

Minutes of a Meeting of the Board of Governors
held at 4pm on Thursday, 17 March 2016
in room 1B27, Technopark, London Road, London SE1

Present

Jerry Cope	Chair
Andrew Owen	Vice Chair
David Phoenix	Vice Chancellor and Chief Executive
Steve Balmont	(<i>from minute 8</i>)
Shachi Blakemore	
Michael Cutbill	
Douglas Denham St Pinnock	
Neil Gorman	
Hilary McCallion	
Mee Ling Ng	
Abdi Osman	SU President (<i>from minute 8</i>)
Jenny Owen	
Tony Roberts	
Andrea Smith	Chair of Student Council
James Smith	

Apologies

Carol Hui
Kevin McGrath

In attendance

Pat Bailey	Deputy Vice Chancellor
Mandy Eddolls	Executive Director of Organisational Development and HR (<i>for minutes 18 - 19</i>)
Richard Flatman	Chief Financial Officer
Paul Ivey	Pro Vice Chancellor (Research and External Engagement) (<i>for minutes 23 - 25</i>)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Manager

Welcome

1. The Chair welcomed Michael Cutbill, independent governor, to his first Board meeting. Apologies had been received from Kevin McGrath and Carol Hui.

Declaration of Interests

2. James Smith declared that as Chair of the Board at the Conservatoire for Dance and Drama he had been making representations to government on the need for special funding for small and specialist institutions (of which the Conservatoire was one). The Board noted that they had previously authorised James Smith's situation as Chair of the Board at the Conservatoire and that any financial impact on LSBU was not material. The Board confirmed that their authorisation continued.
3. No other Board member declared an interest in any item on the agenda.

Minutes of the previous meeting

4. The Board approved the minutes of the meeting of 26 November 2015 (paper **BG.01(16)**) and their publication with the proposed redactions.


Matters Arising

5. The Board noted that Project Maple had not proceeded. A memorandum of understanding was being developed between LSBU and Morley College which set out areas for collaboration between the two institutions including progression pathways, extra mural education and transitions to higher and degree level apprenticeships.
6. The Board noted the recruitment process for two independent governor vacancies. Advertisements for the positions were in the Sunday Times online, Guardian online and LinkedIn. The Nominations Committee would meet to consider applications on 21 April 2016.
7. The Board noted an update on 'Women Count' a report into gender diversity in leadership positions in universities. The Board noted that at 38% female representation on the Board, LSBU was just above the sector mean of 36% but just below the sector target of having between 40% and 60% of either gender. The Chair would consider the recommendations in the report.

Steve Balmont and Abdi Osman joined the meeting

Vice Chancellor's Report

8. The Board discussed the Vice Chancellor's report (paper **BG.02(16)**), which reviewed progress against the three outcomes in the corporate strategy: student success; real world impact; and access to opportunity.

9. The Vice Chancellor reported on the implications of the Chancellor of the Exchequer's budget 2016 for higher education. It was noted that student loans would be made available for part time postgraduates and for doctoral students. The Board noted that if the University meets the requirements of the Teaching Excellence Framework (TEF) it would be allowed to increase undergraduate fees in line with inflation. The Board supported increasing fees in line with inflation in the future, where permitted by TEF and where this was sensible in market terms.
10. The Vice Chancellor reported on provisional results of the Destination of Leavers of Higher Education (DLHE) survey, 2015/16. LSBU had provisionally moved to 76% (69% in 2014 and 49% in 2013) of graduates in graduate level jobs or further study within 6 months of graduating (this was a league table measure). The Board commended the executive on the positive result.
11. The Vice Chancellor reported on recruitment for 2016/17. The focus was on conversion.
12. The Vice Chancellor reported on the Institute of Professional and Technical Education. LSBU was now registered with the Skills Funding Agency. London Borough of Southwark may give capital funding to convert the Thomas Passmore Edwards Library for the Institute. LSBU would be submitting a business case for funding in May 2016 for approval by the Borough.
13. The Board welcomed the constitution of the multi-academy trust which would run the two LSBU sponsored academy schools. The funding agreement for the two schools had now been agreed with the Department for Education.
14. 

