

**BOARD OF GOVERNORS**

**Minutes of the unreserved meeting of the Board of Governors on Wednesday 29 January 2020 1630-1930 in the boardroom at Ravensbourne University London**

<b>Present</b>	<b>In attendance</b>	<b>Apologies</b>
Andy Cook Nathan Donaldson Helen Higson Tamara Howe Guy Hurd Jon Kingsbury Lisa Mooney Alex Phillips Marta Phillips Louise Prideaux Samantha Silver Jo Stimpson Andrew Summers (Chair) Jon Walmsley David Worthington	Margaret Bird- Director of HR & OD Brian Duncan- Director of Finance John O'Boyle- Director of Compliance Gary Pritchard- Pro VC L&T and Student Experience Drew Robinson- Director Projects & Operations Emma Shailer- Director of Student Recruitment & Success  Katie Germer- Clerk to the Board of Governors (minutes)	Lawrence Zeegen- Pro-VC Research, Innovation & Enterprise

	<b>WELCOME &amp; APOLOGIES</b>
<b>20/1126</b>	Thanks were given to Lee Laphorne, students and colleagues following the tour of the fashion department.
<b>20/1127</b>	Samantha Silver, was welcomed to her first meeting.
<b>20/1128</b>	New role titles for executive team members were noted with welcome given to Drew Robinson, Director of Projects & Operations, and apologies received from Lawrence Zeegen.
	<b>DECLARATIONS OF INTERESTS</b>
<b>20/1129</b>	Members were reminded to declare any interests, personal or financial, that might relate to the business shown on the agenda for the meeting. No such declarations were made.
	<b>STAFF GOVERNOR APPOINTMENT</b>
<b>20/1130</b>	It was confirmed that the appointment of Samantha Silver had been <b>approved</b> by board members as staff governor by email in advance of the meeting, following her success in staff governor elections.
<b>20/1131</b>	It was noted that Katharina Koall had been successful in the elections as academic staff governor, and her appointment to the Board would be discussed by Academic Board before the Board formally approved her appointment on the Academic Board's recommendation.
	<b>MINUTES OF THE LAST MEETING 13 NOVEMBER 2019</b>
<b>20/1132</b>	The minutes of the board meeting held on 13 November 2019 were confirmed and <b>approved</b> as an accurate record and the action tracker noted as required.
	<b>CHAIR'S UPDATE</b>
<b>20/1133</b>	The Chair gave a verbal report of work undertaken since the last meeting. He confirmed that Perret Laver had been appointed to take forward the VC recruitment work which is expected to conclude in May/June 2020.
<b>20/1134</b>	Governor recruitment to replace outgoing members will commence shortly. <b>Action:</b> To keep governors updated as to board recruitment <b>Action:</b> Get governors' updates regularly
	<b>ACTING VC REPORT</b>
<b>20/1135</b>	The Board welcomed the VC report.
<b>20/1136</b>	The acting VC reported: <ul style="list-style-type: none"> <li>• a 9% rise in student applications compared with the same time last year</li> <li>• ambitious expansion of the university is planned</li> <li>• the focus is now on conversion activity and attendance at open days has</li> </ul>

20/1137	<p>been at a high rate</p> <ul style="list-style-type: none"> <li>• the NSS is now open, which has been a key area of work during the Autumn term</li> <li>• The Institute for Creativity and Technology will provide digital competence and e-learning</li> <li>• Profile-raising for the university is key and the university will be working with PR agencies</li> </ul> <p>In discussion, the following points were made:</p> <ul style="list-style-type: none"> <li>• The space at the university will require thought if the student body expands. It was noted that there is currently flexibility in the timetable and the executive team are working on longer term plans. Expansion is predicated on internal consultation, market research by Nous and user need.</li> <li>• The recent Academic Symposium was very informative</li> <li>• ‘Reporting’ in the VC report refers to management reporting. There are no concerns regarding reporting to the OfS or the ARB.</li> <li>• A plan for response to a pandemic is closely related to business continuity planning and there will be a meeting about this.</li> <li>• A stakeholder map is of vital importance.</li> <li>• The completion rate of APRDs by staff is the focus of improvement and a key area will be the understanding of the 2-way benefit of ensuring complete APRDs for all staff.</li> </ul> <p><b>Action:</b> Governor Helen Higson offered support for university ranking/reputation</p>
	<b>RSU report</b>
20/1138	The first term had been very positive for the RSU. The RSU Advisory Board has been established which is helping to foster a strong relationship between the university and students union. Feedback from the Students Parliament is very important and students are working closely with the Executive team and academic staff.
20/1139	The RSU also hosted a black history awareness month which was well attended. The RSU is working to promote good mental health amongst all students and has organised confidence and resilience talks for foundation students. This has taken place alongside the work being done by student support services. Governors noted the importance of raising the profile of the RSU in order to get good levels of engagement for social events, the RSU magazine and other partnerships. Student engagement and student experience should remain as regular items in the report.
	<b>Ravensbourne University London Strategy</b>
20/1140	Included with the paper was an indicative timeline with key milestones for student growth. In discussion, it was noted that more space will be required to teach more students. Expansion of student numbers may require different courses, more staff and will have an implication for the finances of the University. Other implications will include timetabling, halls of residence, delivery mode and the number/size of communal spaces in the institution. It was noted that strategic planning is taking place for changes to take place in September 2020.
20/1141	Governors were supportive of an expansion of student numbers. It was noted that the use of space will be particularly complex as different courses have different

