

Minutes of a Meeting of the Policy and Resources Committee
held at 4pm on Tuesday, 12 November 2013
in 1B27, Technopark, London Road, SE1

Present

David Longbottom	Chair (<i>for Sarah Mullally</i>)
Prof Martin Earwicker	Vice Chancellor (<i>for minutes 1 – 14</i>)
Ken Dytor	(<i>for minutes 1 – 11</i>)
Prof Hilary McCallion	
Anne Montgomery	
Diana Parker	(<i>for minutes 1 – 15</i>)
Prof Jon Warwick	

In attendance

Prof Rao Bhamidimarri	Executive Dean, Faculty of Engineering, Science and the Built Environment (<i>for minutes 15 – 17</i>)
Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Executive Director of Finance
Beverley Jullien	Pro Vice Chancellor (External)
Ian Mehrtens	Executive Director of Corporate Services (<i>for minutes 9 – 14</i>)
Ralph Sanders	Financial Planning Manager (<i>for minutes 9 – 17</i>)
Mike Simmons	Director of Development and Alumni Relations (<i>for minutes 15 – 17</i>)
James Stevenson	University Secretary and Clerk to the Board of Governors
David Swayne	Chief Information Officer (<i>for minutes 9 – 14</i>)
Michael Broadway	Governance Officer

Welcome and Apologies

1. Apologies had been received from Sarah Mullally and Barbara Ahland.

Declarations of Interest

2. No member declared an interest on any item on the agenda.

Minutes of the previous meeting

3. The minutes of the previous meeting were approved as a correct record. The minutes were approved for publication subject to the proposed redactions (paper **PR.42(13)**).

Matters Arising

4. There were no matters arising which were not covered elsewhere on the agenda or at a future meeting.

Recruitment

5. The committee noted a summary on recruitment for 2012/13 and learnings from the cycle (paper **PR.43(13)**). The committee welcomed the report and noted that the challenge was to continue to improve in future years. It was anticipated that the new website would improve connectivity for potential students and lead to an increase in applications.

Draft report and accounts for the year ended 31 July 2013

6. The committee discussed the draft report and accounts for the year ended 31 July 2013 (paper **PR.44(13)**), which had been reviewed in detail by the audit committee. An operating surplus of £6.1m was reported which was ahead of the budget target of £2.5m.
7. The committee recommended the accounts to the Board for approval.

Draft Students' Union accounts for year ended 31 July 2013

8. The committee noted the draft Students' Union (SU) accounts for the year ended 31 July 2013 (paper **PR.45(13)**). These accounts had been deconsolidated from the university's accounts and the SU were in the process of registering as an independent charity.

Business cases relating to LSBU / IBM strategic partnership

Ian Mehrrens, David Swayne and Ralph Sanders entered the meeting

9. The committee discussed the business cases relating to a proposed strategic partnership between LSBU and IBM (paper **PR.46(13)**). The partnership would cover three separate strands: i) delivering an exceptional student experience; ii) outsourcing the data centre; and iii) replacing the identity and access management system. The outline proposals had been discussed at the board strategy day of 23 October 2013 and the objectives were supported by the Board.
10. The data centre outsourcing and identity and access management proposals mitigated current significant operational risks. It was anticipated that by delivering the exceptional student experience project, increased revenues would cover the

costs of the three projects. Detailed analyses were noted which showed that the proposals were broadly cost neutral over the project's term of five years.

11. The exceptional student experience project would change the nature of engagement with students. It assumes an increase in progression rates and student satisfaction and a decrease in complaints. A senior project director would be appointed to deliver the project and related changes to ways of working within LSBU.

Ken Dytor left the meeting

12. The data centre outsourcing project reduced the risk to business resilience and continuity as the University's two data centres were both on the Southwark campus. The centres would be outsourced to a managed cloud service which could meet fluctuations in demand.
13. The committee recommended the business cases on the exceptional student experience project and data centre outsourcing to the Board for approval.
14. The business case on identity and access management had been approved by the executive under their delegated level of authority.

Martin Earwicker, Ian Mehrtens and David Swayne left the meeting

National Bakery School Redevelopment

Rao Bhamidimarri and Mike Simmons entered the meeting

15. The committee discussed the business case for the proposed redevelopment of the National Bakery School to meet the demands of higher education teaching and professional development training (paper **PR.47(13)**). The School had established close links with industry and retailers and had engaged extensively on the redevelopment. Over £600,000 of cash and gifts in kind had been pledged to the redevelopment of the School. The redevelopment required £1m capital expenditure by the University with a further £500,000 from expected fundraising underwritten by the University. It was reported that the £500,000 from further fundraising was an achievable target.

Diana Parker left the meeting

16. The School intended to establish a National Bakery School advisory panel to attract some senior figures from the baking industry and capitalise on the current media interest in baking.

17. The committee recommended the proposal to the Board for approval. The committee agreed that the business case was an exemplar for future investment.

Rao Bhamidimarri, Mike Simmons and Ralph Sanders left the meeting

Articles of Association

18. The committee noted the proposed revised articles of association (paper **PR.48(13)**). Consultation was on-going with the Charity Commission over the power to remunerate governors. The committee recommended the revised articles to the Board for approval subject to the outcome of the Charity Commission consultation. If the approval was not granted prior to the board meeting on 21st November 2013, the committee agreed that the matter should be withdrawn from the meeting and the annual general meeting.

Key Performance Indicators

19. The committee noted the key performance indicators (KPI) which were tabled at the meeting (paper **PR.49(13)**). It was noted that these were the final KPIs for the year 2012/13. There were improvements in the indicators for student satisfaction, progression and good honours. The employability indicator had gone down compared to last year and actions were in hand to address this.

Insurance Claims

20. The committee noted an update on insurance claims (paper **PR.50(13)**). The University's claims record was low.

Committee terms of reference

21. Following the annual practice of all the committees, the committee noted its terms of reference (paper **PR.51(13)**), which remained unchanged for the year.

Any other business

22. It was reported that the final account for the redevelopment of the Georgian Terraces had been settled. The final cost was £1.2m under budget.

Retirement of Prof Martin Earwicker

23. The committee noted that this was Professor Martin Earwicker's final committee meeting prior to his retirement and warmly thanked him in absentia for his services to the University and support for the committee.

Date of next meeting

24. The next meeting of the committee will be on Tuesday 4 March 2014 at 4pm.

The Chair closed the meeting.

Approved as a true record:

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Chair