London South Bank University

Meeting of the Board of Governors
4.00pm on Thursday, 17 October 2013
in DCG12&13, Clarence Centre for Enterprise and Innovation,
St George's Circus, London SE1

Agenda

No.	*Item*	*Paper No.*	*Presenter*
1.	Welcome and apologies		Chair
2.	Declarations of Interest *Governors are required to declare any interest in any item of business at this meeting*		Chair
3.	**Chairman's Business**		
3.1	Minutes of meetings of: (for publication) • 18 July 2013; • 19 August 2013; and • 1 October 2013	BG.49(13)	Chair
3.2	Update on Vice Chancellor designate	Oral update	Chair
4.	Matters arising		Chair
5.	**University Strategy**		
5.1	Student recruitment update (to discuss and note)	BG.50(13)	PVC(E)
5.2	University Engineering Academy South Bank update (to note)	BG.51(13)	VC
5.3	October Board strategy day programme (to note)	BG.52(13)	Chair
6.	**University Performance**		
6.1	Vice Chancellor's Report (to discuss and note) • KPI's	BG.53(13)	VC
6.2	Project "16-20" update (to discuss and note)	BG.54(13)	PVC(E)
6.3	Risk register (to consider in detail)	BG.55(13)	EDF
7.	**Committee Business**		
7.1	Reports from committees (to discuss and note)	BG.56(13)	Committee

7.2	Chairman succession update (from Chair Nom Com: to note)	BG.57(13)	Chair of the committee
7.3	Matters reserved for the Board (from P&R: to approve)	BG.58(13)	Sec
7.4	Primary Responsibilities of the Board (from P&R: to approve)	BG.59(13)	Sec
7.5	Corporate Governance Statement (from P&R: to approve)	BG.60(13)	Sec
7.6	Public Benefit Statement (from P&R: to approve)	BG.61(13)	Sec

8. Governance

8.1	Audit Committee terms of reference (to approve)	BG.62(13)	Sec
8.2	Annual Board plan (to note)	BG.63(13)	Sec
8.3	Composition of committees (to note)	BG.64(13)	Sec

9.	**Any other business**		Chair

10.	Date of next meeting:	Strategy day on Wednesday 23 October; Board meeting at 4pm on Thursday 21 November 2013.

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Members:	David Longbottom (Chair), Dame Sarah Mullally (Vice Chair), Martin Earwicker (Vice Chancellor), Barbara Ahland, Steve Balmont, Douglas Denham St Pinnock, Ken Dytor, Hilary McCallion, Anne Montgomery, Mee Ling Ng, Andrew Owen, Diana Parker, Shushma Patel, James Smith and Jon Warwick.
With:	Pro Vice Chancellor (Academic), Pro Vice Chancellor (External), Executive Director of Finance, University Secretary and Governance Officer.

London South Bank University

	PAPER NO: BG.49(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Minutes of the meeting of 18 July 2013, 19 August 2013 & 1 October 2013
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board
Recommendation:	That the Board approves the minutes of its meetings of: • 18 July 2013 • 19 August 2013 and the redactions for publication. That the Board approves the minutes of its meeting of 1 October 2013 and the general meeting of that date. These minutes will not be published.
Aspect of the Corporate Plan to which this will help deliver?	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the university's website

Executive Summary

The Board are requested to approve the minutes of the meetings of 18 July 2013, 19 August 2013 and the proposed redactions for publication. The Board are requested to approve the minutes of its meeting of 1 October 2013 and the general meeting of that date. These minutes will not be published.

London South Bank University

Minutes of a Meeting of the Board of Governors
held at 4pm on Thursday, 18 July 2013
in 1B16, Technopark, London SE1

Present

David Longbottom	Chairman
Prof Martin Earwicker	Vice Chancellor and Chief Executive
Barbara Ahland	
Steve Balmont	
Douglas Denham St Pinnock	
Ken Dytor	
Prof Hilary McCallion	
Anne Montgomery	
Mee Ling Ng	
Andrew Owen	
Diana Parker	
Prof Jon Warwick	

Apologies

Dame Sarah Mullally	Vice Chair
James Smith	
Prof Shushma Patel	

In attendance

Dr Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Executive Director of Finance
Beverley Jullien	Pro Vice Chancellor (External)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

Welcome

1.   The Chairman welcomed governors to the meeting.

Declaration of Interests

2.   No governor declared an interest in any item on the agenda.

London South Bank University

Report from Appointments Committee

3.   The Chairman reported that prior to the meeting the Appointments Committee had re-appointed Steve Balmont and Andrew Owen each for a second term of four years to 31 July 2017. The Board congratulated them on their re-appointment.

Minutes of the previous meeting

4.   The Board approved the minutes of the meeting of 23 May 2013. The Board requested the Executive to review the proposed redactions prior to publication.

Matters Arising

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

Vice Chancellor Appointment Update

6.   The Chairman updated the Board on the progress of the Vice Chancellor Appointment Committee. It was reported that nine candidates were identified at the longlist meeting of 18 June 2013. Two candidates had subsequently withdrawn and the remaining seven candidates have been interviewed by the recruitment consultants Odgers Berndtson. The seven candidates will be met by the Chairman during the week commencing 22 July 2013 prior to the final interviews on 14 August 2013.

7.   The Board welcomed the update and noted that a special board meeting had been arranged for 19 August 2013 to consider and if thought fit approve the appointment of the new Vice Chancellor.

Letter received from the University and College Union

8.   The Board received a letter from the University and College Union (UCU) dated 17 July 2013, which UCU had requested the Board to discuss at today's meeting. The Board noted the proposals and requested the Vice Chancellor to respond to UCU on their behalf.

Budget 2013/14

9.   The Board discussed the proposed budget for 2013/14 (paper **BG.32(13)**), previously considered by the Policy and Resources Committee. The target

surplus of £2.5m was in line with the latest five year forecasts. The budget assumed full time undergraduate recruitment of 2750 and undergraduate progression of 61%. There is an operating expense contingency of £0.5m, restructuring contingencies of £1.5m and an investment fund of £2m.

10.   The Board approved the budget for 2013/14.

HEFCE Annual Accountability mid-year return

11.   The Board approved the HEFCE annual accountability mid-year return and authorised its submission to HEFCE (paper **BG.33(13)**). It was noted that the Board had approved the five year forecasts, a key component of the return, at its meeting of 21 March 2013.

Strategic Proposals for the University

12.   The Vice Chancellor introduced strategic proposals for the University (paper **BG.34(13)**). The proposals realigned disciplines within the current faculty structure to ensure the curriculum responded to the market. The proposals included creating a new school of Creative Industries, within the Arts and Human Sciences Faculty, incorporating the current Arts and Digital Media, Creative Writing and Performance, and Design departments; merging engineering areas together in a new Engineering School in the Faculty of Engineering, Science and the Built Environment; and to split the current Business Faculty into a Business School for Bachelors, Masters and Doctoral programmes and a "preparatory college" for HND courses and below.

13.   The Board endorsed the proposals.

"16-20" Project Update

14.   The Board noted an update on the "16-20" project which aimed to deliver £16m additional income at a 20% contribution by 2017 (paper **BG.35(13)**). It was noted that the pipeline of projects was reviewed monthly by the Executive and that the project was on target to deliver 2013/14 targets.

15.   An update report at each meeting will track progress.

Vice Chancellor's Report

16.   The Board noted an update from the Vice Chancellor on the national scholarship programme funding, the employee engagement survey and the academic year 2012/13 (paper **BG.36(13)**).

