

## BOARD OF GOVERNORS MEETING

Minutes of the Board of Governors meeting held on Wednesday 26 July 2023 from 4pm to 7pm.

<b>Present</b>
Andrew Summers (Chair) Richard Bee (Independent) Andy Cook (Vice Chancellor) Esther Gbogboade (Acting President of Student Union) Lizbeth Goodman (Co-opted) Penny Haughan (Co-opted) Chiz Nwaosu (Professional Services Staff Member) Paul O’Grady (Independent) Alberto Villanueva (Academic Staff Member) Noeline Sanders (Independent) Lisa Stansbie (Co-opted) Lee Wilkinson (Independent) Stephen Woodford (Independent)
<b>In attendance</b>
Christopher Costigan – University Secretary and Director of Strategic Delivery Karen Ingram – Director of People and Culture Andy Rees – Dean Olukoya Iyabosola – Governance Officer and Executive Assistant Lawrence Lartey – Director of Innovation, Industry and Enterprise Phil MacDonald – Director of Finance Alima Miah – Governance Officer and Executive Assistant Emma Shailer – Chief Operations Officer
<b>Apologies</b>
Kion Ahadi (Independent) Zaid Al-Zaidy (Independent) Shoku Amirani (Independent) Kate Gregory (Independent) Markos Koumaditis (Independent)

## Actions

APPROVED

	<b>CHAIR'S WELCOME AND INTRODUCTIONS</b>
23/44	The Chair welcomed the members to the meeting. A particular welcome was extended to Ether Gbogboade, the new Acting President of the Student Union. Apologies were received from Shoku Amirani, Kion Ahadi, Zaid AlZaidy, Kate Gregory and Markos Koumaditis.
	<b>DECLARATION OF INTERESTS</b>
23/45	Members were reminded to declare any interests, personal or financial, that might relate to the business shown on the agenda for the meeting. No additional declarations were made.
	<b>MINUTES AND MATTERS ARISING</b>
23/46	The minutes of the Board of Governors meeting held on 23 March 2023 and the Additional Board meeting held on 6 June 2023 were approved. The notes of the Board Strategy Day meeting held on 10 May 2023 were noted. The Chair acknowledged that the University Secretary and Director of Strategic Delivery circulated an email for feedback on the Board Strategy Day and encouraged the governors to provide their thoughts.
	<b>CHAIR'S UPDATE</b>
23/47	<p>Seven independent governors' terms of office were due to expire in August 2023. The Chair completed an annual review process for the members for submission to the Governance and Nominations Committee. The Chair noted that all seven governors had added significant value to Ravensbourne University London and presented the following Committee recommendation to the Board for approval.</p> <ul style="list-style-type: none"> <li>- Zaid Al Zaidy's Independent Board membership be renewed to August 2026.</li> <li>- Shoku Amirani's Independent Board membership be renewed to August 2026.</li> <li>- Stephen Woodford's Independent Board membership be renewed to August 2026.</li> <li>- Noeline Sanders' Independent Board membership be renewed to August 2026.</li> <li>- Kate Gregory's Independent Board membership be renewed to August 2026.</li> <li>- Lee Wilkinson's Independent Board membership be renewed to August 2026.</li> <li>- Kion Ahadi's Independent Board membership would end in August 2023 further to his decision to pursue career development opportunities.</li> </ul>
23/48	The Board approved the reappointments.
23/49	In accordance with the CUC guidance, Ravensbourne was due to undertake an external governance review with externality. Following recommendations by the Governance and Nominations Committee, the Chair informed the Board that the proposal by AdvanceHE was accepted, referencing the full proposal within the Additional Board Pack. The Chair outlined the components of the approach to be a short e-survey for all Board members and key attendees; a combination of semi-structured interviews and group interviews; observation of a Board meeting; and optional facilities workshops with the Steering Group. The Chair welcomed volunteers for the Steering Group. Acceptance by Richard Bee and Noeline Sanders was noted.
23/50	Providing further comments, the Chair briefly updated the Board regarding Honorary Award acceptances by June Sarpong, Misan Harriman, Vanessa Kingori and Helen Higson, and noted the possibility of more acceptances. The Chair praised Shoku Amirani's efforts in achieving the connections for Ravensbourne University London. The Board was informed that the Honorees would be awarded at the Graduation ceremonies or a separate event for those who are unavailable during the period, and a dinner would be hosted for the Fellows. The Chair

