



**Minutes of the meeting of the Finance, Planning and Resources Committee
held at 4.00 pm on Tuesday, 1 May 2018
1B16 - Technopark, SE1 6LN**

Present

Hilary McCallion (Chair)
Sodiq Akinbade
Jerry Cope
Michael Cutbill
Peter Fidler
Jenny Owen
David Phoenix

Apologies

Mee Ling Ng
Mandy Eddolls

In attendance

Pat Bailey
Richard Flatman
Nicole Louis
Ian Mehrtens
James Stevenson
Ralph Sanders
Alexander Enibe
Olivia Rainford (item 7)
Markos Koumaditis (item 10)

1. Welcome and Apologies

The above apologies were noted.

2. Declarations of Interest

No governors declared a conflict of interest in any item on the agenda.

3. Minutes from the last meeting

The committee approved the minutes of the previous meeting and the redactions, subject to minor changes.

4. Matters Arising

The committee reviewed the uncompleted actions arising from the previous meeting. The action sheet will be updated.

5. **Management Accounts to March 2018**

The committee noted the management accounts to 31 March 2018. The full year forecast surplus is expected to be £1.5m, in line with budget.

The committee discussed the numbers of student withdrawals as at 31 March 2018, which stood at 757 students, compared to 575 students in February 2018. The committee noted that compared with the same point in 2017, both withdrawals and interruption are down. The committee requested an update on student withdrawals for the next meeting of 26 June 2018.

In relation to refunds being paid by LSBU to students who withdrew or interrupted their studies, the committee noted that decisions follow the published fee regulations.

6. **Student Recruitment Update**

The Chief Marketing Officer introduced the student recruitment 2018/19 semester 1 report. Some of the figures in the report have changed since the report was produced.

Firm acceptance are up by 15.4% year on year. All schools are up with the exception of Arts and Creative Industries, which was experiencing strong competition.

The committee discussed the School of Health and Social Care in detail, noting the national shortage of nurses. The marketing message had been reviewed. In addition, the Health and Social Care courses offer was under review, which may result in closure of a small number of under-subscribed courses, subject to the outcome of consultation.

7. **Draft fundraising strategy**

Olivia Rainford joined the meeting.

The Head of Alumni and Development presented the draft fundraising strategy. The vision is to have a fundraising programme that can achieve a sustainable and substantial flow of philanthropic income over the next 10 years to help support the University's financial model.

The committee discussed targeting Trusts and Foundations as well as alumni. An advisory panel would be established to include influential people.

The committee noted the importance of communicating clearly to the potential donors on what their donations will be spent on.

The committee suggested that KPIs should be used to measure performance in this area.

The committee supported the strategy and recommended it to the Board for approval.

The Head of Alumni and Development confirmed that a paper on CC20 “charity fundraising: a guide to trustee duties” compliance would come back to the next meeting. The fundraising strategy and CC20 compliance would be reported to the July 2018 Board meeting.

Olivia Rainford left the meeting.

8. Capital expenditure funding proposal

The committee discussed the capital expenditure funding proposal.

The recently approved estates development plans and the student journey transformation project (LEAP), required £80M of capital expenditure over the next four years. These projects will be funded from a mixture of existing cash reserves and operating cash flows. Based on an analysis of cash flows, short term financing would be required for working capital.

The committee authorised the Chief Financial Officer to issue a request for proposal for a £25m five-year liquidity contingency line, which can be drawn on as and when required.

The Chief Financial Officer confirmed that the University has sufficient headroom to borrow up to the proposed additional £25m.

Rates and terms would be brought back to the committee and Board for approval.

9. Lambeth College commercial debt

The Chief Financial Officer introduced a proposal in relation to Lambeth College’s commercial debt of £14m with Barclays Bank. The proposal is for Barclays to novate this debt to LSBU on completion of the transfer of Lambeth College to a newly created subsidiary of LSBU, South Bank Colleges (SBC). Transaction Unit funds would flow to LSBU via SBC and the £5m early repayment charge to Barclays would be avoided.

The proposal is subject to discussion with the Transaction Unit and Barclays Bank.

The committee noted that on novation it is likely that Barclays will require new security over LSBU’s assets. Board approval would be required.

10. Strategic HR report

Markos Koumaditis joined the meeting.

The committee noted the Strategic HR report.

The committee requested an update on the Universities and Colleges Employers' Association consultation (minute 9 of the previous meeting).

The committee noted cost savings of between £5M and £8M were expected as part of planning for the 2018/19 budget. The approach will be to look at each area of activity in terms of staff cost, shape and skills requirements. In addition, a voluntary severance scheme would be launched. Consultation with the unions and staff communications had started.

The committee noted that the Deputy Vice-Chancellor would be the Executive lead for the Human Resources following the departure in June 2018 of the current Executive Director of Human Resources.

The committee requested to see an overview of the workforce plan at the next meeting, which would form part of the budget proposals.

Markos Koumaditis left the meeting.

11. Chief Operating Officer's report

The committee noted the Chief Operating Officer's report.

The Chief Operating Officer reported that the Academic Resources PSG had transferred to PVC (Education & Student Experience) and the Chief Operating Officer's focus would be phase 1 of the estate development, part-time secondment to Lambeth College and organisational effectiveness

The committee noted the progress towards submitting an application for the Race Charter Mark in November 2018.

The Chief Operating Officer noted the newly created Organisational Effectiveness Group (OE Group), to help drive organisation effectiveness projects.

12. Treasury management report

The committee noted the Treasury management report.

13. Key performance indicators - strategic enablers

The committee noted the Key Performance Indicators report.

The committee applauded the improvement in the Complete University Guide (CUG) league table recently published. LSBU's rating has risen from last year from 108 to 93.

14. Corporate roadmaps

The committee noted the Corporate Road maps for 2018/19.

15. Travel, subsistence and expenses policy

The committee approved the revised travel, subsistence and expenses policy.

The committee noted “a high risk area” was based on FCO advice. The organisational effectiveness group is clarifying class of travel.

The University Secretary confirmed that the policy met the draft CUC Remuneration code requirement to have a single published travel and expenses policy applying to all staff. A report of aggregate expenses for members of the Executive will be brought to the Remuneration Committee.

**Date of next meeting
4.00 pm, on Tuesday, 26 June 2018**

Confirmed as a true record

..... (Chair)