

**Minutes of the meeting of the Board of Governors  
held on Thursday 21 March 2024, 3:30 PM — 6:00 PM GMT  
1B27, Technopark**

**Present**

Andreas Raffel (*Chairperson*)  
Duncan Brown (*Independent Governor*)  
Shona Brown (*Independent Governor*)  
Danny Clegg (*Academic Staff Governor*)  
John Cole (*Independent Governor*)  
Helen Coleman (*Independent Governor*)  
Ruth Farwell (*Independent Governor*)  
Tim Fransen (*Staff Governor*)  
Devonte James (*SBSU President & Student Governor*)  
Mark Lemmon (*Independent Governor*)  
Ola Obadara (*Independent Governor*)  
Jeremy Parr (*Independent Governor*)  
David Phoenix (*Vice Chancellor*)  
Hitesh Tailor (*Independent Governor*)  
Vinay Tanna (*Independent Governor*)  
Jennifer Thomson (*Independent Governor*)

**Apologies**

Peter Fidler (*Independent Governor*)  
Abdirahim Ibrahim (*SBSU Council Chair & Student Governor*)

**In attendance**

Stephen Balls (*Deputy Director of EAE*) (pre-Board presentation only)  
Michael Broadway (*Deputy University Secretary*)  
Simon Cruickshank (*Group Chief Financial Officer*)  
Sam Curtis (*Company Secretary*)  
Tara Dean (*Provost*)  
Ola Dejo-Ojomo (*Governance Officer*)  
Deborah Johnston (*Deputy Vice Chancellor, Academic Framework*)  
Nicole Louis (*Chief Operating Officer*) (pre-Board presentation only)  
Rychard Scrase-Field (*Group Director of Estates Development and Campus Services*) (pre-Board presentation only)

**Pre-board presentation: Estates Strategy (with Nicole Louis and Rychard Scrase-Field 60 mins)**

The Board considered a presentation on the Estates Update Master Plan, which outlined five options to develop the campus. The Executive recommended two of the five options to progress to next stage of development which will be outline business case. The Board **agreed** for the

Executive to provide further details on option 1 (all disposals) and option 5 (preferred McLaren retained) for further consideration.

The Board requested that a copy of the 'End of Stage Report' which will be prepared by the consultants [REDACTED] be circulated to the Board. Additionally, for information on the sustainability related requirements that need to be considered for new building construction also be circulated to the Board.

1. **Welcome and apologies**

The Chair welcomed Helen Coleman and Jennifer Thomson, independent governors, and Sam Curtis, Company Secretary, to their first Board meeting. The above apologies were noted.

2. **Declarations of interest**

Ola Obadara declared an interest in item 10 (Estates Master Plan) as she works for the City of London Corporation who owns the freehold to some of the estate.

The Board **noted** the above interest.

3. **Minutes of the previous meetings on:**

- **23 November 2023**
- **9 February 2024 (additional meeting on IFM project)**

The Board **approved** the minutes of the meeting of:

- 23 November 2023 with minor redactions; and
  - 9 February 2024 as redacted
- and their publication.

4. **Matters arising**

- **Update on BUS and BEA training completion rates**

The Board considered and **noted** the update on health and safety compulsory training completion rates.

5. **Chair's business**

5.1. **Board planning**

- **Board plan 2023/24**
- **Board presentations 2024**

The Board considered its business cycle and presentations for the year. The Chair noted that the plan is a 'living document' and Board members are encouraged to advise him of any topics they feel should be included for discussion.

The Vice Chancellor and Company Secretary would review the business cycle to ensure it fully covered the corporate strategy and aligns with the new committee structure before the next cycle.

**- Draft strategy day programme, 25 April 2024**

The Board considered the draft programme for its Strategy Day.

Further to comments made by the Board, the Chair advised that presenters would be asked to be clear on what they want the Board to address.

The Board **noted** the draft programme.

**5.2. Governance effectiveness review: Action plan progress update  
- governor induction programme**

The Board considered the update to the action plan and proposed induction programme following the governance effectiveness review that took place in 2023.

