

Minutes of a Meeting of the Board of Governors  
held at 4pm on Thursday, 12 February 2015  
in room 1B27, Technopark, London Road, London SE1

**Present**

David Longbottom	Chairman
Jerry Cope	Joint Vice Chair
Dame Sarah Mullally	Joint Vice Chair
Prof David Phoenix	Vice Chancellor and Chief Executive ( <i>from minute 4</i> )
Ilham Abdishakur	SU President
Steve Balmont	( <i>from minute 17</i> )
Douglas Denham St Pinnock	( <i>minutes 1 – 23</i> )
Ken Dytor	
Prof Neil Gorman	
Prof Hilary McCallion	
Mee Ling Ng	
Andrew Owen	
Prof Shushma Patel	
James Smith	
Prof Jon Warwick	

**Apologies**

Emine Dzhihan  
Anne Montgomery  
Diana Parker

**In attendance**

Prof Pat Bailey	Deputy Vice Chancellor ( <i>from minute 4</i> )
Prof Phil Cardew	Pro Vice Chancellor (Students and Education) ( <i>from minute 4</i> )
Richard Flatman	Chief Financial Officer ( <i>from minute 4</i> )
Prof Paul Ivey	Pro Vice Chancellor (Research and External Engagement) ( <i>from minute 4</i> )
Prof Janet Jones	Dean, School of Arts and Creative Industries ( <i>for minutes 17 &amp; 18</i> )
Ian Mehrtens	Chief Operating Officer ( <i>from minute 4</i> )
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Manager

**Welcome**

1. The Chairman welcomed governors to the meeting.
2. The Chairman reported that governors had just received informative presentations from the Deans on their visions for the seven Schools.
3. The Chairman explained that today's meeting was focussed on delivery. There would be an opportunity for a detailed strategic discussion at the Board strategy day on 23 April 2015.

**Confirmation of the Vice Chancellor**

4. The Board unanimously confirmed Professor David Phoenix in post as Vice Chancellor following completion of his probationary period (paper **BG.01(15)**).

*Members of the Executive joined the meeting*

**Declaration of Interests**

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

**Report from the Appointments Committee**

6. The Chairman reported that at its meeting earlier that day the Appointments Committee had appointed Shachi Blakemore, Carol Hui and Kevin McGrath as independent governors with effect from 1 April 2015 (paper **BG.02(15)**). Profiles of the three new governors would be circulated to the Board and members of the Executive.

**Minutes of the previous meeting**

7. The Board approved the minutes of the meeting of 20 November 2015 (paper **BG.03(15)**) and their publication with the proposed redactions.

**Matters Arising**

8. All matters had been dealt with or added to the forward plan.
9. Minute 9 of 20 November 2014 – the Board noted that the bid for STEM funding from HEFCE had been unsuccessful.

**Vice Chancellor's Report**

10. The Board discussed the Vice Chancellor's report (paper **BG.04(15)**), which included an update on the EDISON project; student recruitment; progress on NHS contract negotiations; and the portfolio review
11. It was reported that HEFCE had received its grant letter from the Department for Business, Innovation and Skills for 2015/16. LSBU expected to receive its grant letter from HEFCE in late March 2015.
12. The Vice Chancellor updated the Board on recruitment of the Pro Vice Chancellor (Students and Education). Shân Wareing, Pro Vice Chancellor at Bucks New University had been offered the post, subject to references. An announcement would be made to staff in due course.
13. The Vice Chancellor updated the Board on the progress of the EDISON project. The "excellent student experience" project had been completed in December 2014. An update on the outcomes of the project would be given at the Board meeting of 14 May 2015. The server migration and identity and access management aspects of the project were ongoing.

**Chief Financial Officer's Report**

14. The Board discussed in detail the Chief Financial Officer's report (paper **BG.05(15)**), which included updates on the current financial position and second semester enrolment. The full year forecast was a surplus of £0.5m against a budget target of £1m. It was noted that bond yields could have a material adverse impact at year end on pension liabilities.
15. As discussed at the Policy and Resources Committee meeting on 3 February 2015, staff costs were being closely scrutinised by the Executive. The Transparent Approach to Costing (TRAC) report would be considered at the forthcoming Audit Committee meeting.
16. The Board noted that the re-tender of the Internal Audit contract would be led by the Chairman of the Audit Committee. An update would be provided to the Audit Committee on 26 February 2015.