20/1142	spatial needs. It is important that the process of expansion is felt to be fair by staff. It was acknowledged that ensuring a positive student experience is a vital part of all strategic planning.
20/1143	<p>In discussion the following was noted:</p> <ul style="list-style-type: none"> <li>- The need to ensure that Ravensbourne remains distinctive, cutting edge and inspirational</li> <li>- The importance of a financial model that demonstrates sustainability and recognises the course costing work that has taken place. It is important that any increase in cost is properly planned for.</li> <li>- A separate strategy on e-learning is under development.</li> </ul> <p><b>Action:</b> Away day to provide opportunity for further discussion, to include financial sustainability and updates on all workstreams</p>
<b>MENTAL HEALTH &amp; WELL-BEING</b>	
20/1144	A presentation was given by the Pro Vice Chancellor Learning and Teaching & Student Experience.
20/1145	It was noted that mental health support should be embedded in the curriculum and that staff are supported as much as students. It was understood that staff are already receiving mental health awareness training as part of a joined-up approach that includes both staff and students. It was questioned whether the student support services team are overstretched by an increase to the number of students experiencing difficulties and whether immediate action is required.
20/1146	<p>It was noted that ensuring good mental health is a growing issue for the whole HE sector. Peer mentoring schemes amongst students are a recognised method of support.</p> <p><b>Action:</b> Report to come back to the Board to discuss what the university is doing/can do in response to mental health challenges for staff and students</p>
<b>FE SELF-ASSESSMENT RETURN (FE SAR)</b>	
20/1147	Katharina Koall was welcomed to the meeting for this item.
20/1148	It was noted that there are approximately 300 FE students across the University. The focus last year was on closing the attainment gap between BAME and white students. It was noted that the gap had been closed for female BAME students.
20/1149	<p>Areas for development include:</p> <ul style="list-style-type: none"> <li>- How Ravensbourne supports students with mental health difficulties in order to reduce the number of students dropping out.</li> <li>- Recruiting a diverse student body</li> </ul>
20/1150	<p>It was noted that access to data for further education is difficult and ideally the SAR would be considered earlier in the year.</p> <p><b>Action:</b> Governor Helen Higson can help streamline the report to board next time</p> <p><b>Action:</b> Earlier report (KG to amend cycle of Board business if possible)</p>
20/1151	The FE SAR was <b>approved</b> for submission.

	<b>FINANCE UPDATE</b>
<b>20/1152</b>	<p>The Director of Finance reported that this year's budget is a break-even budget with flat revenue. A better budget outcome for this financial year is hoped for and a surplus will be budgeted for next financial year. The Finance Committee at the end of February will look in detail at the financial forecast. It was noted that 2019/20 will be a tight year but it is hoped that difficulties can be reversed for 2020/21.</p> <p><b>Action:</b> detailed forecast for Finance Committee in February</p> <p><b>Action:</b> Affordability of staff pay increase to be discussed by HR &amp; Remuneration Committee in March</p>
	<b>TRAC &amp; TRAC-T</b>
<b>20/1153</b>	<p>It was noted that this submission is a regulatory requirement that requires board approval. The return looks at financial sustainability, income and costs.</p> <p>The submission was <b>approved</b>.</p>
	<b>RISK MANAGEMENT</b>
<b>20/1154</b>	<p>It was noted that risk management will be discussed in detail at the Audit Committee in February. The Director of Finance highlighted key changes which included the onshoring of the facilities management contract and the establishment of the ICT department. The risk of a pandemic will be added to the register for the Audit Committee to consider.</p>
	<b>BOARD EFFECTIVENESS REVIEW</b>
<b>20/1155</b>	<p>It was noted that the AUA has been appointed to carry out this work. They will undertake surveys for governors and academic board members to complete.</p> <p><b>Action:</b> circulate AdvanceHE training programme and info</p>
	<b>THANKS</b>
<b>20/1156</b>	<p>Thanks were given to Louise Prideaux as it was her last meeting as a staff governor. It was agreed that she had been a very valuable member of the board making particularly insightful and useful contributions regarding student experience.</p>

**NEXT MEETING: 25 MARCH 2020, 1630-1930**