

BOARD OF GOVERNORS

Minutes of the unreserved meeting of the Board of Governors on Wednesday 23 March 2022 from 4-7pm in the Board Room at Ravensbourne and by video link

Present

Andrew Summers (Chair)
Andy Cook (Vice Chancellor)
Kion Ahadi (Independent member) (remote)
Richard Bee (Independent member)
Lizbeth Goodman (Independent member) (remote)
Kate Gregory (Independent member)
Helen Higson (Independent member)
Alex Phillips (Independent member)
Noeline Sanders (Independent member)
Zahra Shahsavari (Student Union President)
Alberto Villanueva (Staff member)
Jon Walmsley (Independent member)
Lee Wilkinson (Independent member)
Stephen Woodford (Independent member) (remote)

In attendance

Christopher Costigan – University Secretary & Chief Compliance Officer
Lawrence Lartey – Director of Innovation, Industry and Enterprise (remote)
Phil MacDonald – Director of Finance
Andy Rees – Dean
Simon Robertshaw – Deputy Vice Chancellor
Drew Robinson – Director of Operations and Projects
Emma Shailer- Director of Student Recruitment & Success

Paul O’Grady (Independent member from 1 April 2022)

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

Apologies

Zaid Al-Zaidy (Independent member)
Shoku Amirani (Independent member)

22/01	<p>Before the meeting, board members had a discussion with a group of students. This covered their experience compared with expectations, how valuable their courses were in preparing them for industry, and other experiences not related to learning and teaching. The discussion focussed especially on the need for more opportunities for social activities</p> <p>Apologies had been received from Zaid Al-Zaidy and Shoku Amirani. The Chair welcomed new members of the executive: Simon Robertshaw, Andy Reece and Lawrence Lartey. He also welcomed Paul O'Grady who would be replacing Alex Phillips when his term came finished at the end of March.</p>
	DECLARATIONS OF INTERESTS
22/02	<p>Members were reminded to declare any interests, personal or financial, that might relate to the business shown on the agenda for the meeting. Helen Higson has been appointed chair of Navitas UK Holdings.</p>
	MINUTES OF THE LAST MEETING AND MATTERS ARISING
22/03	<p>Members were asked to note the shaded elements of the minutes, which would be redacted prior to publication on the website.</p> <p><i>Minute 21/83:</i> the APP report had been circulated.</p> <p><i>Minute 21/109:</i> KPMG to run an event for relevant members of the executive and the Board on ESG, with a focus on sustainability. An environmental report is included in the pack for this meeting and a KPI relating to carbon footprint is in the VC report. ESG will be considered more fully at a future Board meeting.</p>
	CHAIR'S UPDATE
22/04	<p>The Chair noted that the government response to the Augar report had been published and a summary note on its contents had been circulated to members. It included the prospect of reduced funding for YR zero students. This might affect the business with Oxford Business College. The requirement for Maths and English GCSEs as a condition of SLC funding is yet to be confirmed, although its potential impact on Ravensbourne is uncertain. Possible future student number caps would be a risk. The strategy day in May will concentrate on brand strategy. Although initial conversations had been held with some governors, it is important that the whole Board is involved. The location for the strategy day has yet to be confirmed.</p>
	NEW GOVERNOR APPOINTMENTS
22/05	<p>The appointment as a governor of Paul O'Grady, Director of Grosvenor Belgravia Estate, was confirmed, having previously been agreed by all board members by email. The Chair also congratulated Zahra Shahsavari on her election for a second term as SU President. Samantha Silver had resigned from Ravensbourne and her term as staff governor had expired in February. Elections for her replacement were currently in process.</p>