### **Media Centre business case**

*Janet Jones joined the meeting*

17. The Board discussed the business case for the creation of a new Media Centre (paper **BG.09(15)**), which would enhance undergraduate specialist teaching provision for Journalism, Film Practice, Sound Design and Digital Design. The business case had been supported by the Property Committee and the Policy and Resources Committee.
18. After careful consideration, the Board authorised expenditure of £4.1m for refurbishment of part of London Road and essential equipment upgrades.

*Janet Jones left the meeting. Steve Balmont joined the meeting.*

### **Research Excellence Framework and Research Strategy**

19. The Pro Vice Chancellor (Research and External Engagement) gave a summary of the Research Excellence Framework (REF) (paper **BG.06(15)**). LSBU's overall score was 2.52, which meant that LSBU's research is either excellent or recognised internationally. Planning for REF2020 had started. The aim was to double the number of academics submitted to the REF and to increase the total number of PhDs by 2020.

### **Overseas Partnerships update**

20. The Vice Chancellor gave an update on overseas partnerships (paper **BG.07(15)**), including an update on the partnership with the British University Egypt and a proposed partnership with the Applied Science University (ASU) in Bahrain.
21. The Board noted the reputational risks of a partnership in Bahrain but were encouraged by the ASU's positive approach to training more female engineers. The Board approved the proposed partnership with the Applied Science University.

### **Hugh Astor Court business case**

22. The Board discussed the business case to purchase Hugh Astor Court from Peabody (paper **BG.08(15)**). The business case had been supported by the Property Committee and the Policy and Resources Committee.

23. The site is strategically important for the University as it would allow the completion of a cohesive campus in SE1. Until development of the site, within the estates strategy, the building would be used as student accommodation
24. The Board noted that the purchase would be financed from existing cash reserves which have been accumulated over the past few years specifically to meet the cost of strategic acquisitions such as Hugh Astor Court. The acquisition cost of £11.4m plus a further £2m to meet potential additional costs post acquisition has already been set aside in the University's capital expenditure plans and the purchase will not therefore put future cashflow at risk.
25. The Board approved the purchase of Hugh Astor Court. The Board authorised a sub-committee of Jerry Cope, Ken Dytor, David Phoenix and Richard Flatman to give final approval for legal completion.

#### **Key performance indicators for 2014/15 recommendations and report**

26. The Board discussed the proposed key performance indicators, targets and rating criteria for 2014/15 (paper **BG.10(15)**) as recommended by the KPI working group. The indicators had been aligned to the eight goals and the success measures of the corporate strategy 2015-2020. In addition to the KPI report the Board would receive a quarterly report on progress against the three outcomes and the strategic enablers.
27. The Board approved the KPI set and noted current performance to date.

*Douglas Denham St Pinnock left the meeting to support the LSBU Law Department host Lady Doreen Lawrence and Imran Khan, solicitor*

#### **Change programme update**

28. The Board noted an update on the change programme.

#### **Report on decisions of Committees**

29. The Board noted a report on decisions of the Policy and Resources, Property and Educational Character committees from meetings held in January and February 2015 (paper **BG.11(15)**).

#### **Risk Register**

30. The Board noted the corporate risk register (paper **BG.12(15)**).

**Any other business**

- 31. The Vice Chair, Jerry Cope gave an update on the governance effectiveness review. There would be a detailed discussion at the strategy day on 23 April 2015.
- 32. The Chairman reported that for the rest of his tenure to 31 July 2015, Policy and Resources, Property, and Human Resources committees would only meet if there were significant agenda items to discuss. If not, the meetings would not be held and matters would come directly to the Board meetings in May and July 2015. Following the conclusion of the governance effectiveness review, new committees would operate from 1 September 2015.
- 33. The Board noted that this was the last Board meeting for Sarah Mullally and Ken Dytor who were due to retire on 31 March 2015. Anne Montgomery and Diana Parker were also due to retire on that date but had sent apologies for the meeting. The Board warmly thanked the retiring governors for their contribution to the Board and University. A reception for retiring governors would take place after the Board meeting.
- 34. The Board noted that this was the last Board meeting for Prof Phil Cardew, Pro Vice Chancellor (Students and Education) following his appointment as Deputy Vice Chancellor at Leeds Beckett University. The Board thanked Professor Cardew for his contribution to the University.

**Date of next meeting**

- 35. The next Board meeting will be a Board strategy day on 23 April 2015 and then the Board meeting on 14 May 2015.

The Chairman closed the meeting.

**Confirmed as a true record:**

..... (Chairman)