23/51	<p>requested the Board members to attend the dinner and graduation ceremonies.</p> <p>On another note, the Chair opened the floor to discussions regarding recent government policies and announcements, particularly the negative comments towards creative education, employability, and student retention rates. The following comments were noted:</p> <ul style="list-style-type: none"> <li>- The possibility of student fees and funding changes calls for the requirement of close inspection within this area as it could have a significant bearing on the financial viability of the institution.</li> <li>- Despite government attitudes, creative disciplines are being advocated for.</li> </ul>
	<b>VC REPORT</b>
23/52	<p>The Vice Chancellor reflected on the achievements of Ravensbourne in the last academic year. In particular, the following were highlighted:</p> <ul style="list-style-type: none"> <li>- The Director of Innovation, Industry and Enterprise and his team have been developing a new vision for partnership work and have welcomed Jess Lewis as Head of Partnerships; Derek Yates as Head of the Creative Lab; Dr Shaun Borstrock as Head of Knowledge Exchange and Research; and Dan Janowski as Head of Strategic Recruitment Partnerships.</li> <li>- According to the Graduate Outcome Survey, 89% of Ravensbourne University graduates were in work or education, and 76% were in highly skilled employment. This exceeded the KPI target of 75%. The Vice Chancellor highlighted that this confirms Ravensbourne's graduates are highly skilled professionals and contradicts the negative policy and press notions.</li> <li>- The University has seen maturation through the launch of new courses, partnerships with Oxford International Education Group and Oxford Business College, and the academic progression scheme from Lecturer to Senior Lecturer to Associate Professor.</li> <li>- Idris Elba and Tinker Hatfield were introduced to Ravensbourne as Honorary Doctorates</li> </ul>
23/53	<p>The Vice Chancellor emphasised that the upcoming year would see continued focus on delivering a positive student experience, growth, culture, and brand.</p>
23/54	<p>With regards to key initiatives, the Board of Governors were informed that the occupation date of R3 has been moved to January 2024 (beginning of semester 2), due to service charge disagreements between the proposed landlord and ultimate landlord. It was noted that the finalised contract would be presented to the Board for approval. The Board were assured that the contingency space plan in R1 and R2 would accommodate teaching in semester 1 of the next academic year, and alternative spaces are being explored for January 2024. The governors endorsed exploring alternative teaching spaces.</p>
23/55	<p>REDACTED</p>
23/56	<p>REDACTED</p>
23/57	<p>The governors recommended a detailed discussion of KPIs at a future Board meeting.</p>