The Deputy Vice Chancellor advised the Board that changes had been made to the structure of the governance team in 2023 to bring it in line with other departments. Aaron Porter, a governance consultant, is currently reviewing the restructure and will provide his report towards the end of March 2024.

The Board **noted** the update to the governance effectiveness review and **approved** the member induction programme.

**6. Students' Union update (verbal report)**

The Students' Union (SU) President updated the Board on the work of the SU including work being done to help students with low engagement within the first five weeks of study, continuous work being done to help students overcome barriers, and providing support to apprentices to complete their end of point assessments. The SU President also advised the Board of work being done to encourage final year students to complete the NSS, and that SU elections would take place in April 2024.

The SU President agreed that a written outline of the Students' Unions update would be provided at future meetings.

The Board **noted** the update.

**. Items to discuss**  
**7. Vice Chancellor's report**

The Board discussed the Vice Chancellor's report.

The Board discussed an update on retention and recruitment in light of changes in external environment. These changes, which are impacting the sector, include changes in government policy on international student visas, and the cost of living. Retention and recruitment would be covered during the Strategy Day on 25 April 2024.

The Deputy Vice Chancellor noted that apprentices would now only be able to obtain their qualifications if they attempted their end point assessment. An issue was raised by a board member about one cohort of apprentices who might be negatively affected and the DVC agreed to report back on it.

The Board **noted** the report.

8. **CFO report**

The Board considered the CFO report and discussed the Group financial performance, the procurement process to appoint an internal audit supplier from 2024-2025, and SBC financial performance.

[REDACTED]

9. **Mid-year update on LSBU Business Plan and Group KPI performance**

The Board considered the mid-year business plan update. Responding to queries from the Board, officers advised that reporting is reviewed and updated with consideration to the performance of the Group's competitors, and that indicators would be given RAG ratings to reflect trends over time from June 2024.

The Board **noted** the update.

10. **Estates master plan update**

This was considered during the pre-Board presentation. The Board **agreed** for the Executive to provide further details on option 1 (all disposals) and option 5 (preferred McLaren retained) for further consideration.

11. **SBC estates development update**

The Vice-Chancellor provided an update on the SBC estates development update, noting that the SBC planning application had received approval from the LB Lambeth Planning Committee on 12 March 2024. It is currently being reviewed by the GLA which would provide a final decision during the week commencing 25 March 2024. The deadline for a judicial review is in May 2024. The draft agreement with [REDACTED] has been sent to the DfE and [REDACTED] for their comments which are expected within the next few weeks.

For the final stage of the technical college, Block D had been value engineered and the height of the block has been reduced. Additional funding will be sought from the DfE to fund the gap of equipping both Block B and D. An alternative option is to equip the gateway college, build Block B and seek to cost block D as shell and core only, retaining it as empty with the possibility of extra capital becoming available at a later date. A third option would be to only build Block B, which would still require a sub-station and attract additional costs.

The Board **noted** the update.

12. **Health and safety annual report**

The Board **noted** the update on the progress made on health and safety, and congratulated the team on achieving the Royal Society for the Prevention of Accidents Gold Award.

13. **Update from Committee Chairs (verbal report)**

- **Appendix 1: Reports and decisions of committees**

The Board **noted** the report.

**Items to note**

14. **Declaration of interests**

- **New Company Secretary**
- **New independent governors**

The Board **approved** the authorisation of the following newly declared interests:

- Helen Coleman – independent governor
- Sam Curtis – Company Secretary for the LSBU Group
- Jennifer Thomson – independent governor.

15. **Appointment of senior independent governor**

The Board **approved** independent governor Mark Lemmon being appointed as the senior independent governor (SIG) after the current SIG, Peter Fidler, steps down from the Board in summer 2024.

16. **Joint Honorary Awards Committee revisions to Terms of Reference and Award Criteria**

The Board **approved** the revised terms of reference and award criteria for the Joint Honorary Awards Committee.

**Board thanks**

The Chair acknowledged and thanked the Deputy University Secretary for his 15 years of service to the Group and wished him the best for the future.

**Date of next meeting**

3:30pm on Thursday, 18th of July 2024

**Confirmed as a true record**

..... (Chair)