

**Minutes of the meeting of the Board of Governors
held on Thursday 19 October 2023, 3:30 PM — 6:00 PM BST
1B27, Technopark**

Present

Andreas Raffel – Chair of the Board
Duncan Brown (*via Teams*)
Shona Brown
Danny Clegg
John Cole
Michael Cutbill
Ruth Farwell
Tim Fransen
Devonte James
Mark Lemmon
Ola Obadara
Jeremy Parr
David Phoenix
Rashda Rana
Vinay Tanna

Apologies

Peter Fidler
Abdirahim Ibrahim

Observer

Kate Stanton-Davis (*co-opted member of MPIC*)

In attendance

Michael Broadway
Simon Cruickshank
Rodney Day (*for minute 13 – via MS Teams*)
Tara Dean
Richard Flatman
Deborah Johnston
Aaron Porter, governance effectiveness reviewer (*for minute 6 – via MS Teams*)
James Stevenson

1. **Welcome and apologies**

The above apologies were noted.

The Board had just received an informative pre-board presentation on LSBU's access and participation plan (APP), 2024/25 – 2027/28 from the Pro Vice Chancellor (Education and Student Experience). The APP, which had been submitted to the OfS, aims to demonstrate how LSBU plans to improve access, success, and progression for underrepresented groups in higher education.

The Board noted that the APP covers the full student life cycle and is group wide. The APP is important for delivery of the corporate strategy. The Board noted that continuation is the biggest concern for delivery of the APP. The ability to measure the impact of the APP is being developed.

2. Declarations of interest

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

3. Minutes of the previous meeting

The Board approved the minutes of the meeting of 20 July 2023 subject to minor amendments, and the proposed redactions for publication, subject to minor amendments.

The Board noted the Board strategy day notes of 21 September 2023.

4. Matters arising

The Board noted the matters arising from the previous meeting.

The Board requested a further update on completion rates of compulsory health and safety training by staff in the Schools of Business, and Built Environment and Architecture.

5. Chair's business

The Board noted that graduation ceremonies are taking place in October and November. The Chair encouraged governors to attend a ceremony.

6. Governance Effectiveness Review report

Aaron Porter joined the meeting

The Board discussed the governance effectiveness review report, which found "the arrangements for governance at LSBU to be highly effective",

which included detailed arrangements for compliance with regulators, a reflective approach to governance arrangements and a highly effective governance team.

The Board discussed the recommendations and suggestions from the report.

The Board approved the recommendations and suggestions, in particular:

- to close the Major Projects and Investment Committee and the Finance Planning and Resources Committee and to establish two new committees from 1 January 2024;
- the Chair of SBA joining LSBU Board of Governors as a member of the Board; and
- increasing the time of Board of Governors meetings from 2 to 2.5 hours.

The Board requested, in addition to a clearer link to strategy in Board papers (recommendation 1), short Board papers.

An action plan to implement and prioritise the recommendations and suggestions will be developed for the next Board meeting.

The Board supported additional time for informal interaction, including a twice per year dinner after board meetings with the Executive.

Aaron Porter left the meeting

7. Governor-staff pairings review

The Board discussed the governor-staff pairing scheme. Governors found the scheme useful. The Board supported the scheme continuing with pairs to be reviewed and potentially rotated each year.

8. Students' Union update

The Students' Union President updated the Board on the work of the SU including, successful engagement with new home and international students at Freshers and Welcome Week and attendance at open days to speak to prospective students.

Plans for the Union for 2023/24 include reviewing student election processes, developing engagement with apprentice students and a phonebank project to address engagement.

9. Vice Chancellor's report

The Board discussed the Vice Chancellor's report.

The Board noted the following updates on actions from the group strategy day:

- a workshop for the Board on league tables is being planned prior to the November Board meeting;
- an update on the estates master plan will be provided to the Board in December 2023; and
- more detailed discussions on the group governance structure have been held with the SBC Board to clarify responsibilities.

The Board noted that the impact of the current Israel/Palestine conflict on students is being monitored. There have been no significant incidents on campus and no concerns had been raised.

The Board discussed an update on re-enrolment, which was continuing. The risk to income was likely to be closer to £1m rather than the forecasted £5m.