17.   The Board noted an update from the Vice Chancellor on the Office of the Independent Adjudicator (OIA). In its annual report of June 2013, the OIA had published details of LSBU's non-compliance in relation to the OIA's recommendation in one on-going academic appeal. The Vice Chancellor and members of the Executive had met the OIA's chief and deputy adjudicators that morning to discuss the specific case and other areas of best practice in academic appeals, which proved a constructive meeting. Internal auditors have been instructed to review compliance of procedures around complaints and appeals. The internal audit report would be reviewed by the Audit Committee and the Educational Character Committee. In addition, an external consultant had been engaged to review whether any further improvements could be made in the processes for academic appeals.

Recruitment Update

18.   The Board noted an update on recruitment for 2013/14 (paper **BG.37(13)**). It was reported that full time undergraduate and international were on track to meet targets. The postgraduate market remained challenging.

Management Accounts summary to 31 May 2013

19.   The Board noted the management accounts summary to 31 May 2013 which showed a forecast surplus of £4.2m (paper **BG.38(13)**).

Reports from committees

20.   The Board noted reports from committees meetings (paper **BG.39(13)**). The Board noted that internal audit had reviewed ICT security and which had been given a high risk rating.

21.   The Board approved the setup of online banking with Bank of Scotland, recommended by the Policy and Resources Committee.

Tuition Fees, 2014/15

22.   The Board approved the proposed tuition fees for 2014/15 (paper **BG.40(13)**).

Educational Character Committee Annual Report

23.   The Board noted the Educational Character Committee annual report (paper **BG.41(13)**). The Chairman of the committee reported that the members had gained a greater insight into the academic work of the University. The

committee considered that it would be helpful to rotate its membership more frequently.

Academic Board Annual Report

24.   The Board noted the Academic Board annual report (paper **BG.42(13)**. It was noted that the Educational Character Committee had discussed its sections in detail during the year.

Revised Articles of Association

25.   The Board approved the revised draft articles of association (paper **BG.43(13)**), recommended by the Policy and Resources Committee, and following consultation with the joint unions. The University would now consult on the draft with the Privy Council. The Board would be asked to approve the final version after the consultation.

Risk Register

26.   The Board noted the corporate risk register (paper **BG.44(13)**), previously considered by the Audit Committee and the Executive.

Declarations of Interest

27.   The Board authorised the declared interests (paper **BG.45(13)**) and the following declared in the meeting:
   a. Hilary McCallion – Visiting Professor at Bucks New University and King's College University
   b. Richard Flatman – governor and member of the Audit Committee at the newly created University of South Wales (the successor body to Newport University)

Financial Regulations

28.   The Board noted the amendments to the Financial Regulations which had been approved by the Policy and Resources Committee at their meeting of 3 July 2013 (paper **BG.46(13)**).

Date of next meeting

29.   The next meeting will be held at 4pm on Thursday 17 October 2013.

London South Bank University

The Chairman reminded governors that a drinks reception with the senior management group followed the meeting. The Chairman closed the meeting.

Confirmed as a true record:

……………………………………….. (Chairman)

London South Bank University

Minutes of a Special Meeting of the Board of Governors
held at 11am on Monday, 19 August 2013
in 1B07, Technopark, London SE1 and via Conference Call

Present

Barbara Ahland
Steve Balmont
Prof Shushma Patel

Attending via Conference Call

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Douglas Denham St Pinnock	
Ken Dytor	
Prof Hilary McCallion	
Anne Montgomery	
Andrew Owen	
James Smith	
Prof Jon Warwick	

Apologies

Martin Earwicker	Vice Chancellor and Chief Executive
Mee Ling Ng	
Diana Parker	
James Stevenson	University Secretary and Clerk to the Board of Governors

In attendance

Katie Boyce	Director of Human Resources
Michael Broadway	Governance Officer

Welcome

30.   The Chairman welcomed governors to the special meeting of the Board of Governors which had been convened to consider and, if thought fit, approve the recommendation of the Vice Chancellor Appointments Committee to appoint Professor David Phoenix, Deputy Vice Chancellor of the University of Central Lancashire, as Vice Chancellor and Chief Executive of London South Bank University.

London South Bank University

Declaration of Interests

31.   Prof Hilary McCallion declared that she worked for the University of Central Lancashire for 18 months from 1992 to 1994 as a senior lecturer but did not know Professor Phoenix.

32.   James Smith declared that he chairs the advisory board of the Museum of Science and Industry in Manchester (MOSI). It was noted that Professor Phoenix had been a trustee of MOSI until 2011 when MOSI joined the Science Museum Group and that James Smith did not know Professor Phoenix.

Appointment of new Vice Chancellor

33.   The Chairman outlined to the Board the recruitment process for the new Vice Chancellor as set out in paper **BG.47(13)**. Following final interviews on 14th August 2013 the Vice Chancellor Appointments Committee recommended Professor David Phoenix to the Board for appointment as Vice Chancellor.

34.   After due consideration the Board approved the appointment of Professor David Phoenix as Vice Chancellor and Chief Executive of London South Bank University.

35.   The Board noted that the appointment was subject to signature of the contract of employment and was confidential until an announcement had been made. A targeted press release would be issued after signature of contract and in liaison with the University of Central Lancashire. No announcement will be made until signature of contract.

Date of next meeting

36.   The next ordinary meeting will be held at 4pm on Thursday 17 October 2013.

The Chairman closed the meeting.

Confirmed as a true record:

………………………………………….. (Chairman)

London South Bank University

Minutes of a Special Meeting of the Board of Governors
held at 3.45pm on Tuesday, 1 October 2013
in 1B27, Technopark, London SE1 and via Conference Call

Present

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Barbara Ahland	
Anne Montgomery	
Diana Parker	
Prof Shushma Patel	
Prof Jon Warwick	

Attending via Conference Call

Steve Balmont
Douglas Denham St Pinnock
Andrew Owen
James Smith

Apologies

Martin Earwicker	Vice Chancellor and Chief Executive
Ken Dytor	
Prof Hilary McCallion	
Mee Ling Ng	

In attendance

Katie Boyce	Director of Human Resources
Richard Flatman	Executive Director of Finance
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

Notice and Quorum

1. The Chairman reported to the meeting that due notice of the meeting had been given to each Governor and that a quorum was present. Accordingly the Chairman declared the meeting duly convened and constituted.

Business of the Meeting

2. The Chairman reported that the business of the meeting was to deal with matters in relation to a proposed loan to be made available to the University's

Vice Chancellor designate and director designate, David Phoenix (**Borrower**). It was reported that the Remuneration Committee of the University had recommended that the University provide a secured, interest free loan of between £300,000 and £360,000 to the Borrower (**Loan**) for the sole purpose of enabling the Borrower to purchase living accommodation in a London borough (**Property**).

3.   The terms of the Loan were set out in a loan agreement to be entered into between (1) the University and (2) the Borrower (**Loan Agreement**). The University were prepared to provide the Loan to the Borrower on the basis that the Borrower grant a legal mortgage over the Property in favour of the University (**Legal Mortgage**).

4.   The Chairman reported that the business of the meeting was to:

    4.1   consider and if thought fit, approve the Loan;
    4.2   consider and if thought fit, approve entry into and delivery of the Loan Agreement; and
    4.3   consider and if thought fit, approve entry into and delivery of the Legal Mortgage.

Declaration of Interest

5.   Pursuant to section 177 of the Companies Act 2006 and the University's articles of association no interests were declared in the business of the meeting. Also, as the Borrower was to be appointed a director and Governor of the University, the provisions of sections 197 to 214 of the Companies Act 2006 were considered.

6.   It was noted that, pursuant to the University's articles of association, a director/Governor may not vote and form part of the quorum at a meeting of Governors or of a committee on a resolution which concerns or relates to a matter in which he has directly or indirectly an interest.   Accordingly, it was acknowledged that the Borrower was not present at the meeting.