	<b>RAVENSBOURNE STUDENT UNION</b>
23/58	The Acting President of the Student Union, Ether Gbogboade, introduced herself to the Board and shared her manifesto. Esther was a postgraduate student on MSc Digital Marketing and had progressed from a foundation course and undergraduate degree at Ravensbourne. The Acting President aimed to reinstate the community activities prior to the Covid-19, within the university and greater sense of society. It was noted that she was involved in a sickle cell charity and has an interest in Non-Governmental Organisations.
23/59	It was acknowledged that the student engagement and attendance had fallen due to Covid-19 but had improved within the last year. Particularly, the initiatives for Black History Month and the Student and Staff Awards had created a positive atmosphere. It was noted that the Vice Chancellor and Director of Innovation, Industry and Enterprise were in discussion with the Gordon Ramsay Group, who had taken the lease on the adjoining restaurant site, to provide opportunities for Ravensbourne students.
23/60	The Board formally welcomed Esther Gbogboade.
	<b>2023-2024 BUDGET</b>
23/61	The Vice-Chancellor provided contextual background to the 2023/2024 budget. It was noted that there were continuing investments in the University's growth despite government policies on international students and creative education, REDACTED.
23/62	The Finance Director presented key details of the budget. REDACTED
23/63	REDACTED
23/64	The Board formally approved the 2023-24 budget.
	<b>RISK REGISTER</b>
23/65	The Chair introduced the risk register to the Board. The Vice Chancellor emphasised financial stability to be the greatest issue for all UK universities. It was noted that the net risk scores after mitigation for business continuity and systems and project implementation had improved from high to moderate levels.
23/66	The Audit Committee reviewed the risk register in May 2023 and found that the net risks had not moved; there had been huge progress in the institution and hence the risks remained high. As the OBC issues arose after the Audit Committee meeting in May 2023, the Board agreed that the associated risks should be considered under Franchise and Partnerships risks.
23/67	Commenting on sector comparisons in risk profiles, the Vice Chancellor noted Ravensbourne's risk from a large income stream from franchise courses, as opposed to an overall income. This was due to the relative size of Ravensbourne.
	<b>COMMUNITY CODE OF CONDUCT</b>
23/68	The Community Code of Conduct was previously agreed by the Executives, Academic Board, EDI Committee and Board of Governors. Following recent advice regarding the use of terms which denote criminal conduct, the language of the Code had been amended to remove such connotations. It was noted that as the People and Culture strategy matures, the Community Code of Conduct may be fully revised and refined to focus on core values.
23/69	In providing comments, the governors advised that other universities do not use legal language in the Community Code of Conduct to ensure that the Code is student friendly.

23/70	It was noted the proposed OfS condition on sexual misconduct was not addressed in the Code or supplementary documents.
23/71	The Board approved the Community Code of Conduct with a view to reviewing it in the next academic year.
<b>COMMITTEE TERMS OF REFERENCE</b>	
23/72	Having been approved by the respective Committees, the Governance and Nominations Committee recommended the following amendments to the committee terms of reference: <ul style="list-style-type: none"> <li>- Audit Committee Terms of Reference to align the maximum membership to seven.</li> <li>- Finance Committee Terms of Reference to remove provisions which are contained in the Scheme of Delegation</li> <li>- People and Culture Committee Terms of Reference to align the maximum membership of all committees to seven, to make consequential updates, and to remove reference to the Chair of the Committee as an ex officio member.</li> <li>- Remuneration Committee Terms of Reference to update minor details.</li> </ul>
23/73	The Board approved the Terms of References.
<b>FE PROVISION</b>	
23/74	Per4mance Solutions had been contracted to conduct a quality review of Ravensbourne's Further Education and Apprenticeship provision. Points that required enhancements to Board oversight were particularly drawn out.
23/75	The executive noted the report built on the outcome of the 2017 Ofsted report, and assured the Board that measures will be put in place to satisfy the recommendations for improvement.
23/76	With regards to the Safeguarding and Prevent report, it was noted that the number of safeguarding incidents had increased due to the transition from online teaching and return to on-campus teaching. The executive assured the Board that the figures will be monitored within the 2023/2024 academic year, and that Prevent training initiatives were well attended and Safeguarding training had been mandated via the online training portal. The Board were notified of the need to appoint a governor as a Safeguarding Lead.
<b>FOR NOTING AND SHORT COMMENT</b>	
23/77	The Chair noted the committee summaries and papers considered by the committees, particularly the Privacy Policy, Committee Membership and EDI report. No comments were provided by the Board.
<b>ANY OTHER BUSINESS</b>	
23/78	No other business was declared.
<b>DATE OF NEXT MEETING</b>	
23/79	Wednesday 20 <sup>th</sup> September 2023 4:00PM – 7:00PM at Ravensbourne University, Boardroom.