

Minutes of a Meeting of the Board of Governors
held at 4pm on Thursday, 23 May 2013
in 1B27, Technopark, London SE1

Present

David Longbottom	Chairman
Prof Martin Earwicker	Vice Chancellor and Chief Executive
Anisa Ali	<i>(for minutes 13-27)</i>
Steve Balmont	
Douglas Denham St Pinnock	
Prof Hilary McCallion	
Anne Montgomery	<i>(for minutes 1-19)</i>
Dr Mee Ling Ng	
Andrew Owen	
Diana Parker	<i>(for minutes 1-18)</i>
James Smith	
Prof Jon Warwick	

Apologies

Dame Sarah Mullally	Vice Chair
Barbara Ahland	
Ken Dytor	
Prof Shushma Patel	

In attendance

Dr Phil Cardew	Pro Vice Chancellor (Academic)
Prof Judith Ellis	Executive Dean, Faculty of Health and Social Care <i>(for minutes 15)</i>
Richard Flatman	Executive Director of Finance
Tim Gebbels	Director of Enterprise <i>(for minutes 17-19)</i>
Beverley Jullien	Pro Vice Chancellor (External)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

Welcome

1. The Chairman welcomed governors to the meeting.

Declaration of Interests

2. No governor declared an interest in any item on the agenda.

Minutes of the previous meeting

3. The Board approved the minutes of the meeting of 21 March 2013 and authorised their publication with the proposed redactions subject the Executive reviewing whether to also redact minutes 7, 12 and 14.

Matters Arising

4. The Board noted the matters arising and noted that the Charitable Funds Committee was being closed and that its work would be undertaken by the Policy and Resources Committee.

Vice Chancellor Appointment Update

5. The Chairman updated the Board on the progress of the Vice Chancellor Appointment Committee. The Board noted that following the first unsuccessful recruitment process Odgers Berndtson had been appointed to lead the search. It was noted that the position had been advertised in the Times Higher and jobs.ac.uk and that the closing date for applications was 7th June. The Chairman reported that the Vice Chancellor Appointment Committee was receiving weekly updates on applications to enable it to monitor the quality of the applications.
6. The Board noted market feedback from Odgers was positive and that the advert had been well received and there was no indication that applicants had been put off by the University not appointing last time. It was noted that it was a very competitive market.
7. The Board noted that the Vice Chancellor Appointment Committee would review the longlist of candidates over the summer with final interviews scheduled for 11th September 2013.
8. Due to the delay in recruitment of a new Vice Chancellor, the Board confirmed that Professor Martin Earwicker had agreed to delay his retirement and

continue as Vice Chancellor to 31st December 2013, in anticipation of the new Vice Chancellor commencing at the beginning of 2014.

April Board Strategy Day

9. The Board discussed the report on the Board strategy day held on 25 April 2013 (paper **BG.19(13)**), which had confirmed LSBU's mission as a community university. The key strategic targets had been agreed:
 - Full time undergraduate student recruitment of 2750;
 - Levels 4 to 5 progression of 65%;
 - Additional income of £16m by 2017 at a contribution of 20% (the "16-20" challenge); and
 - Capital investment of £110m over the next five years.
10. The Board requested a report at the 18th July 2013 meeting on how the implementation of the market driven curriculum would impact on the current faculty structure. It was noted that Jane Houzer, the Executive Dean of the Business Faculty had resigned and that this presented an opportunity to reflect on the structure of the Business Faculty.
11. The Board noted that the Southwark campus redevelopment should make the University an attractive partner for an international university who were seeking a central London campus to deliver their courses and requested the Executive to explore potential partners.
12. The impact of the current funding uncertainties around the NHS contract on the Faculty of Health and Social Care would be kept under review by the Executive (see minute 15 below)

Anisa Ali entered the meeting

HEFCE Core and Margin

13. The Board discussed in detail correspondence between the University and HEFCE regarding the "core and margin" allocation for 2012/13 (paper **BG.20(13)**). The Board noted that the University had not yet received a response from HEFCE.
14. The Board endorsed the Executive's defence of the University's position based on HEFCE's apparent change in policy regarding fee increases for those institutions who took advantage of the "core and margin" allocation for 2012/13. The Board noted that the Executive were confident that the

University would still be able to recruit to its target of 2750 full time undergraduate students at fees of £9000.