Documents produced to the meeting

7.   An execution version of the Loan Agreement and the Legal Mortgage (**Documents**) were produced to the meeting.

Consideration of Documents

8.   The terms of the Documents were duly and carefully considered.

9.   The board noted the detailed terms in relation to:

   9.1   the provision of the Loan, including the repayment date of 2 years after the date of the Loan Agreement, that the Loan is interest free and the events of default which would enable the University to accelerate repayment of the Loan; and

   9.2   the Legal Mortgage, including that the University would obtain a first ranking mortgage over the Property.

10.   The Documents were fully and carefully considered by the Governors. The Board requested an additional event of default to be added into the loan agreement that in the event that the Borrower did not commence employment with the University he would be obliged to pay back the sum borrowed.

11.   The Chairman explained to the board, and the board fully and carefully considered and noted the commercial reasons why the University should enter into the Documents, that it was in the best interests of the University to provide a reasonable relocation package to the Vice Chancellor designate who would be relocating from Lancashire to central London in order to be closer to the University and to readily undertake university engagements as appropriate.

12.   The board then considered whether it was in the best interests of the University to execute the Documents.

13.   It was noted that the execution and delivery by the University of the Documents and the exercise of its rights, the assumption of its liabilities and performance of its obligations under the Documents will not result in any breach of any restriction imposed on it by its articles of association and/or memorandum of association or other agreement to which it is a party and which is binding on it.

14.   The Chairman reminded the Governors of their statutory duty to promote the success of the University for the benefit of its members as set out at Section 172(1) of the Companies Act 2006. After further discussion, it was the conclusion of the Governors, having considered the success of the University,

that the Documents and the transactions contemplated by it would promote the success of the University for the benefit of its members as a whole and its charitable benefactors.

Members' approval

15. It was reported that it was considered necessary under sections 197 to 214 of the Companies Act 2006 for the members of the University to pass resolutions approving the entry into the Documents by the University.

16. The resolutions would be by way of ordinary resolutions, drafts of which were produced to the meeting, which included variations on the amount of the loan to be advanced to the Borrower between £300,000 and £360,000 to be determined by the Chairman. It was resolved that the University Secretary be authorised and instructed to send the ordinary resolutions to the members of the University entitled to attend and vote at general meetings of the University.

17. The meeting then adjourned to enable the ordinary resolutions to be circulated.

18. Upon resumption of the meeting it was reported that the ordinary resolutions had been passed in accordance with the University's articles of association. A copy of the ordinary resolutions signed by the Chairman of the Board of Governors of the University was tabled.

Authority to execute documents

19. It was resolved that:

    19.1 the terms of, and the transaction contemplated by, the Documents and any ancillary or related documents be and are approved and that the University execute the Documents and any related or ancillary documents;

    19.2 the Chairman had the authority of the Board and the members to agree the final loan amount with the Borrower between the limits of £300,000 and £360,000;

    19.3 the Chairman (or failing whom the Vice Chair) and the University Secretary be and are authorised to sign the Documents and any ancillary or related documents to the Documents and in doing so to agree and approve any amendments made to the Documents and any

such ancillary or related documents after the holding of this meeting; and

19.4 any Governor or two Governors be and are authorised to sign and/or despatch or deliver all other documents, notices and certificates to be signed and/or dispatched or delivered by the University under or in connection with the Documents.

Filing

20. The University Secretary was instructed to make all necessary and appropriate entries into the books and registers of the University.

Close of meeting

21. There being no further business the Chairman declared the meeting closed.

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Chairman

London South Bank University

Minutes of a General Meeting of London South Bank University
held at 3.45pm on Tuesday, 1 October 2013
in 1B27, Technopark, London SE1 and via Conference Call

Present

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Barbara Ahland	
Anne Montgomery	
Diana Parker	
Prof Shushma Patel	
Prof Jon Warwick	

Attending via Conference Call

Steve Balmont
Douglas Denham St Pinnock
Andrew Owen
James Smith

Apologies

Martin Earwicker	Vice Chancellor and Chief Executive
Ken Dytor	
Prof Hilary McCallion	
Mee Ling Ng	

In attendance

Katie Boyce	Director of Human Resources
Richard Flatman	Executive Director of Finance
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

Notice and Quorum

22.   The Chairman reported to the meeting that due notice of the meeting had been given to each Governor and that a quorum was present. Accordingly the Chairman declared the meeting duly convened and constituted.

Business of the Meeting

23.   The Chairman reported that the business of the meeting was to deal with matters in relation to a proposed loan to be made available to the University's

Vice Chancellor designate and director designate, David Phoenix (**Borrower**). It was reported that the Board of Governors of the University had agreed to provide a secured, interest free loan of between £300,000 and £360,000 to the Borrower (**Loan**) for the sole purpose of enabling the Borrower to purchase living accommodation in a London borough (**Property**). As the Borrower was to be appointed a director and Governor of the University, approval by the members was required under the provisions of sections 197 to 214 of the Companies Act 2006.

24. The terms of the Loan were set out in a loan agreement to be entered into between (1) the University and (2) the Borrower (**Loan Agreement**). The University were prepared to provide the Loan to the Borrower on the basis that the Borrower grant a legal mortgage over the Property in favour of the University (**Legal Mortgage**).

25. The Chairman reported that the business of the meeting was to:

   25.1   consider and if thought fit, approve the Loan;
   25.2   consider and if thought fit, approve entry into and delivery of the Loan Agreement; and
   25.3   consider and if thought fit, approve entry into and delivery of the Legal Mortgage.

Documents produced to the meeting

26. An execution version of the Loan Agreement and the Legal Mortgage and the draft ordinary resolutions (**Documents**) were produced to the meeting.

Consideration of Documents

27. The terms of the Documents were duly and carefully considered.

28. The members noted the detailed terms in relation to:

   28.1   the provision of the Loan, including the repayment date of 2 years after the date of the Loan Agreement, that the Loan is interest free and the events of default which would enable the University to accelerate repayment of the Loan; and
   28.2   the Legal Mortgage, including that the University would obtain a first ranking mortgage over the Property.

29.   The Documents were fully and carefully considered by the members. It was noted that an additional event of default would be added into the loan agreement that in the event that the Borrower did not commence employment with the University he would be obliged to pay back the sum borrowed.

30.   The Chairman explained to the members, and the members fully and carefully considered and noted the commercial reasons why the University should enter into the Documents, that it was in the best interests of the University to provide a reasonable relocation package to the Vice Chancellor designate who would be relocating from Lancashire to central London in order to be closer to the University and to readily undertake university engagements as appropriate.

Members' approval

31.   It was reported that it was considered necessary under sections 197 to 214 of the Companies Act 2006 for the members of the University to pass resolutions approving the entry into the Documents by the University.

32.   The resolutions would be by way of ordinary resolutions, drafts of which were produced to the meeting, which included variations on the amount of the loan to be advanced to the Borrower between £300,000 and £360,000 to be determined by the Chairman.