	VICE CHANCELLOR'S REPORT
22/06	The VC introduced his report which is now more strategically focussed. The main theme is the focus on growth and improvement in the student experience. There had been a 29% increase in student applications. Conversion is now the key action. He welcomed the new members of the executive: Lawrence Lartey, Andy Rees and Simon Robertshaw. There is also a new lead for student recruitment. It was noted that last year the new courses had attracted high applications but that enrolments fell away. Ravensbourne had thus increased the tariff entry. Previously, offers were made to every applicant but then they did not all turn up to interview. This year the strategy has been to move to 100% interviews, with offers following interview. It was important to get applicants into the building. Following Covid there had been an increase in open days and UCAS events. It was possible that many students may have deferred during the pandemic.
22/07	The student experience and the NSS was discussed. The VC is not expecting significant changes in outcomes as there are still problems with the film course. This is such a large course and there had been problems with leadership. New roles are yet to be filled. Members welcomed the clear baseline KPIs in the report.
22/08	<i>New DVC first 100 days</i> REDACTED
22/09	<p>The DVC has a number of aims including: growth and diversification, new courses, excellent student experience, reputation improvement, franchises, international activities, teaching and learning strategies and the CAF. It will be important also to strengthen and/or introduce research and knowledge exchange, business processes, performance management, planning processes and service level agreements (SLAs).</p> <p>Members commented that there had been a great deal of change in the university in the past few years and that the executive was almost entirely new. They noted the following issues:</p> <ul style="list-style-type: none"> • the potential for work with the creative industries • the importance of entrepreneurship • the importance of local level metrics • it would be good to see a project plan, especially relating to the cultural aspects of the plan • that course leaders had only just met as a group recently • a new head of academic operations is due to join the university • industry conversations at Ravensbourne are very good • the importance of adding actions to the project plan.
22/10	<i>Institutional growth agenda</i> REDACTED
22/11	REDACTED

	RSU UPDATE
22/12	The President of the Students' Union gave an oral update. Since opening up following the Covid pandemic there had been a significant increase in social activities, including end of term activities. On EDI the SU had developed the concept of the united nations of Ravensbourne. The President was pleased that she had been able to spend more time on this issue. Student representatives were meeting with the Dean and the DVC. Three resolutions had been put to the student parliament. The President was looking forward to working with the Dean and it was hoped that the SU could contribute to academic matters, including the CAF.
	STUDENT VALUES AND OUTCOMES
22/13	<p><i>Degree outcomes statement</i> The degree outcomes statement was approved.</p> <p><i>Student complaints and appeals</i> The report on student complaints and appeals was noted.</p> <p><i>TRAC return</i> The TRAC return was approved.</p> <p><i>Value for money (VfM)</i> Members questioned if the VfM statement could be compared to other institutions but this was thought to be somewhat difficult. It was suggested that KPMG might be asked to compare and contrast. The value for money statement was approved.</p>
	GOVERNANCE
22/14	<p><i>Governor review report</i> The Governor review report was noted.</p> <p><i>Cycle of business</i> The cycle of business was approved.</p>
	ENVIRONMENTAL REPORT
22/15	The Director of Operations and Projects asked members to note the report. In particular, he drew their attention to the biomass boiler. The university was using external expertise for carbon management. Members were pleased to note the work done on ESG issues, including collaborations. The work with KPMG is forthcoming on this issue.
	MATTERS CONSIDERED BY COMMITTEES
22/16	<p>The following matters were considered by committees:</p> <ul style="list-style-type: none"> • OfS conditions compliance map • OfS annual financial return • Governance and Nominations committee annual report

	<ul style="list-style-type: none"> Finance committee annual report
	COMMITTEE SUMMARIES
22/17	<p>The following committee summaries were received:</p> <ul style="list-style-type: none"> Academic Board 17 November 2021 Finance Committee 25 January 2022 Governance and Nominations Committee 9 February 2022 Audit Committee 23 February 2022 OD and Remuneration Committee 2 March 2022 Academic Board 9 March 2022
	ANY OTHER BUSINESS
22/18	<p>The Chair thanked Samatha Silver for her contributions to the Board for the previous two years. He also thanked Alex Phillips for his six years as a governor at Ravensbourne and, in particular, for the important role he performed during the development of the new building. His advice had been invaluable.</p>
	DATE AND TIME OF NEXT MEETINGS
22/19	<p>The next meeting of the Board of Governors will be a strategy day and will take place on Wednesday 4 May 2022 from 12noon to 7.30pm. Venue to be confirmed. The following meeting will take place on Wednesday 13 July 2022 at 4pm in the Board Room at Ravensbourne.</p>