

BOARD OF GOVERNORS

Minutes of the unreserved meeting of the Board of Governors on Wednesday 14 July 2021
from 4-6pm in the Board Room at Ravensbourne

Present

Andrew Summers (Chair)
Andy Cook (Vice Chancellor)
Kion Ahadi (remote) (Independent member)
Zaid Al-Zaidy (remote) (Independent member)
Shoku Amirani (Independent member)
Lizbeth Goodman (remote) (Independent member)
Helen Higson (Independent member)
Alex Phillips (Independent member)
Noeline Sanders (Independent member)
Zahra Shahsavari (Student Union President)
Samantha Silver (remote) (Staff member)
Jo Stimpson (Independent member)
Jon Walmsley (Independent member)
Lee Wilkinson (Independent member)
Stephen Woodford (Independent member)

In attendance

Christopher Costigan – University Secretary & Chief Compliance Officer (remote)
Michelle Desfontaine - Student Union Vice President
Phil MacDonald – Director of Finance (remote)
Drew Robinson - Director Projects & Operations
Emma Shailer- Director of Student Recruitment & Success
Diana Taylor-Gearing – Interim Dean of Students (remote)

Maureen Skinner – Clerk to the Board of Governors (minutes)

Apologies

Kate Gregory

Actions

MINUTE	ACTION	OWNER	DATE FOR COMPLETION
21/60	Share NSS results with the Board	AC/CC	July 2021
Completed – circulated after the meeting and a dedicated item at the joint meeting with Academic Board.			

21/55	<p>Before the meeting, members of the board had toured the newly-opened Institute for Creativity and Technology and congratulated all those involved in creating this new building for the university, the first to be open in the new Design District.</p> <p>The Chair welcomed members. He also welcomed: Professor Lizbeth Goodman as a newly appointed governor and Professor Diana Taylor-Gearing, Interim Dean of Students. Professor Goodman was formally appointed from 1 July 2021, having been approved by written resolution of the Board. The newly elected Student Union President, Zahra Shahsavari, and Student Union Vice-President, Michelle Desfontaine, were welcomed to the meeting. It was noted that staff member Kat Koall had resigned from Ravensbourne 31 May 2021. The Board recorded their thanks to Kat for serving as a governor.</p>
	DECLARATIONS OF INTERESTS
21/56	<p>Members were reminded to declare any interests, personal or financial, that might relate to the business shown on the agenda for the meeting. Professor Helen Higson is working with Ravensbourne on the Common Academic Framework in a consultancy capacity. This had already been approved by the Board.</p>
	MINUTES OF THE LAST MEETING AND MATTERS ARISING
21/57	<p>Members were asked to note the shaded elements of the minutes which would be redacted prior to publication on the website. The action list shows updated actions, which were all covered off or partially completed.</p>
	CHAIR'S UPDATE
21/58	<p>The Chair asked members to note that the implementation of the Auger review would be delayed until at least the time of the spending review in the autumn. Several universities had suffered cyber attacks, with some experiencing major impacts on their computer infrastructure. Lee Wilkinson offered the Director of Projects & Operations support on this issue.</p>
21/59	<p>The Governance and Nominations Committee had discussed the role description for a Chancellor of the University. The Chair asked members to consider possible names. He was also interested in receiving examples of where a Chancellor appointment had worked well. Any appointment must fit with the values of Ravensbourne.</p>
	VICE CHANCELLOR'S REPORT
21/60	<p>The Vice Chancellor introduced his report to the Board. It had been a very difficult year, particularly financially, although the end of year position was close to break even. The most significant progress had been in the area of student retention. There had been some notable external student successes. Key challenges had been Covid-19, Brexit, the cuts to Arts based subjects and London weighting. A large contingency had been retained and it was hoped that this could be released for specific areas. The recent departure of senior academic staff had led to a university-wide consultation. The VC had taken over leadership of the EDI committee, which was now more focussed. Progress was being made on the new Institute and work on the new building, along with the reorganisation of the existing building, was continuing apace.</p>
21/60	<p>The following issues were raised in discussion:</p>

	<ul style="list-style-type: none"> • The status of the quinquennial review, REDACTED • Academic Board will report to the Board of Governors. There are also Board members on Academic Board • The status of the renewal of Architecture accreditation, the status of which is looking fairly positive • Academic Board will consider the Common Academic Framework (CAF) milestones in the autumn, and then report to the Board • The CAF would be a major item for the September away day • Two Digital First courses would run from September (two had not yet been validated) • The 80/20 teaching model was in hand for the beginning of next term • The RSU welcomed the 80/20 model • The NSS scores were due to be published tomorrow and will be shared with the Board. <p>Action: share NSS results with the Board</p>
	RSU UPDATE
21/61	Fernando Mordino as the outgoing President was thanked for his leadership of the RSU over the last year and his contribution as a board member. The new SU President presented the RSU report for 2020-21. Focus had been on the student voice, welfare and wellbeing, recreational activities, democracy, engagement and opportunities and partnership working with the university. The concept of the united nations of Ravensbourne had been created. Making it in industry talks had been well received. Much better attendance at the student parliament was reported. The main focus had been student engagement rather than social activities.
21/65	The RSU plans for 2021-22 were presented. The main issue was that of returning to the building and support for students. The following key actions were noted: <ul style="list-style-type: none"> • Creating societies to increase student involvement • Creating support resources for sexual harrasment • Engaging students with universty resources • Creating a more culturally diverse community.
21/66	The following items were raised in discussion: <ul style="list-style-type: none"> • Suggest getting feedback from industry speakers and not just attendees • The possibility of sharing facilities with Greenwich University • Funding mental health first aid training • The possibility of working with local communities • The existence of student discounts with local businesses • How best to use the RSU Advisory Board • Members of staff who might become points of contact.
	STUDENT RECRUITMENT
21/67	The Director of Recruitment and Success presented the student recruitment update, which was essentially the same paper as presented to Finance Committee. REDACTED.

