

**Minutes of the meeting of the Finance, Planning and Resources Committee
held at 4.00 pm on Tuesday, 2 July 2019
1B16 - Technopark, SE1 6LN**

Present

Hilary McCallion (Chair)
Michael Cutbill
Peter Fidler
Nelly Kibirige
Mee Ling Ng
Jenny Owen
David Phoenix
Deepa Shah

Apologies

Jerry Cope
Pat Bailey
Richard Flatman

In attendance

Paul Ivey
Nicole Louis
Ralph Sanders
James Stevenson
Shân Wareing
Askari Jafri

1. Welcome and apologies

The above apologies were noted.

2. Declarations of Interest

No governors declared any interest in any item on the agenda.

3. Minutes from the last meeting

The committee approved the minutes and proposed redactions of the previous meeting.

4. Matters arising

The committee noted the draft facility agreement will be circulated by email once the 'Group' cashflow sequence is clear in relation to LSBU and SBC.

5. Student recruitment and retention update

The committee discussed in detail the student recruitment and retention update including:

- Application growth at LSBU reflects 3.8% year on year growth;
- Most schools have been effective in reducing the number of interrupted students, with 309 fewer interruptions overall;
- Resourcing for mental health and wellbeing is considered as part of Project Align; and
- 83 applications for undergraduate courses have been received from Lambeth College students.

The committee noted that management are trialling a number of ways to reduce the number of withdrawals. The success of these measures will become more apparent further in September 2019.

The committee thanked the CMO and her team for the good results so far.

6. Management accounts to May 2019

The committee discussed the management accounts, as at 31 May 2019. The committee noted the University is trending towards a surplus of £3.0m, delivering the University £1.5m above budget.

The committee noted further commentary is helpful in understanding the in-year trends.

7. Draft budget 2019/20

The committee discussed the 2019/20 draft LSBU budget, further to the initial discussion at the Board Strategy Day on 10 April 2019, noting the projected delivery of £152m in income.

The committee noted that the Executive considered that the proposed draft budget delivers an appropriate balance of risk and opportunity. The committee noted the risk around assumed growth of home/EU recruitment, which was based on improving recruitment figures.

The committee noted recommendations from Project Align still needed to be considered by the Executive, which may impact on the budgeted surplus. Any savings identified will be used to boost the £1m in-year investment pot and/or increase the surplus.

The committee recommended the draft LSBU budget for approval by the Board.

8. Research and enterprise activity update

The committee discussed the research and enterprise activity as at 31 May 2019. A shortfall of £0.28m was forecast for research income (excluding the quality-related research funding (QR) grant from Research England). The budgeted increase in Enterprise income was unlikely to be met.

The committee noted additional work is ongoing to meet targets including ongoing communications with schools.

The committee noted continued work on a joint 'Technology Campus' with The Welding Institute (TWI) at Cambridge.

The committee requested a more structured report for the next meeting. A detailed annual report will be provided for the committee for the meeting in November 2019, with identification of key measures to monitor for the 2019/20 financial year.

9. **Chief Operating Officer's report**

The committee discussed the Chief Operating Officer's report including the updated staff structures, noting the recent changes in personnel.

The committee noted a recent ICT incident, as a result of a HP server failure, causing a shortage in services over the last weekend of May 2019. The committee commended the ICT team for resolving the incident in 36 hours ensuring minimal disruption.

The committee noted cyber security work is in progress and requested for the use of cyber security experts to be considered for additional expertise. An update on ICT policies and procedures in relation to cyber security, and the completed action plan, will be brought to the committee later in the year.

The committee requested an update on the approach to business continuity paper, to include the Group, at a future meeting.

The committee commended the COO for the overall progress made this year and requested for the Executive to consider ways to reward the staff.

10. **KPI - strategic enablers**

The committee noted the key changes to the key performance indicators (KPI) for strategic enablers, which were:

- Release of the Guardian league table (68 out of 121), an improvement in rank of ten places;
- Increase in surplus as a percentage of income (1% in April 2019 to 2% in June 2019) and EBITDA (11.6% in April 2019 to 12.7% in June 2019); and
- Decrease in overall income forecast, including decreases against research and enterprise income.

The committee congratulated the Executive and staff for obtaining 68th position in the recently released Guardian University Rankings.

11. SU financial update

The committee noted the Students' Union (SU) bi-annual financial update and that the SU is within budget.

12. Insurance renewal

The committee noted the renewal of the insurance cover for 2019/20 on the following terms:

- LSBU remains a member of the London Universities Purchasing Consortium (LUPC) group insurance scheme; and
- Appointment of insurer(s) by 1 August 2019 as recommended by the LUPC appointed broker, within the total target cost of £482,615 (including contingency of £25k).

The committee noted the insurance cost of £443,775 for the 2018/19 financial year, within the agreed budget limit of £460k.

13. Any other business

The committee thanked Hilary McCallion for her contribution and efforts as chair of the committee and looked forward to her further contributions as a member of the SBA Board. The committee welcomed Michael Cutbill as the new Chair of the committee from the next meeting in September 2019.

**Date of next meeting
4.00 pm, on Tuesday, 24 September 2019**

Confirmed as a true record

..... (Chair)