

**Minutes of the meeting of the Board of Governors
held at 4.00 pm on Thursday, 16 July 2020
via MS Teams**

Present

Jerry Cope (Chair)
Michael Cutbill (Vice-Chair)
Duncan Brown
John Cole
Peter Fidler
Mark Lemmon
Nicki Martin
Hilary McCallion
Mee Ling Ng
David Phoenix
Rashda Rana
Tony Roberts
Deepa Shah
Maxwell Smith
Vinay Tanna
Harriet Tollerson

Apologies

Jeremy Parr

In attendance

Pat Bailey
Michael Broadway
Sarah Cowley (*for minute 11*)
Richard Duke (*for minutes 9 and 10*)
Richard Flatman
Paul Ivey (*for minute 12*)
James Stevenson

1. Welcome and apologies

The Chair welcomed members to the meeting.

The Chair welcomed Maxwell Smith and Harriet Tollerson to their first Board meeting as student governors.

The above apology was noted.

2. Declarations of Interest

No member of the meeting declared an interest in any item on the agenda.

3. Minutes of previous meeting

The Board approved the minutes of the meeting of 21 May 2020, subject to a minor amendment and their publication.

4. Matters arising

All matters arising had been completed.

5. Chair's business

The Chair informed the Board that the Finance, Planning and Resources Committee had received an informative update on impressive progress against the turnaround plan for Lambeth College.

The Board noted that recruitment would start for the three independent governor vacancies in autumn 2020.

The Board noted that the Chair had begun annual governor appraisals. Governors were invited to comment to the Chair on the form of Board meetings once the campus has re-opened in autumn 2020 following the easing of national lockdown.

6. South Bank Academies update

The Board noted an update on the work of the South Bank Academies (SBA) Board from Hilary McCallion, also a trustee of SBA.

The Board noted that the SBA Board had held a strategy session and had discussed and supported the group strategy 2020-25 in detail from an SBA perspective. The Board noted the establishment of a Quality Committee in SBA and the increased joint working between the two schools in the SBA multi-academy trust (MAT).

The Board noted that the SBA Board had approved the re-opening of both schools in the MAT in June 2020, following its review of detailed risk assessments.

The Board noted that a revised pay policy is due to be implemented in SBA shortly which should help attract and retain high quality staff.

7. VC's report

The Board discussed the Vice Chancellor's report.

The Board noted that, following the easing of national lockdown, progress was being made on the re-opening of the campus. The Group Audit and Risk Committee would review the risk assessment and approach to re-opening in mid-August 2020 on behalf of the Board.

The Vice Chancellor reported that a business case is being prepared for the Sir Simon Milton Westminster UTC to potentially join the SBA MAT. At a

meeting of 27 July 2020, the SBA Board would consider the business case and initial due diligence and decide in principle whether to progress to the next stage. The LSBU Board's consent would be required before any transaction.

The Board noted an update on the withdrawal from the TWI partnership.

The Board noted that the draft term sheet with the DfE for the SBC estates strategy was being finalised.

The Board noted that semester 1 2020/21 student recruitment is largely positive. Firm acceptances are up from last year by around 10%. Science and engineering subjects are showing good growth. Areas of challenge are in the Business School and the School of Built Environment and Architecture. International student recruitment is currently running at a decrease of 30%.

The Board noted an update on important league table measures. The Destination of Leavers of Higher Education (DLHE) survey had been replaced by Graduate Outcomes (GO) data. The University's performance had declined by this new measure. In addition, the Board noted that the University's overall NSS score had decreased by 2.4% compared to a sector average of 0.4%. The Board noted that performance in these two areas would adversely impact on LSBU's position in the league tables. The Board requested an analysis of NSS performance at the next meeting of the Finance, Planning and Resources (FPR) Committee.

8. CFO's report

The Board discussed the CFO report which updated on current year financial performance, future financial forecast submission date, project Leap, financial year end, strategy, risk and pensions.

The May 2020 management accounts, which had been reviewed in detail by FPR, forecast income to be ahead of budget at £154.2m and for the surplus to be on budget at £1.5m.

The Board noted an update on the financial position of South Bank Colleges (SBC) which was improving. The 2019/20 outturn was broadly in line with expectations and the turnaround plan. The SBC Board had approved its budget for 2020/21.

The Board noted an update on the revolving credit facility negotiations with Lloyds Bank. Lloyds had indicated that it would delay a decision until there was greater certainty on semester 1 student recruitment. The Executive is exploring options with AIB, Barclays and Lambeth Council.

The Board noted an update on the consultations with the trade unions at LSBU and SBC on proposals to offer a defined contribution (DC) scheme only for new starters.

9. **Strategy 2025**

Richard Duke joined the meeting

The Board discussed the 2020-25 group strategy which had been discussed in detail at the strategy days of the LSBU Board, the SBA Board and the SBC Board. The SBA Board and the SBC Board had both supported the final strategy at their meetings of 7 July 2020 and 14 July 2020.

The KPI working group would conclude its work early in 2021. KPIs for the single year 20/21 were also being formulated.

The Board approved the strategy, subject to minor amendments.

10. **Group corporate risk approach**

The Board approved the group approach to corporate risk and noted the corporate risk register which had both been reviewed in detail by the Group Audit and Risk Committee.

Richard Duke left the meeting

11. **EDI annual report 2019/20**

Sarah Cowley joined the meeting

The Board discussed the EDI annual report, 2019/20, which had been reviewed in detail by FPR. The Board supported the annual report, subject to minor amendments.

Following the recent Board EDI workshop, the Board had agreed to treat this area as a priority and challenged the Executive to maintain momentum over the short-term through appropriate actions and KPIs, with particular focus on the awarding gap, and to develop a medium-term strategy for Board approval.

Sarah Cowley left the meeting

12. **Enterprise Advisory Board**

Paul Ivey joined the meeting

The Board discussed the proposal to establish an enterprise advisory board. The enterprise advisory board would provide challenge and support to enterprise development. Mark Lemmon and Deepa Shah would join the enterprise advisory board.

The Board noted the consequent narrowing of the remit of South Bank University Enterprises Ltd (SBUEL) and approved the amendments to the governance of SBUEL.

Paul Ivey left the meeting

13. Delegations of authority

The Board noted the update on delegations of authority. The Board noted the approval of the final business case for establishing a Croydon campus and that the 15 year lease is expected to be executed by the end of July 2020.

The Board delegated authority to MPIC to authorise the award of contract for the Leap implementation partner subject to the value of the contract being in line with the business case.

14. Updated register of interests

The Board authorised the additional interests of Jerry Cope and Vinay Tanna as set out in the Board papers. The Board authorised the additional interest of Deepa Shah as a non-executive director of Journey Further. The updated register would be published on the website.

15. Reports and decisions of committees

The Board noted the reports and decisions of committees. The Board approved revisions to the terms of reference of the Major Projects and Investment Committee and the Honorary Awards Joint Committee.

Date of next meeting

4.00 pm, on Thursday, 24 September 2020 – strategy day

4pm, on Thursday, 15 October 2020 – Board meeting

Confirmed as a true record

..... (Chair)