Chief Financial Officer's Report

15. The Board discussed in detail the Chief Financial Officer's report (paper **BG.03(16)**). Due to the shortfall in recruitment it was reported that income would be £4.8m off target for the year. As a result of cost management, the full year forecast surplus remained £1m. The Board emphasised the

importance of ensuring staff were aware of LSBU's financial position and the necessity of investing for the future.

16. The Chief Financial Officer reported that the Department for Business, Innovation and Skills had issued its funding letter for 2016/17 to HEFCE. LSBU expected its funding letter from HEFCE on 19 April 2016.
17. The Board noted the risk letter from HEFCE which rated LSBU as "not at higher risk", the better of two risk ratings. The Board noted the benchmarking data in the letter.

Health and safety update

Mandy Eddolls joined the meeting

18. The Board discussed an update on health and safety (paper **BG.04(16)**). It was reported that a new occupational healthcare provider had been appointed, stress surveys were being introduced and a well-being strategy developed. It was noted that completion of mandatory health and safety training by staff was 52%. More formal action would be taken against staff who had not completed by July 2016 without good cause.
19. The Executive Director of Organisational Development and Human Resources reported on industrial relations and the progress of negotiations on part B of the South Bank Agreement with UCU.

Mandy Eddolls left the meeting

Chancellor succession

20. The Board noted the proposals on Chancellor succession planning (paper **BG.05(16)**). The Board noted that Richard Farleigh's four year term as Chancellor ended on 31 March 2016. Mr Farleigh had agreed to continue as Chancellor until a successor was appointed. The Board thanked Mr Farleigh for the time and commitment in the role and the invaluable work he had done for students and LSBU so far.
21. The Board ratified the establishment of the Nomination Committee (Chancellor) and its terms of reference and membership, with the addition of Pat Bailey, Deputy Vice Chancellor as a member.
22. The Board noted that the Nomination Committee (Chancellor) had met and agreed the selection criteria and method for the new Chancellor. Nominations

for Chancellor would be sought from students, staff, alumni and governors. The Committee was next meeting on 21 April 2016 to consider the longlist from these nominations. The Board noted that the final decision to appoint a Chancellor was a matter reserved to the Board.

South Bank University Enterprises Ltd governance

Paul Ivey entered the meeting

23. The Board discussed proposed amendments to the governance of South Bank University Enterprises Ltd (SBUEL), LSBU's subsidiary company (paper **BG.06(16)**). The Pro Vice Chancellor (Research and External Engagement) would chair the Board of SBUEL, with an independent governor remaining on the Board of Directors. Deans and independent directors would be appointed to the Board of Directors.
24. The Board requested that it should have visibility of activities in the company and that matters of significant expenditure, risk or reputation should be referred to the Executive, the Major Projects and Investment Committee and the Board of Governors as appropriate.
25. The Board approved the amendments to the governance of SBUEL.

Paul Ivey left the meeting

Reports on decisions of committees

26. The Board noted the reports of decisions of committees (paper **BG.07(16)**).

Corporate risk register

27. The Board noted the corporate risk register (paper **BG.08(16)**).

Declarations of interest update

28. The Board authorised the declared interests of Michael Cutbill, Tony Roberts, David Phoenix, Richard Flatman and James Stevenson (paper **BG.09(16)**).

Any other business

29. The Chair reported that there were two vacancies for governors on the SBUEL Board and the South Bank Academies Board.

- 30. The Chair reported that this was the final Board meeting for James Smith, whose term of office ended on 30 April 2016. The Board thanked James for his dedication and wise counsel to LSBU and SBUEL.
- 31. The Chair reported that the annual Court event followed the meeting, this year at the Confucius Institute.

Date of next meeting

- 32. The Board strategy day will take place from 10am on Thursday 21 April 2016.
- 33. The next Board meeting will be at 4pm on Thursday 19 May 2016 preceded by a tour of DARlab and virtual engineering laboratory.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)