33.   The ordinary resolutions were passed in accordance with the University's articles of association.

Close of meeting

34.   There being no further business the Chairman declared the meeting closed.

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Chairman

Committee	Date	Minute	Action	Person Res	Status		
Board	18/07/2013	3	Review redactions and publish	Secretary		☑	Completed
Board	18/07/2013	8	Send response to UCU	VC	Letter sent on 19 July 2013	☑	Completed
Board	18/07/2013	24	Review rotation of Educational Character committee membership	Secretary		☑	Completed
Board	18/07/2013	26	Consult Privy Council on draft articles	Secretary	Consultation commenced with Privy Council on 1 August 2013	☑	Completed
Board	18/07/2013	28	Update register of interests and publish	Secretary		☑	Completed

London South Bank University

		PAPER NO: BG.50(13)
Meeting:	**Board**	
Date:	17 October 2013	
Paper title:	Student Recruitment Update – Semester 1 2013/14	
Author:	Tere Daly – Deputy Director, Student Recruitment and Marketing; Jennifer Parsons, Director, Internationalisation	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor (External)	
Recommendation by the Executive:	To note the end of the recruitment period for semester one as at 06 October 2013	
Aspect of the Corporate Plan to which this will help deliver?	Student choice	
Matter previously considered by:	Executive	October 8th
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Executive Summary

1. Enrolment for Home and EU students for the first semester closed on 4th October. Students have up to one month to fully complete enrolment, so it is likely that not all students will finally start – but the overall picture is positive, with actuals partially or fully enrolled ahead of last year fully enrolled in all sectors:

	Actual **started** enrolment	vs 2012/13 (fully enrolled)	vs target (fully enrolled)
UG – full time, SNC	2717	+4%	-1%
UG – Part Time	580	+207%	+36%
PG – full time	782	+2%	-15%
PG – part-time	555	+40%	-9%

2. Particularly strong performances in **undergraduate full-time** from psychology (up 36% on 12/13); applied science (up 31%) engineering and design (up 17%). Business Studies achieved the same level of students starting enrolment as last year, through a high volume of late applications; arts and media, social sciences, informatics, management and the built environment recruited below last year.

3. **Undergraduate part-time** numbers recovered to +27% relative to 2011/12, (+207% compared to last year) driven by strong growth in accounting and finance, business studies, built environment, engineering and design and urban engineering.

4. The performance in **post-graduate full-time** is depressed by a significant drop in Education (178 students, compared to 279 last year and a target of 250) and a drop in built environment and primary and social care. However, there has been strong growth in a number of other areas, including urban, environment and leisure, (55 from 21) law (44 from 27), business studies (45 from 9)management (49 from 29) and allied health professions (66 from 15).

5. Post-graduate part-time growth is fuelled by a resurgence in urban engineering (68 from 33), built environment (124 from 82) and also business studies (24 from 2) and accounting and finance (52 from 19), with good growth continuing from law and social sciences.

6. Health is tracking in line with contract.

7. International recruitment continues until 17th October. To date, enrolments are 14% up, continuing students 10% up and firm acceptances 20% up on last year.

8. Overall, it is expected that income from recruitment will be in line with budget, with recruitment starting now for established post graduate programmes, and a suite of new undergraduate programmes, for the second semester.

London South Bank University

Performance to Date – Undergraduate Full time (SNC), Semester 1 (2013/14) as at 06 October 2013

The table below indicated our current position for acceptances and enrolments.

TOTAL UG FT SNC	Pre-Clearing			Clearing		Enrolment		Last Year
Department Code	Target	Unconditional Firm	Conditional Firm	Clearing AUFC	Clearing AUOC	Commenced /Completed Enrolment	% against Target	Actual Enrolments 2012/13
Arts And Media	155	104	0	29	1	122	78.71%	147
Culture Writing And Performance	230	178	0	50	4	209	90.87%	188
Education	15	50	0	27	2	75	500.00%	82
Law	175	105	0	66	4	159	90.86%	143
Psychology	117	132	0	29	1	152	129.91%	112
Social Sciences	160	85	0	66	4	140	87.50%	151
Urban, Environment And Leisure Studies	118	57	0	52	4	96	81.36%	109
AHS	**970**	**711**	**0**	**319**	**20**	**953**	**98.25%**	**932**
Accounting & Finance	210	136	0	84	11	206	98.10%	212
Business Studies	325	165	1	219	9	341	104.92%	341
Informatics	180	99	0	93	6	177	98.33%	184
Management	58	30	0	12	0	36	62.07%	53
National Bakery School	55	44	0	8	0	49	89.09%	43
BUS	**828**	**474**	**1**	**416**	**26**	**809**	**97.71%**	**833**
Applied Science	406	255	0	208	12	430	105.91%	327
Built Environment	175	145	0	58	4	178	101.71%	208
Engineering And Design	185	131	0	75	5	194	104.86%	166
Urban Engineering	75	56	0	34	5	81	108.00%	80
ESBE	**841**	**587**	**0**	**375**	**26**	**883**	**104.99%**	**781**
Allied Health Professions	28	20	0	1	1	21	75.00%	0
Primary & Social Care	50	39	0	0	0	51	102.00%	59
HSC	**78**	**59**	**0**	**1**	**1**	**72**	**92.31%**	**59**
LSBU (SNC) - Total	**2,717**	**1,831**	**1**	**1,111**	**73**	**2,717**	**100.00%**	**2,606**

(LSBU Admissions Summary Report_06.10.13; Commenced/Completed Enrolment includes all EFE, EASS and EOER students)
*(Targets as set by Registry in conjunction with Faculties)*
(Actual Enrolments 2012/13 were taken from the LSBU Admissions SummaryReport_02.10.12; Commenced/Completed Enrolment includes all EFE, EASS and EOER students)

Undergraduate Full time (SNC): Performance to last year

9. Year to date, Undergraduate full-time SNC acceptances and enrolments have been tracking positively, with actual enrolments hitting the target by 6 October (at 2,717 students commencing the enrolment process).

10. The Faculty of Business have seen a surge in recruitment late in the Clearing cycle for SNC, however most of the increase is in pre-degree programmes (25% of the Accounting and Finance target is taken up by FdA programmes, and just under 45% of the Business target is taken up with pre-degree students – mainly foundation and HND).

London South Bank University

Chart 1: Performance Comparison – Undergraduate Full time SNC Only
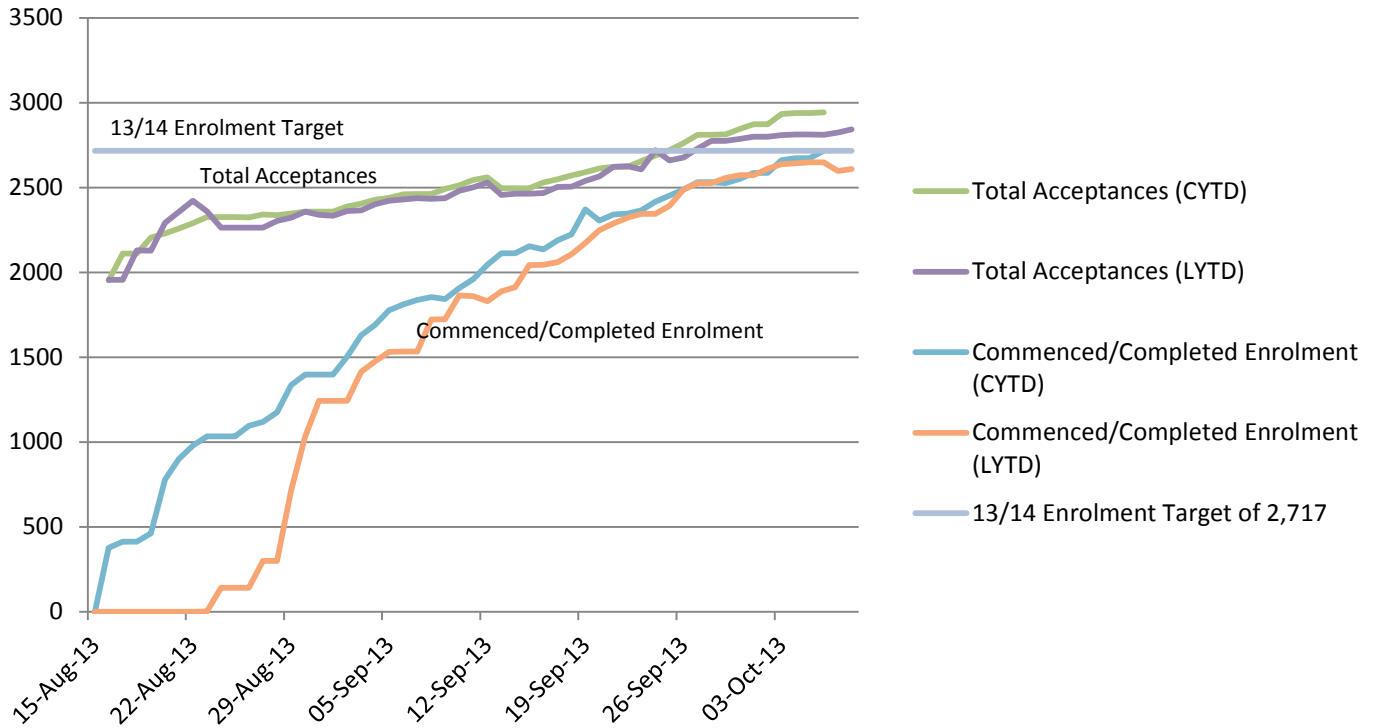
11.   Health is tracking in line with contract, with a shortfall in children's nursing being offset in other areas.