21/68	Other points to note include the Ravensbourne position <i>vis a vis</i> its competitors. FE is used as an important feeder route into HE. The sector is showing a significant drop in EU recruitment of c50%. On the other hand, the sector is emerging from the demographic dip and there are c200,000 extra potential home students. Some competitors have suffered more from the dip in international recruitment due to the virus. Ravensbourne is offering PG on a PT basis, out of office hours. There has been a 20% increase in applications to FE, which is encouraging. The FE target is 300 and applications are currently 325. Fees have been adjusted to attract former EU students to half way between the home and the overseas fee.
	BUDGET 2021-22
21/69	The Director of Finance presented the Budget for 2021-22, which had been discussed in detail at Finance Committee. The narrative itemises the key points for the Board. The budget represents a good mix of optimism, pragmatism and agility. The capital budget had been amended to take account of the business cases. Better fee income had resulted from improved student retention. Lower international student numbers are partially offset by higher home recruitment. There was a significantly increased sum for contingency. The I&E position shown in January remains achievable. Significant risks include the impact of Covid-19 and government funding reductions for the creative arts and for London weighting. In summary the amendments include: higher fee income due to improved student retention; lower international fee income partially compensated by higher home recruitment; and increased contingency.
21/70	<p>The following issues were raised in the discussion:</p> <ul style="list-style-type: none"> • Whether the contingency fund was adequate to cover a possible third wave of Covid-19 and potential poor NSS results • How the assumption on retention had changed: REDACTED • Whether all the business cases were included in the budget • Annex B shows the changes to the capital budget with the emphasis on projects of highest priority • REDACTED • The amended capital budget had been supported at a meeting which included the Chair and the Chair of Finance Committee • The Finance Committee would continue to exercise stewardship on the capital projects • The impact on creative arts funding was subject to a huge debate in the sector and is unlikely to be implemented in 2021-22 • Whether the number of retrievals would impact on the budget, but there was, as yet, no data on this • The possibility of pivoting to more remote learning for international students <p>The Board approved the Budget 2021-22.</p>
	BUSINESS CASES
21/71	<p>The business cases had all been covered in the Capital Budget. All the cases had also been considered in detail by the Finance Committee.</p> <p>The Board approved the business cases as follows:</p> <ul style="list-style-type: none"> • Digital Suite business case REDACTED • Wired and Wireless business case REDACTED

	<ul style="list-style-type: none"> Agresso Finance System upgrade REDACTED
	COMMITTEE TERMS OF REFERENCE
21/72	<p>The University Secretary advised the Board that all the committee terms of reference had been amended for consistency and clarity. All had been agreed at the individual committee meetings as well as the Governance and Nominations committee.</p> <p>The Board approved the updated Committee Terms of Reference</p>
	COMMITTEE REPORTS
21/73	<p><i>Audit Committee</i></p> <p>The Chair of Audit Committee drew the Board's attention to a good internal audit opinion. There had been some recommendations but this represented good assurance. Some internal audit reports revealed some cultural issues to be addressed, particularly relating to academic staff. The risk register was much improved.</p>
21/74	<p><i>Finance Committee</i></p> <p>The Chair of Finance Committee asked the Board to note that in future the APP would be reviewed by Academic Board as the most appropriate body. It was a function of history that it had been reviewed by Finance Committee but it was more appropriate for Academic Board to take ownership, with an annual report of the Board of Governors.</p>
21/75	<p><i>OD and Remuneration Committee</i></p> <p>The Chair of the OD and Remuneration committee reported that their most significant issue considered by the committee was that of the academic restructuring.</p>
21/76	<p><i>Governance and Nominations</i></p> <p>The Chair of Governance and Nominations had no particular points to note, aside from the Chancellor search, already discussed.</p>
21/77	<p><i>Academic Board</i></p> <p>The Chair of Academic Board had no particular points to note.</p>
	DRAFT STRATEGY DAY AGENDA
21/79	<p>The away day would be held on 15 September 2021 from midday at Amazon offices, to be confirmed. Phil LeBrun, AWS Director of Enterprise Strategy and Evangelism, would deliver the first presentation. The rest of the day would be devoted to the Common Academic Framework, with programme directors in attendance.</p>
	ANY OTHER BUSINESS
21/80	<p>There was no any other business.</p>
	DATE AND TIME OF NEXT MEETING

21/81	<p>The next meeting, which is a strategy away day, is scheduled to take place on Wednesday 15 September 2021 from midday at Amazon offices, to be confirmed.</p> <p>The following meeting will take place on Wednesday 17 November at 4pm, with Academic Board.</p>
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