



**Minutes of the meeting of the Board of Governors
held at 4.00 pm on Thursday, 13 October 2016
Boardroom - Technopark, SE1 6LN**

Present

Jerry Cope (Chair)
David Phoenix
Steve Balmont
Shachi Blakemore
Michael Cutbill
Douglas Denham St Pinnock
Carol Hui
Hilary McCallion
Mee Ling Ng
Tony Roberts
Calvin Usuanlele

Apologies

Andrew Owen
Temi Ahmadu
Neil Gorman
Kevin McGrath
Jenny Owen
Mandy Eddolls

In attendance

Pat Bailey
Richard Flatman
Ian Mehrtens
James Stevenson
Michael Broadway

1. Welcome and apologies

The Chair welcomed members to the meeting.

The above apologies were noted.

The Chair noted that the Board had just received an informative pre-Board briefing on health and safety, including an update on the new sentencing guidelines and safeguarding.

2. Declarations of Interest

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

The Chair reported that he had joined the board of UCEA.

3. Minutes of previous meeting

The Board approved the minutes of the meeting of 14 July 2016 and their publication without redactions.

The Board approved the minutes recording the decision to appoint Sir Simon Hughes as Chancellor. The decision was made by email on 15 August 2016.

4. Matters arising

All matters arising were covered on the agenda or would be discussed at a future meeting.

5. Chancellor appointment

The Chair updated the Board on the appointment of Sir Simon Hughes as Chancellor. The appointment would be publicised when Sir Simon stood down as the Liberal Democrat parliamentary candidate for Bermondsey and Old Southwark at the end of May 2017. Richard Farleigh had agreed to continue to serve as Chancellor until this time.

6. Vice Chancellor's report

The Board discussed in detail the Vice Chancellor's report, which reviewed progress against the three outcomes in the corporate strategy: student success; real world impact; and access to opportunity.

It was reported that undergraduate full time student enrolments were likely to be at around 2500 against a target of 2750. Recruitment for part time and post graduate students was likely to be above target. A £4m income shortfall was forecast for the current year 2016/7. It was reported that the shortfall was manageable in year due to flexibility built into the 2016/17 budget.

The Board requested analysis of student recruitment and current recruitment strategies for the Finance, Planning and Resources Committee meeting of 8 November 2016.

The Board noted an update on apprenticeships. The HEFCE funded engineering apprenticeships project would be launched at the end of November 2016.

The Board noted strong support from the three local boroughs and the GLA for LSBU's potential strategic alliances in Further Education.

The Vice Chancellor updated the Board on the Higher Education and Research Bill, the external environment and the Teaching Excellence Framework (TEF) consultation.

The Board noted the Vice Chancellor's planned visit to APU, Bahrain in early November 2016 to commence the collaboration.

The Board noted that the University had been shortlisted for the Entrepreneurial University of the Year at the Times Higher Education awards.

7. Chief Financial Officer's report

The Board discussed the Chief Financial Officer's report.

The Board noted that year end audit was substantially complete and a £3.3m surplus for 2015/16 was expected.

The Board noted that the HEFCE assurance review would take place in January 2017. A mock review was being planned for December 2016, led by internal audit.

8. Corporate risk register - annual detailed review

The Board discussed in detail the corporate risk register. The Board noted that the risk register is reviewed by the Audit Committee at each meeting.

The Board noted the risk management process had been reviewed by the internal auditors and was rated as "low risk".

The Board requested that corporate risk inform the agendas of Board and committee meetings.

Following a detailed discussion of the corporate risk register, the Board confirmed that the register reflected the current key corporate risks of the organisation. The new regulatory approach to academic quality would be added in the next version.

9. Risk appetite

At its meeting of 21 October 2015, the Board reviewed the University's appetite for risk, in the following areas: financial; academic delivery; legal and compliance; and reputational.

Based on the definitions in the risk appetite framework the Board agreed to maintain the following risk appetite for the University:

- a. Legal and compliance – “cautious”;
- b. Financial – “open”;
- c. Reputational – “open”; and
- d. Academic delivery – “seek.”

10. Equality, Diversity and Inclusion annual report

The Board discussed the equality, diversity and inclusion (EDI) annual report in detail. The Board noted that the report evidenced the discharge of the public sector equality duty, applicable to LSBU.

The key challenge facing the university was closing the attainment gap between different groups of students. The learner analytics project, which was launching this academic year, would help address some of these challenges.

The Board discussed gender pay gap reporting, required in 2017, and which should be linked to succession planning.

The under-reporting of certain protected characteristics by staff was noted and made it challenging to develop an action plan to tackle any issues.

The Board noted that the diversity of senior leaders in the organisation was improving and that this was recognised by staff.

The Board welcomed the report and requested additional data is circulated to governors for information.

11. Reports on decisions of committees

The Board noted the reports on decisions of committees.

12. Board strategy day report

The Board noted the report from the Board strategy day of 29 September 2016.

13. Governance effectiveness review closure report

The Board noted the actions taken as a result of the governance effectiveness review of 2015.

14. **Business plan**

The Board noted its business plan for the year 2016/17.

15. **Standing Orders (to approve)**

The Board discussed the proposed diversity target for the Board of Governors. The Board supported the principle of a gender balanced Board in respect of independent governors only. Targeted recruitment would be used to address underrepresentation. The Nomination Committee would develop the definition and proposals further.

The Board approved the proposed changes to the Standing Orders.

**Date of next meeting
4.00 pm, on Thursday, 24 November 2016**

Confirmed as a true record

..... (Chair)