

**Minutes of the meeting of the Board of Governors  
held at 10.00 am on Wednesday, 26 April 2017  
Oxford Circus Room, H10**

**Present**

Jerry Cope (Chair)  
Andrew Owen (Vice-Chair)  
David Phoenix  
Temi Ahmadu  
Steve Balmont  
Shachi Blakemore  
Michael Cutbill  
Douglas Denham St Pinnock  
Neil Gorman  
Hilary McCallion  
Mee Ling Ng  
Jenny Owen  
Tony Roberts

**Apologies**

Carol Hui  
Kevin McGrath  
Calvin Usuanlele  
Pat Bailey

**In attendance**

Richard Flatman  
James Stevenson  
Michael Broadway  
Joe Kelly  
Mike Simmons

**5. Welcome and introduction**

The Chair welcomed governors, Academic Board members and Executive members to the meeting.

**1. External policy environment**

The Vice Chancellor presented a review of the external policy environment. The meeting noted opportunities and threats, in relation to the following:

- Higher Education Research Bill (HERB), including: TEF and differentiation, Office for Students (OfS), 'challenger' institutions, and the impact of increasing fees on LSBU's demographic.

- Regulatory environment, including: multiple regulators, data protection, Competition and Markets Authority, Institute for Apprenticeships.
- “Brexit”, including: staff and student recruitment, loss of access to Horizon 2020 and European Social Funds.
- Industrial Strategy, including: emphasis on skills and apprenticeships, translational research, devolution and funding drain.
- International, including: threats around policy and process, opportunities for partnerships in Europe, internationalisation potential limits.
- Research, including: low numbers of research active staff, partnerships, increased R&D fund, postdoctoral loans, HERB and REF2021.
- Recruitment, including: increased competition, fees increases, London cost of living, changes to NHS bursaries.

LSBU’s response is to:

- Establish LSBU as a leader in professional and technical education; and
- Establish LSBU as ‘anchor institution’ supporting broad educational and enterprise offer.

The meeting discussed the opportunities in relation to:

- Additional research and enterprise partnerships;
- The range of potential educational pathways and partnerships; and
- Apprenticeships (discussed in more detail in session 3 below).

## 2. **The student experience in Higher Education**

The Pro Vice Chancellor for Education and Student Experience (PVC(ESE)) outlined a vision of an integrated learning “ecosystem” across both virtual and physical environments.

A short video produced by LSBU students’ union was played to the meeting in which students commented on their learning experience at LSBU, identifying pro and cons, and their preferences for development.

The presentation highlighted seven principles to improve the student experience in line with the vision.

- Adaptable: The physical and technological environments should be adaptable.

- Seamless: an integrated single 'sign on' across LSBU applications, and the integration and exchange of data between systems.
- Experimental: digital and physical spaces for exploring digitally enhanced learning, teaching and assessment.
- Automated: develop the range of automated tasks to reduce workload, improve consistency, lower training barriers, and focus on important tasks.
- Collaborative and social: create digital and physical spaces to enable working across boundaries, and facilitate collaboration between groups of learners, teachers, and employers.
- Device agnostic: environment should be WiFi enabled, mobile friendly, and enable use of a range of devices, both LSBU and privately owned.
- Industry standard: use industry standard tools, e.g. Office 365, to build tools for learning which are intrinsically part of the working environment.

The meeting supported the approach to modernise the digital and physical environments to better meet student expectations and competition from other institutions.

The meeting emphasised that developing the digital environment and infrastructure should be led by the Educational Framework and teaching and learning strategies, and not by a focus on any one particular tool, e.g. lecture capture.

The Chair of the Board of Governors requested a report to the Board in autumn 2017 on initial developments and early wins.

### 3. **Apprenticeships**

The Director of Corporate Affairs gave a presentation on the development of LSBU's Apprenticeship programmes.

The meeting noted that LSBU is making progress in developing programmes, and that apprenticeships:

- support LSBU strategic objectives: student success, real world impact, and access to opportunity.
- offer access to significant new income streams.
- offer the opportunity for LSBU to become a leader in professional and technical education, and gain government, sector and industry acknowledgement for quality provision.

The important difference for the educational approach is that apprenticeships are driven by employers, who are stakeholders as well as the student. In

addition, the students may have considerable professional experience and knowledge in their field.

#### 4. **Financial overview**

The Chief Financial Officer presented an update on the financial position of the university and the five year forecasts.

The board noted that:

- The external environment remains challenging (discussed in session 1);
- The Executive was on track to deliver the 2016/17 budget;
- The future strategy and targets were broadly unchanged since the last five year forecasts (submitted to HEFCE in July 2016), although full time home/EU student recruitment growth aspirations had been lowered meaning that growth and profitability had slipped a year;
- The assumptions in the forecasts were prudent.
- The Executive would continue to proactively manage the cost base. The forecasts include mitigations particularly around staff cost management; and
- Key financial challenges are around Lambeth College potentially joining the LSBU group and funding wider estates plans. The forecasts would need to be updated as plans in these areas develop

The full time undergraduate recruitment target had been reduced to 2500 p.a. This reduction had been offset by increased performance in other areas.

The three priorities were:

- Improving the student experience, including developing the estate and digital learning;
- Developing the LSBU of educational institutions; and
- Ensuring the longer term sustainability of the University

#### 5. **Creating a family of educational institutions**

The Vice Chancellor outlined the concept of a family of educational institutions. The aim was to establish a number of specialist educational providers linked in a formal group structure providing a learning pathway from level 1 to level 8 across academic, vocational and apprenticeships.

The proposed governance structure of the group was discussed. The proposal was for each entity's legal board to:

- set the vision of the entity in line with the University's mission;
- oversee the use of resources; and
- provide a link to the University

Each educational institution could have a local governing body to oversee learner attainment, the quality of learning and teaching and to engage with local stakeholders.

There would be group-wide audit, finance, and major projects committees. The Board expressed concern at the:

- potential independence of local governing bodies and therefore potentially not following LSBU policy; and
- additional Board time required to adequately oversee all parts of the group.

The Board agreed to set up a time limited working group to consider the group structure in more detail and to report to the Board in due course.

The Board requested the additional information on the membership and powers of each Board and local governing body in the group.

**Date of next meeting  
10.00 am, on Thursday, 18 May 2017**

**Confirmed as a true record**

..... (Chair)