The Board noted that student recruitment is more challenging than expected. There is a forecasted risk to income of between £5m and £7m. The Board noted that Clearing has closed for September 2023/24 entry. The Executive is reviewing the impact on the cash flow forecast. The Board noted that there is a significant shortfall in recruitment to HSC and discussed the potential future impact of this on graduate outcomes (GO) data.



The Board noted that LSBU is ranked 11th in the English Higher Education Social Mobility Index 2023 and 8th in the Guardian league table for 'value add'.

The Board commended the Executive's approach to the recent marking and assessment boycott which had had a limited impact on the student experience.

10. **CFO report**

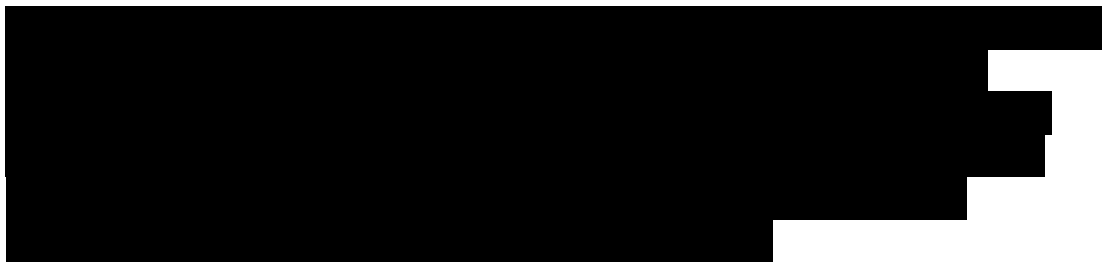
The Board discussed the CFO report which included updates on the current financial position, year-end audit, 2023/24 financial performance, cashflow, pensions and the London Realty transaction.

The Board noted that the full year management accounts 2022/23, as reviewed by FPR, showed that LSBU would be broadly on budget for the year after using contingencies and other measures.

The Board noted that the expected 2023/24 financial position is in line with the approved budget post mitigations. The cashflow forecast had been updated based on the assumed £5m shortfall in income.

{Secretary's note: the Board was briefed on changes to the financial position, identified by the Executive after the meeting, in writing on 7 November 2023 and on a conference call on 9 November 2023.}

The Board noted that enterprise income is an area of growth in the five-year forecasts.



The Board discussed the update on pensions and noted the forecast 5% increase in employer contributions to the TPS from April 2024, making it the most expensive pension scheme offered to HE staff. The Executive is reviewing options to reduce this cost. A governor queried LSBU's surplus in LGPS. The CFO confirmed that this was being discussed with the fund.

11. **Corporate risk: annual detailed review**

The Board discussed the corporate risk register in detail. The register has been updated to focus on strategic risks. The Board noted that the Group

Audit and Risk Committee review the risk register at each meeting and look at individual risks in detail on a rolling basis.

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



12. **KPI performance**

The Board discussed the business plan deliverables report and the report on KPI performance for 2022/23 and the targets for 2023/24, which had been reviewed by the Financial, Planning and Resources Committee.

The business plan deliverables report set out achievements in 2022/23. The Board requested the KPIs to be more clearly indicated and for the inclusion of a RAG rating.

The KPI report demonstrated evidence on KPI performance. The Board noted successes in meeting targets and commended progress.

The Board approved the KPI targets for 2023/24.

13. **Update on results from KEF3**

Rodney Day joined the meeting

The Board discussed an update on the Knowledge Exchange Framework (KEF) 3 results. LSBU had performed well in a new cluster. The ambition, which is in line with the corporate strategy, is to be top of Cluster E and in the top 50 nationally in future KEF exercises.

The Board noted that due to the weighting LSBU's work with the NHS was categorised in a different category to the public and third sector.

The Board welcomed the good performance and requested that this is publicised widely.

Rodney Day left the meeting

14. **Annual declaration of interests**

The Board authorised the declared interests.

15. **Update from Committee Chairs**

The Board noted the update from committee chairs.

The Board approved the Modern Slavery Act statement.

16. **Board and committee membership**

The Board noted the Board and committee membership, 2023/24.

17. **Board annual work plan**

The Board noted its annual work plan.

Date of next meeting

4pm on Thursday 23 November 2023

Confirmed as a true record

..... (Chair)