Risk Register**

33. The Board noted the corporate risk register (paper **BG.29(14)**).

**Declarations of Interest**

34. The Board authorised the declared situational interest of Douglas Denham St Pinnock (paper **BG.30(14)**). The Board noted that Richard Flatman, Chief Financial Officer, had resigned as a governor of the University of South Wales (USW) following a perceived conflict of interest due to USW opening a London campus.

**Any other business**

35. The Board noted that this was Barbara Ahland's last meeting as a governor as she stood down as Students' Union President on 30 June 2014. The Board warmly thanked Barbara for her excellent contribution to the Board as a student governor.

**Date of next meeting**

36. The next Board meeting will be at 4pm on Tuesday 8 July 2014. A drinks reception with members of senior management would take place after the Board meeting.

The Chairman closed the meeting.

**Confirmed as a true record:**

..... (Chairman)