NHS Funding

Prof Judith Ellis entered the meeting

15. Prof Ellis gave an update on the NHS Funding position for 2013/14 (paper **BG.21(13)**). It was noted that due to the restructuring in the NHS funding for healthcare education is now provided by Health Education England through the Local Education Training Boards (LETB) and that funding allocations had not yet been agreed for 2013/14. It was anticipated that the Faculty of Health and Social Care could lose up to £1.8m from its Continuing Professional and Personal Development budget but aimed to minimise this loss to £0.5m.
16. The matter has been entered on the corporate risk register and will be closely monitored by the Executive.

Prof Judith Ellis left the meeting

Student Recruitment update, 2013/14

17. The Board noted an update on student recruitment for 2013/14 (paper **BG.22(13)**). The Board noted that full time undergraduate firm acceptances were up 28% year on year and the focus was on converting offers to acceptances. International recruitment was up 58% compared with 2012/13 with a focus on the key markets of China, India and Nigeria.

University Enterprise

Tim Gebbels entered the meeting

18. The Board considered a presentation from the Director of Enterprise which updated the Board on the Enterprise vision which included establishing a pervasive, University wide culture of Enterprise; progress with the Enterprise Centre; target income of £6m for enterprise as part of the “16-20” challenge by 2017/18; and the approach to commercial enterprise. Achievements to date include the knowledge transfer partnerships programme and the ACCA programme. The pipeline of major projects was noted.

Diana Parker left the meeting

19. The Board welcomed the presentation. In response to a question on the reporting of University Enterprise it was reported that the South Bank University Enterprise Ltd (SBUEL) Board has oversight of all activities within SBUEL. It also takes an overview of the totality of “University Enterprise”, including those areas which are managed by the University. The Board requested an update on University Enterprise twice yearly and a further report at its November 2013 meeting. The Board requested a summary of progress towards the “16-20” challenge at each meeting.
20. The Board also discussed the nature of incentives for academic staff involved in enterprise and the link with applied research.
21. The Board discussed the Enterprise Centre which was due to open in September 2013. A post-investment review against targets as set out in the business case was planned for one year after opening. It was noted that a review of the service criteria for the building would be carried out annually as part of the external audit process.

Anne Montgomery and Tim Gebbels left the meeting

Vice Chancellor’s Report

22. The Board noted an update from the Vice Chancellor on progress of the new customer facing website which was due to be launched in September 2013; the publication of the Complete University Guide 2014 in which the University had maintained its position relative to key competitors; and progress of employee engagement survey whose results would be considered in detail by the Human Resources Committee (paper **BG.23(13)**). The Board noted the updated key performance indicators.

Management Accounts summary to 31 March 2013

23. The Board noted the management accounts summary to 31 March 2013 (paper **BG.24(13)**), which showed a forecast surplus for the year of £4.3m.

Reports from Committees

24. The Board noted reports from committee meetings (paper **BG.25(13)**). The Chair of the Educational Character Committee reported on the recent visit to the Student Union.

Capital Investment Update

25. The committee discussed an update on capital investment plans for the five years from 2013/14 (paper **BG.26(13)**), which had been reviewed in detail by the Policy and Resources Committee.

Chair Nomination Committee

26. The Board noted that the current Chairman would be retiring in July 2015 and that it was timely to begin searching for a successor. It was anticipated that the new Chair would serve for a year prior to appointment as Chair of the Policy and Resources Committee. The Board approved the recommendation that a Chair Nomination Committee is established to lead the search for a new Chair (paper **BG.27(13)**). The Board approved the terms of reference for the committee and authorised the committee to engage search consultants if deemed necessary.

Risk Register

27. The committee noted the risk register (paper **BG.28(13)**), including the corporate risks assessed as “critical”.

HEFCE Assessment of Institutional Risk

28. The Board noted HEFCE’s assessment of institutional risk which graded the University “not at higher risk”, the better of two rankings (paper **BG.29(13)**). The Board noted the benchmarked key financial indicators from across the sector.

Student Union Election Results

29. The Board noted the results of the Student Union election and the Returning Officer’s report (paper **BG.30(13)**). The Board noted that the number of students voting had doubled and that the Student Centre had helped to engage students in the elections.

Any other business

30. The Board noted that this would be Anisa Ali’s final Board meeting. The Board warmly thanked her for her valuable contribution to the Board and the University over the last two years.

London South Bank
University

Date of next meeting

31. The next meeting will be held at 4pm on Thursday 18 July 2013.

The Chairman closed the meeting.

Confirmed as a true record:

..... (Chairman)