12.   ABB students will contribute to the overall 2750 target, and Study Abroad and Erasmus students from the EU, which have increased from 70 to 130 this year, will contribute to the financial target for 2013/13 full-time under graduates.

13.   In addition, a suite of programmes will be made available for the first time to recruit for starting in January for SNC.

14.   Overall, it is anticipated that these will offset any drop outs from students who do not complete the recruitment process for the September SNC.

London South Bank University

Performance to Date – Undergraduate Part time, Semester 1 (2013/14) as at 06 October 2013

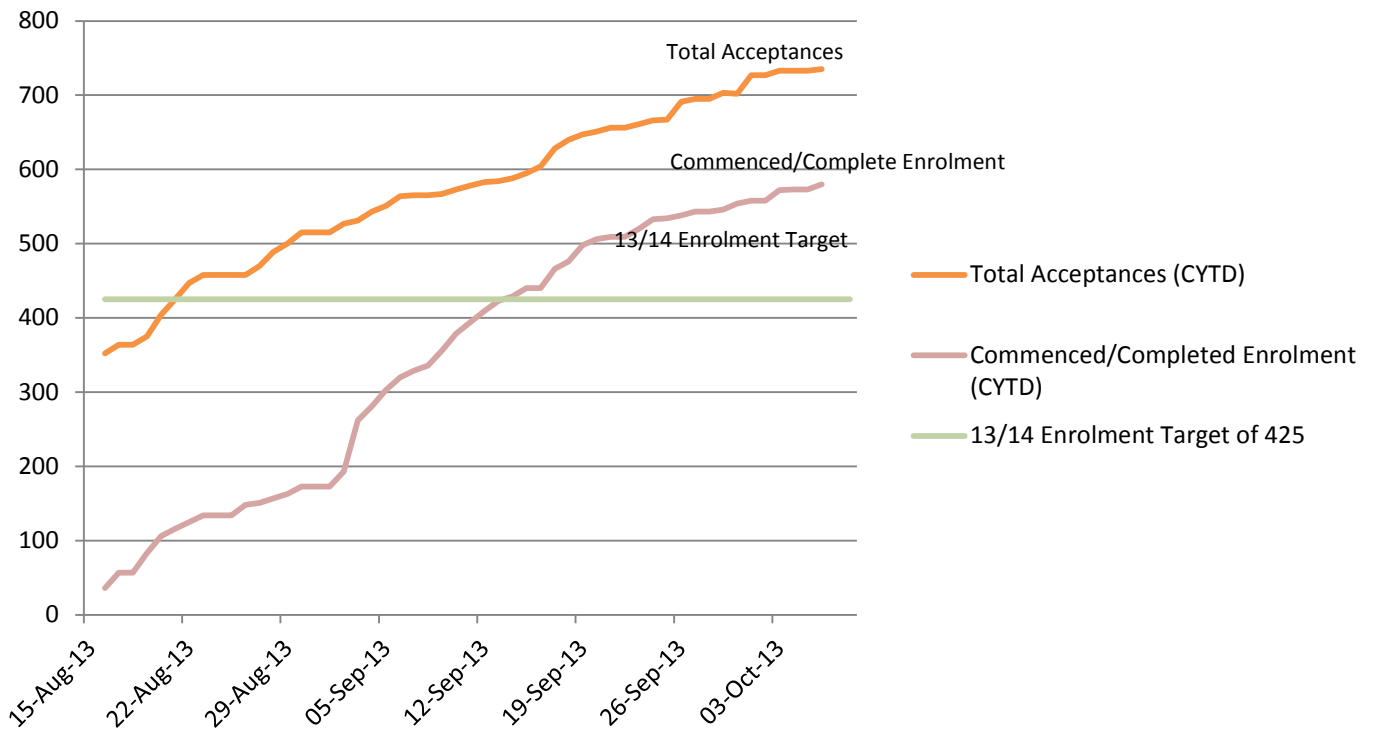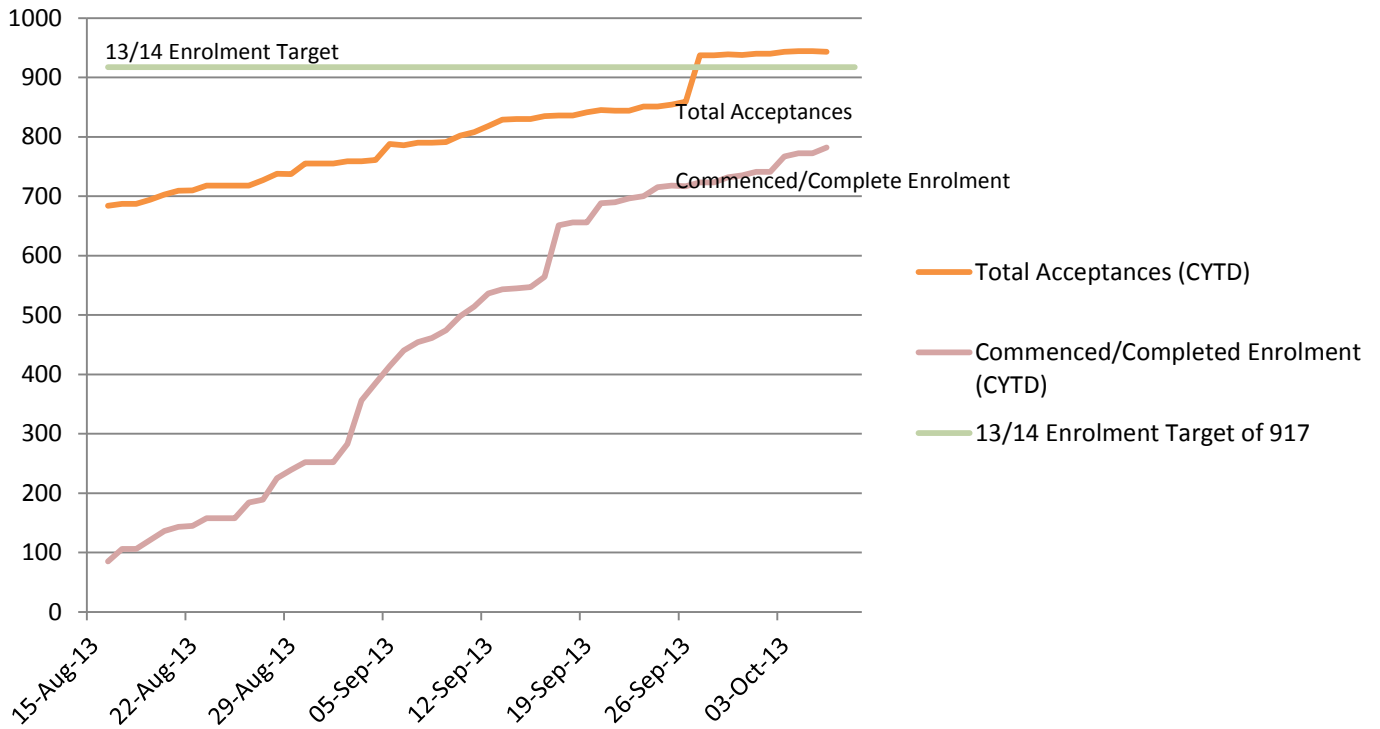The table below indicated our current position for acceptances and enrolments for AHS, BUS and ESBE Only.

