
Board of Governors

**Minutes of the sixty-fourth meeting held on
Tuesday 2 May 2013**

Present:

- Clive Jones – in the Chair
- Kathy Castle
- Katherine Farr
- Emir Feisal
- Malcolm Gillies – Vice-Chancellor
- Rob Hull
- Maureen Laurie
- Tony Millns
- Ann Minogue
- Daleep Mukarji
- Adnan Pavel
- Mark Robson
- Dianne Willcocks

In attendance:

- Paul Bowler, Deputy Chief Executive
- Sean Connolly, Director, Strategic Programme Office
- Andy Downes, Programme Manager, SPO
- Mark Harris, Deputy University Secretary (Board)
- Peter McCaffery, Deputy Vice-Chancellor
- Pam Nelson, Director of Finance
- Alison Wells, University Secretary
- Professor Stephen Perkins, Dean of LMBS (from Minute 889)

881 Apologies for Absence

No apologies for absence were received.

882 Declarations of interest

The Board noted Mark Robson's interest as a member of the Board of HEFCE. No other interests were declared.

883 Minutes of the Previous Meeting (BG 64/1)

The minutes of the meeting held on 14 March 2013 were confirmed as a correct record.

884 Matters Arising

884.1 Students' Union constitution (minute 871)

Adnan Pavel stated that he had proposed that Mark Robson should also be considered for appointment as a trustee of the Students' Union. The Board noted that the making of this proposal had been duly recorded in the minutes and that the appointment of trustees was a matter for the Board of Trustees of the Students' Union to consider in due course.

884.2 The Women's Library (minute 872)

Alison Wells reported that she was expecting to hear this week from the Charity Commission about the University's application for a scheme and would circulate the Commission's response to Governors.

[Redacted text block]

s.43 Commercially Sensitive

s.36 Prejudice to Conduct

884.3 Other matters arising

There were no other matters arising which were not covered elsewhere on the agenda.

885 Update on UKBA compliance matters (BG 64/2)

This matter is the subject of a separate confidential minute.

886 Update on LSBF

This matter is the subject of a separate confidential minute.

887 Reports from the Vice-Chancellor (BG 64/3.1 and 3.2)

887.1 Vice-Chancellor's quarterly report to HEFCE (BG 64/3.1)

The Vice-Chancellor presented his thirteenth quarterly report and drew Governors' attention to the following particular items:

- Work on the previously agreed nine-point Action Plan, which Andy Downes would report on later in the meeting. There was, however, a risk that the forecast cost savings would not be achieved.
- The management accounts for February 2013 showed a forecast bottom-line deficit of £1.4m. The March management accounts would be considered later in the meeting and, in the light of revisions to forecasts, a further shortfall now seemed more likely.

887.2 Vice-Chancellor's general report (BG 64/3.2)

The Vice-Chancellor presented his general report and drew the Board's attention to two particular items:

- The risk that the Nine-Point Action Plan, whilst delivering the right overall quantum of savings, might not result in the core business of teaching students receiving an increased percentage of total expenditure.
- The review of the International Office that was now under way and due to report by 13 May. The review would consider inter alia the efficiency and effectiveness of the Office's processes together with the Office's role in connecting with other professional services across the University.

A general discussion on the Vice-Chancellor's reports followed. The principal points were:

- That firm acceptances of student places were approximately 15% down overall on the previous year, whereas applications to competitor institutions were increasing;
- that, for reasons including difficulties in ascertaining when a student had withdrawn from the University, changes in the Student Loans Company's refunds policy, [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- That there was an argument that the University should move quickly to cut its fixed costs.

s.43 Commercially Sensitive

The Board requested that revised management information be circulated to Governors after consultation with the chairs of the Audit and Finance and Resources Committees. PN

Action: Pam Nelson

The Board also noted that the Government was considering privatising the Student Loans Company, which would have implications for universities.

The Vice-Chancellor also commented on the University's improving position in various league tables, including being ranked number one for highest graduate starting salaries among modern universities by the Sunday Times University Guide 2013.

888 Management Information, March 2013 (BG 64/4)

The Board noted the management information to 31 March 2013, including performance against the financial KPIs agreed with HEFCE. The Board also noted that the management information was subject to further change in the light of ongoing work, as had already been discussed.

889 Action Plan update

889.1 Report on progress (BG 64/5.1)

Andy Downes reported on progress to date and said that the savings target was in line with previous forecasts, except for Business Process Redesign projects.

Katherine Farr asked about the risk of double-counting savings. Andy stated that he had looked into this and was satisfied that no double-counting had taken place, but that close monitoring would continue in order to ensure that it did not occur as projects proceeded.

889.2 Business Process Redesign (BG 64/5.2)

The Vice-Chancellor and Paul Bowler gave a presentation and a discussion followed during which the following main points were made:

- The need for adequate resourcing of student hubs;
- The need for Faculty Deans to be clear about the authority and responsibility they were assuming in establishing and managing the hubs, and of the consequences for them of failure;
- The need to “know your customer”;
- The need to empower staff to deal with students’ concerns;
- The need for clarity of expectations.

After further discussion the Board **endorsed** the Vice-Chancellor’s decisions on BPR.

The Board then considered the proposal for further technical scoping of the potential for outsourcing the ISS, Procurement and Payroll and Recruitment functions as outlined in the Paper. The Board noted the risks associated with possible outsourcing in terms of general employee relations. The University’s commitment to the London Living Wage was also discussed and reaffirmed as a commitment which must be met in any potential outsourcing bid.

The Board discussed the matter further and expressed an interest in principle in outsourcing, but requested more detailed scoping proposals to be brought forward by or before the September meeting of the Board.

PB

Action: Paul Bowler

889.3 Estates update (BG 64/5.3)

The Board noted the report.

890 Stapleton House (BG 64/6)

This matter is the subject of a separate confidential minute.

891 Academic organisation (BG 64/7)

Peter McCaffery presented a report proposing the dissolution of the Faculty of Law, Governance and International Relations (LGIR) and the creation of a School of Law (to be housed within LMBS) and a School of Politics and International Relations (to be housed within FSSH).

A letter from UCU to Governors making representations against the proposal was tabled. It was also argued that the proposal would have a negative impact on students.

The Board agreed that the proposal should go out for the proper and appropriate consultation and requested Peter McCaffery to present the results of that exercise at its July meeting. PMcC

Action: Peter McCaffery

892 Review of partnerships (BG 64/8)

Stephen Perkins reported on the review of partnerships that had been carried out, the objectives underlying it, and the guiding principles and recommendations.

The Board noted the outcomes of the Review and endorsed the University's commitment to the implementation of the recommendations by December 2013.

893 Date of next meeting

Thursday 4 July 2013 at 5pm.

894 Any other business

There being no other business, the meeting closed at 12.56pm.

Certified to be a true record:-

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Chair, 4 July 2013

Sixty-fourth Meeting of the Board of Governors, 2 May 2013

Action Sheet

<u>Minute</u>	<u>Action</u>	<u>By</u>
887.2	To circulate revised management information to Governors after consultation with the chairs of the Audit and Finance and Resources Committees.	Pam Nelson
889.2	To present detailed proposals on scoping of possible outsourcing to the Board.	Paul Bowler
891	To carry out a consultation on the proposed dissolution of LGIR and to report the results to the Board's July meeting.	Peter McCaffery