

UNCONFIRMED

BOARD OF GOVERNORS

Minutes of the unreserved meeting of the Board of Governors on Wednesday 25 September 2019 1630-1930 in the boardroom at Ravensbourne University London

Present	In attendance	Apologies
Nike Awoyinka Andy Cook Nathan Donaldson Jonathan Drori (Chair) Rod Henwood Helen Higson Tamara Howe Guy Hurd Jon Kingsbury Lisa Mooney Alex Phillips Marta Phillips Louise Prideaux Jo Stimpson Jon Walmsley David Worthington	Brian Duncan- Director of Finance Gary Pritchard- Executive Dean Screen School Emma Shailer- Director of Student Recruitment & Success Leyla Sitki- RSU Vice President Design School & Campaigns Andrew Summers- incoming Chair of the Board of Governors Lawrence Zeegen- Executive Dean Design Katie Germer- Clerk to the Board of Governors (minutes)	

	WELCOME & APOLOGIES
19/1072	All were welcomed to the board meeting. In particular, Andrew Summers, who will be taking over as Chair of the Board from 1 October 2019, was welcomed to the meeting as an observer. Apologies were noted from Kathy Steele.
	DECLARATIONS OF INTERESTS
19/1073	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.
	ACTING VC REPORT
19/1074	The Acting VC reported clearing had been more successful than expected for undergraduate recruitment. It was noted that. In discussion, the following was noted: - improved NSS results are a priority for the university - TV & Digital courses to be suspended this year due to poor recruitment - FE to HE progression is an area of focus for the university - The University has held discussions with the ARB to ensure that its courses meet the ARB regulations - Action: Share APP commentary on website
	DESIGN DISTRICT
19/1075	It was noted that a different building was now being offered to the university. This building is much more obvious from the station exit with 14% more floor space than the previous building. Changes to Heads of Terms were made.

	STRATEGY
19/1076	The Acting VC confirmed that the poster and slides provided to the Board had been shared a recent staff forum. Three priorities are student recruitment, value for money and student experience. The focus this term and over the summer has been on student experience. Ambitious targets for all three areas have been set for the next 2-3 years.
	NSS
19/1077	A presentation was given by the Dean of the Screen School. He confirmed that the curriculum, incorporating the Skillsets and Mindsets manifesto, is now experienced by all students for the first time which should have a positive impact on NSS results. More qualified teachers are being appointed and an improved structure is in place. Monitoring of student satisfaction now takes place on a weekly basis. Priorities to continuously improve the student experience include parity of attainment for all, building a community and regular dialogue. Governors noted that: • staff must involve students and employers in making changes, with student voice being central to developments that affect the student experience (e.g. establish student advisory groups/ fora) • the university must be clear on expectations of staff, with consistent language • the practicalities of running the next NSS must be well planned. The management of courses must not be overlooked. The Acting VC confirmed that internal KPIs have been introduced for all courses to be regularly monitored. It is expected that these will feed into staff APRs to improve staff performance. It was recognised that culture within the university is of paramount importance. Action: Governors urged that a Student Experience group be established which can oversee plans and improvements as well as be helpful and regularly report to the Board. This group may include TH/ HH/ LM.
	MINUTES
19/1078	The minutes of the board meeting on 10 th July 2019 were confirmed and approved as an accurate record.
	ANNUAL CYCLE OF BUSINESS

19/1079	Governors received the plan for board and committee business for 2018-19, noting that the new Chair of the Board would have oversight. Action: AS and KG to discuss plan of business for the year
	RSU ANNUAL PLAN 2019-20
19/1080	The President of the RSU reported that the union's focus is on enhancing the campus culture and establishing partnerships and working with brands to support students' work. Action: To include targets in the RSU plan and report back to the Board on progress with partnerships. Action: To talk with the Acting VC about how the board can best support the work of the RSU in establishing partnerships with industry, and whether support for events coordination is required. Action: GH and DW to discuss possible partnership opportunities. Action: GH and HH to discuss possible mentoring opportunities.
	STUDENT NUMBERS
19/1081	The recently appointed Director of Student Recruitment and Success updated governors with the latest student recruitment figures (it was recognised that the numbers are subject to change). She explained that FE acceptances are currently above target, PG is below target and UG is better than expected, although is currently below target. The Director of Student Recruitment and Success explained that a priority is getting timely and robust data to underpin this area of work. Improvements to PG recruitment are planned.
	FINANCE UPDATE
19/1082	It was noted that the outturn for 2018-19 is better than planned, largely due to increased cost consciousness in the university. It was acknowledged that more accurate budgeting is required to avoid variances between actuals and budget in some areas. Action: To ensure that a proportion of any surplus is planned for investment.
	RISK
19/1083	The Director of Finance presented the top risks for the university. It was noted that no additional audit risks were known.
	KPIs
19/1084	It was noted that all KPIs require ownership by the Executive team. Governors suggested that external benchmarks may be helpful in informing targets which should be readily understood by all. Action: to develop a dashboard of key indicators (eg VFM, student recruitment and retention) that is meaningful and can be easily monitored.

	SCHEME OF DELEGATION
19/1085	Governors reviewed the scheme, noting that job titles within the executive team required amendment. Subject to this amendment, the Scheme was approved. Action: to amend Executive team roles and job titles as necessary on the Scheme of Delegation.
	ENVIRONMENTAL ANNUAL REPORT
19/1086	The report was welcomed. The importance of sustainability was noted. Action: To submit the business case for the facilities management contract to the Finance Committee.
	ANY OTHER BUSINESS
10/1087	It was noted that Idrees Rasouli had resigned from the Board with immediate effect as he had resigned from the university. Thanks were offered to him for all that he had done for the Board.
10/1088	It was noted that this was the last meeting of the Board for Rod Henwood, who would be resigning as Governor following the completion of his first term (1 st November 2019). Thanks were offered to him for all that he had done for the Board.
10/1089	It was noted that Nike Awoyinka would be resigning from the Board as she had resigned from the university. She will attend the Board meeting in November 2019.
10/1090	As this was the final meeting for Jonathan Drori as Chair of the Board, he was thanked by the Deputy Chair, on behalf of the board and of the university, for his chairmanship and leadership over the last six years and the major contribution he had made to the university over that time. In recognition, the university was pleased to award him an honorary Fellowship to be presented at the forthcoming Graduation Ceremony in December 2019 and an annual student prize in his name.

NEXT MEETING: 13 NOVEMBER 2019