PT UG	Pre Clearing			Clearing		Enrolment		Last Year
Department Code	Target	Unconditional Firm	Conditional Firm	Clearing AUFC	Clearing AUOC	Commenced /Completed Enrolment	% against Target	Actual Enrolments 2012/13
Law	4	5	1	1	0	3	75.00%	2
Psychology		5	0	2	0	4		0
Social Sciences	4	24	0	2	1	14	350.00%	1
Urban, Environment And Leisure Studies	40	24	1	12	1	17	42.50%	13
AHS	**48**	**58**	**2**	**17**	**2**	**38**	**79.17%**	**16**
Accounting & Finance	10	66	2	11	0	67	670.00%	10
Business Studies	40	90	0	9	0	90	225.00%	12
Informatics	5	3	1	5	0	3	60.00%	4
Management	6	3	0	0	0	1	16.67%	0
BUS	**61**	**162**	**3**	**25**	**0**	**161**	**263.93%**	**26**
Applied Science	6	7	0	11	0	13	216.67%	5
Built Environment	114	111	7	60	3	136	119.30%	83
Engineering And Design	40	59	1	26	1	65	162.50%	37
Urban Engineering	155	137	3	46	1	167	107.74%	113
ESBE	**316**	**314**	**11**	**143**	**5**	**381**	**120.95%**	**238**
LSBU (PT-UG) – Total (excluding HSC)	**425**	**543**	**16**	**185**	**7**	**580**	**136.47%**	**280**

(LSBU Admissions Summary Reporty_06.10.13; Commenced/Completed Enrolment includes all EFE, EASS and EOER students)

Undergraduate Part time: Performance to last year

15. Year to date, Undergraduate part-time acceptances and enrolments has shown a positive return, especially in comparison to the downturn in numbers from 2012/13
16. ESBE has been leading the way here with the majority of their UG PT students being business sponsored, which shows a positive outcome following our business sponsor investment
17. Health are tracking in line with contract

London South Bank University

Chart 3: Performance Comparison – Undergraduate Part time (AHS, BUS and ESBE Only)

Legend:
- Total Acceptances (CYTD)
- Commenced/Completed Enrolment (CYTD)
- 13/14 Enrolment Target of 425

Chart labels: Total Acceptances, Commenced/Complete Enrolment, 13/14 Enrolment Target

London South Bank University

Performance to Date – Postgraduate Full time, Semester 1 (2013/14) as at 06 October 2013

The table below indicated our current position for acceptances and enrolments.

| FT PG	Pre Clearing			Clearing		Enrolment		Last Year
Department Code	Target	Unconditional Firm	Conditional Firm	Clearing AUFC	Clearing AUOC	Commenced /Completed Enrolment	% against Target	Actual Enrolments 2012/13
Culture Writing And Performance	4	10	1	0	0	8	200.00%	0
Education	250	178	2	0	0	178	71.20%	279
Law	41	53	4	5	0	44	107.32%	27
Psychology	23	30	2	3	0	29	126.09%	21
Social Sciences	32	22	2	4	0	19	59.38%	15
Urban, Environment And Leisure Studies	36	108	4	4	0	55	152.78%	21
AHS	**386**	**401**	**15**	**16**	**0**	**333**	**86.27%**	**363**
Accounting & Finance	22	25	10	3	1	19	86.36%	15
Business Studies	43	41	1	4	2	45	104.65%	9
Informatics	6	3	2	5	0	7	116.67%	2
Management	92	67	12	5	0	49	53.26%	29
Business		3	0	0	0	0		0
BUS	**163**	**139**	**25**	**17**	**2**	**120**	**73.62%**	**55**
Applied Science	56	48	9	4	1	36	64.29%	30
Built Environment	87	104	4	8	3	90	103.45%	126
Engineering And Design	9	8	6	5	1	5	55.56%	5
Engineering, Science And The Built Environment		1	0	0	0	1		0
Urban Engineering	16	26	7	2	0	21	131.25%	10
ESBE	**168**	**187**	**26**	**19**	**5**	**153**	**91.07%**	**171**
Allied Health Professions	63	15	0	0	0	66	104.76%	15
Adult Nursing	40	17	0	0	0	17	42.50%	20
Children's Nursing	10	12	0	0	0	11	110.00%	10
Mental Health Nursing	11	11	0	0	0	10	90.91%	11
Primary & Social Care	76	43	0	0	0	72	94.74%	120
HSC	**200**	**98**	**0**	**0**	**0**	**176**	**88.00%**	**176**
LSBU (FT-PG) - Total	917	825	66	52	7	782	76.34%	765

(LSBU Admissions Summary Reporty_23.09.13; Commenced/Completed Enrolment includes all EFE, EASS and EOER students)

Postgraduate Full time: Performance to last year

18.　Year to date, Postgraduate full-time acceptances and enrolments have not reached the stretch growth target and are down by 135 students. However, this is still an increase of the previous year being up by 17 students or 2.22%.

London South Bank University

Chart 4: Performance Comparison – Postgraduate Full time

Chart showing: 13/14 Enrolment Target, Total Acceptances, Commenced/Complete Enrolment over dates from 15-Aug-13 to 03-Oct-13.

Legend:
- Total Acceptances (CYTD)
- Commenced/Completed Enrolment (CYTD)
- 13/14 Enrolment Target of 917

London South Bank University

Performance to Date – Postgraduate Part time, Semester 1 (2013/14) as at 06 October 2013

The table below indicated our current position for acceptances and enrolments for AHS, BUS and ESBE Only.

PT PG	Pre Clearing			Clearing		Enrolment		Last Year
Department Code	Target	Unconditional Firm	Conditional Firm	Clearing AUFC	Clearing AUOC	Commenced /Completed Enrolment	% against Target	Actual Enrolments 2012/13
Education	46	34	0	0	0	21	45.65%	31
Law	30	33	2	12	1	39	130.00%	26
Psychology	55	49	5	4	0	42	76.36%	36
Social Sciences	23	35	6	8	0	30	130.43%	15
Urban, Environment And Leisure Studies	43	22	4	8	0	23	53.49%	34
AHS	**197**	**173**	**17**	**32**	**1**	**155**	**78.68%**	**142**
Accounting & Finance	61	55	1	6	0	52	85.25%	19
Business Studies	35	24	0	6	0	24	68.57%	2
Informatics	4	0	0	0	0	0	0.00%	4
Management	127	80	1	40	0	105	82.68%	99
Business	5	8	0	0	0	6	120.00%	0
BUS	**232**	**167**	**2**	**52**	**0**	**187**	**80.60%**	**124**
Applied Science	10	6	2	0	0	6	60.00%	8
Built Environment	119	113	5	27	2	124	104.20%	82
Engineering And Design	11	9	1	1	0	11	100.00%	6
Engineering, Science And The Built Environment	1	5	0	0	0	4	400.00%	0
Urban Engineering	37	56	3	16	1	68	183.78%	33
ESBE	**178**	**189**	**11**	**44**	**3**	**213**	**119.66%**	**129**
LSBU (PT-PG) - Total	**607**	**529**	**30**	**128**	**4**	**555**	**91.43%**	**395**

(LSBU Admissions Summary Reporty_06.10.13; Commenced/Completed Enrolment includes all EFE, EASS and EOER students)

Postgraduate Part time: Performance to last year

19. Year to date, Postgraduate part-time acceptances and enrolments are positive, although have just dropped short of target. Enrolments to date however are 160 students or 40.50% up on the previous year's intake.

London South Bank University

Chart 5: Performance Comparison – Postgraduate Part time (AHS, BUS and ESBE Only)
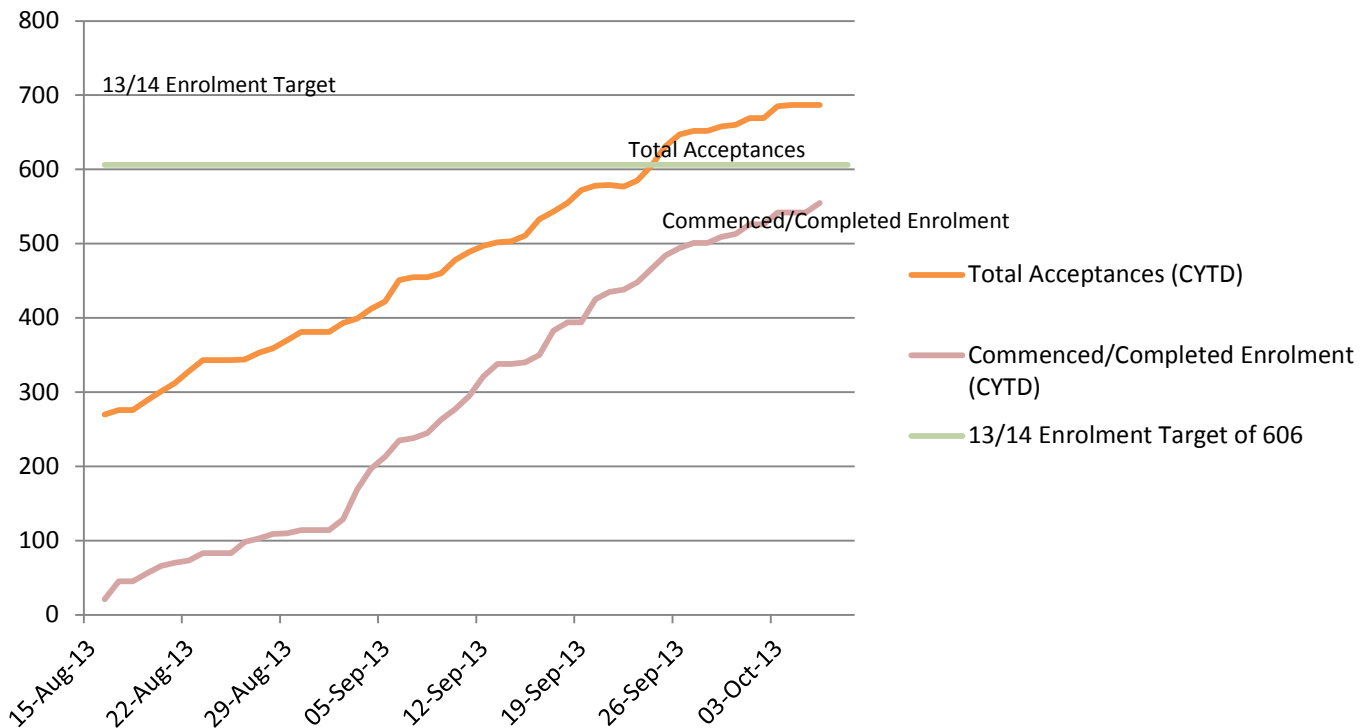
International

20. The international cycle will not complete until 17th October. However, year to date, actual full enrolments are 12% ahead of the same time last year.

21. Strong performances in ESBE, AHS and health are slightly offset by a decline so far in enrolments from Business.

	2012	2013	Difference	%
Total AHS	106	144	38	36
Total BUS	175	157	-18	-10
Total ESBE	126	154	28	22
Total HSC	18	31	13	72
LSBU TOTAL	**425**	**477**	**52**	**12**

22. Firm Acceptances have sustained at +20% compared to last year, and continuing students are ahead of last year, so all the indicators are that the financial outcome will be ahead of 2012/13 and at least in line with budget.

London South Bank University

	PAPER NO: BG.51(13)
Board/Committee:	Board of Governors
Date:	17 October 2012
Paper title:	University Engineering Academy
Author:	Rao Bhamidimarri, Executive Dean of the Faculty of Engineering, Science and the Built Environment
Executive sponsor:	Martin Earwicker, Vice Chancellor
Recommendation by the Executive:	The Board to note: • The progress made in establishing the Academy • The withdrawal of offer of co-sponsorship by Sir John Cass Foundation
Aspect of the Corporate Plan to which this will help deliver?	**Student success** • Preparation for higher education **Community University** • Contribution to community to deliver success for those students with potential • Working with local schools in partnership.

Matter previously considered by:	Executive	On: 8/10/2013
Further approval required?	Committee/Board: N/A	On: N/A
Communications – who should be made aware of the decision?	The University's Senior Managers Group	

Executive summary

1. The purpose of this paper is to update the Board on the progress made on the establishment of the University Engineering Academy South Bank in Trafalgar Street, Southwark, and to request the Board to note the withdrawal of the proposed co-sponsor, Sir John Cass Foundation.

2. The sponsorship of the Academy supports the University's agenda on community engagement which aims to create professional opportunities for students who have the ability to succeed and to enhance student success by preparing them for higher education at the University. There is no financial commitment to the University as this is a Government funded academy.

Introduction

3. The University Engineering Academy South Bank is the first academy in South London to be sponsored by a university. Sponsored by London South Bank University (LSBU), the Academy will specialise in engineering within the broad Science, Technology, Engineering and Maths (STEM) framework.

4. LSBU, through the Faculty of Engineering, Science and the Built Environment, has been working on the development of this 11-18 Academy specialising in engineering since June 2009. The regeneration strategy for the Heygate and Aylesbury estates created the need for an additional local secondary school in order to meet the forecast increase in school aged pupils over the next 10 years.

5. The University has been part of the project from its early stages including the building design to achieve the integrated learning objectives, planning and construction jointly with the Southwark Council and Balfour Beattie Construction.

6. The construction of the school was completed in August 2012 and is currently being used as a decant space by Sacred Hearts school, who will move to their own building in July 2014 in time for the new Academy to be launched in September 2014 following a limited amount of refresh and rebranding work in August 2014.

7. Students will be supported to develop their own learning and related activity plans, and to review their progress. In creating and offering an integrated educational environment with a particular focus on engineering, the Academy will ensure that the students will be able to appreciate the interlinks between creativity, engineering, business and innovation.

8. The physical layout of learning and teaching activities in the Academy project a continuity of science and engineering activities with creative subjects such as

design and music, and knowledge application related business subjects being adjacent.

9. In order for the young people to take full part in the 21st century global society, the Academy will ensure that the curriculum will include humanities and world languages that will enable students to place the study of STEM and engineering in the broader context of the society in which they live and work.

Progress on the Academy Development

10. Following Board's approval at the meeting on 22nd November 2012, the trust of the University Engineering Academy South Bank was registered in June 2013. The Governing Board is currently been constituted.

11. Sir John Cass Foundation informed the University that they decided to withdraw their request to become a co-sponsor. Although a co-sponsor is not required to launch the Academy, the University is discussing with industry and business stakeholders to identify appropriate co-sponsors in order to enhance learning opportunities for the Academy's students.

12. Ms Jane Rowlands, who is currently a co-principal at Leigh Technology Academy has been appointed as the Principal Designate. She will take the post on 1st January 2014.

13. The University hosted three Open Days for the Academy in September as the Academy's buildings are currently occupied by Sacred Hearts School. Nearly two hundred families attended the Open Days. 120 applications have so far been received and we believe that the Academy will be well subscribed to commence teaching in September 2014.

Next Steps

14. The Trust of the Academy will initiate negotiations with the Department of Education to develop a funding agreement for the on-going funding of Academy.

15. Evesheds have been engaged to help with negotiations with the Southwark Local Authority for Commercial Transfer Agreement.

16. Deputy Headteacher and other senior staff of the Academy will be appointed in January 2014.

London South Bank University

	PAPER NO: BG.52(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Board Strategy Day
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board of Governors
Recommendation:	That the Board notes the proposed programme for the Board Strategy Day on 23 October 2013.
Aspect of the Corporate Plan to which this will help deliver?	All aspects of the Plan

Matter previously considered by:	N/A	On:
Further approval required?	No	On:
Communications – who should be made aware of the decision?	N/A	

Executive summary

The Board is requested to note proposed programme for the Board Strategy Day of 23 October 2013. The final programme will be circulated to the Board later in the week.

The conclusions of the April Strategy Day are included in the appendix for information.

Board of Governors – Strategy Day
9.45am for 10.00am to 4pm, Wednesday 23rd October 2013
1B27, Technopark

P R O G R A M M E

Time	Topic	Presenter/s
9.45-10.00	**Tea & coffee**	
10.00	**Welcome**	David Longbottom
10.00-11.30	**Independent governors get to know VC designate**	Martin Earwicker
		David Phoenix
11.30-11.40	**Tea & coffee**	All
	Student and staff governors + executive members to join the meeting	
11.40-11.50	**"Reflections on the Revolution in France"**	ME
	o HE sector developments / political environment	
11.50-12.00	**Refresher on the five year forecast**	Richard Flatman
12.00-12.30	**Session 1 – "state of the nation"**	
	o LSBU recruitment for academic year 2013/14	Bev Jullien
	o current initiatives: Business Faculty, Creative Industries, Engineering	ME
12.30-13.00	**Session 2 – "state of the nation" (continued)**	
	o international	BJ
	o employability	Phil Cardew
	o enterprise	BJ
13.00-14.00	**Lunch – in 1B16, Technopark**	All
14.00-15.15	**Session 3 – "brave new world"**	
	o enhancing the student experience	PC, ME + DP
15.15-15.25	**Tea**	All
15.25-15.50	**Session 4 – "brave new world" (continued)**	
	o campus development next steps	Ian Mehrtens
	▪ infrastructure vs. "*i-LSBU*"	ME
15.50-16.00	**Discussion and conclusions**	DL + ME
16.00	**Close** – governors will be most welcome to stay for afternoon tea prepared by the National Bakery School	All

Attendance

From 9.45am

Independent Governors:	David Longbottom (Chairman), Sarah Mullally (Vice Chair), Steve Balmont, Douglas Denham St Pinnock, Ken Dytor, Anne Montgomery, Hilary McCallion, Diana Parker, Andrew Owen and James Smith.
Vice Chancellor:	Professor Martin Earwicker
Vice Chancellor Designate:	Professor David Phoenix
Apologies:	Mee Ling Ng

From 11.30am

Staff and Student governors:	Barbara Ahland, Professor Shushma Patel and Professor Jon Warwick

Members of the Executive:

Phil Cardew, Pro Vice Chancellor (Academic)
Richard Flatman, Executive Director of Finance
Bev Jullien, Pro Vice Chancellor (External)
Ian Mehrtens, Executive Director Corporate Services
Mike Molan, Executive Dean, Arts & Human Sciences
James Stevenson, University Secretary & Clerk to the Board of Governors

Apologies:

Rao Bhamidimarri, Executive Dean, Engineering, Science & Built Environment
Judith Ellis, Executive Dean, Health & Social Care, represented by Warren Turner, Pro Dean

With: John Baker, Corporate & Business Planning Manager

London South Bank University

Board of Governors Strategy Day
25 April 2013
Summary Report

Welcome and introduction

Scene setting by the Chair of the Board and the Vice Chancellor.

Key themes to be discussed:

- ➢ University plans to meet the targets of the five year forecast
- ➢ University plans to tackle the challenge of the competitive environment in HE

Refresher of the five year forecast

Presentation by the Director of Finance focusing on:

- ➢ Key targets
- ➢ Target case assumptions
- ➢ Scenario analysis
- ➢ Surplus scenarios
- ➢ Cash forecast

Action

- • To send to the Board comparative financial data about the sector showing staff costs and other key metrics. These data are regularly presented to the Audit Committee.

Presentations by the Vice Chancellor, Pro Vice Chancellor (External) and Pro Vice Chancellor (Academic) focusing on:

- ➢ Plans to deliver 2750 first year students
- ➢ Increasing retention rates to 65%
- ➢ Achieving a step change in international students
- ➢ Generating enterprise revenue and contribution
- ➢ Employability

Plenary discussion

Core business

- o Example of how a course will be refocused following the portfolio review: the Creative Arts project – can we collaborate with other institutions? Is this feasible in the current competitive environment? This may be possible but we need to forge a distinctive identity first.
- o Course Heroes or Marquee appointments will make a difference as students are attracted to the courses with subject leaders.
- o We are not art creators, we are art appliers. We need to tell our story, embedding a unique approach to course delivery in order to attract the art leaders.
- o We should exploit our brand 'South Bank' more to develop our relationships with the creative arts industries.
- o Can you use the same approach to developing course offerings in engineering and business?
- o The Board would like to see the strategy we have in place for managing the relationship with the NHS Trusts. This relationship is key for LSBU.

Progression

- o The bottom line is that 10% improvement in progression equates to approximately £1.8m increase in income.
- o The relationship between entry qualifications and degree success is tangential at best. However, it is possible to predict student disengagement and analytical tools are being developed.
- o LSBU is focusing on progression from Level 4 (first year full-time) to level 5 (second year full-time) of full time undergraduate courses as this is the area which has the lowest progression rates.

International

- o Liverpool University have established a campus in London (Finsbury Square), focusing on postgraduate vocational market: accounting, public health, psychology, architecture. Wouldn't it be a good idea to collaborate with them or form a partnership with an overseas university who are looking for a central London university campus to deliver their provision?
- o What is the impact of increasing international students on infrastructure and educational character of the university?
- o The political environment in this country seems to be against international students. Higher education leaders can and should do more to get the overseas students out of migration figures.

Enterprise

- o London's Enterprising University – focusing on revenue generation and developing the Enterprise Centre at the "heart" of SE1.
- o Is there room for cultural change here? There is a very small number of academic staff who have been successful in Knowledge Transfer Partnerships projects.
- o We do enterprise to advance the mission of the Institution but the example of Coventry University clearly shows the 'art of the possible': revenue generation, significant research and enterprise income, increased number of international students, with our new Enterprise Centre becoming the hub of the local business community.
- o Most universities do not make money from intellectual property as it is a risky business.
- o "16/20" – over the 5 year forecast development of the pipeline to increase topline by £16m with a 20% contribution.

Employability

- o Our Student Services 'Offer' includes a career gym, job shop and volunteering, skills for learning – skills for employment, talks and visits from employer groups, mock interviews, general advice and guidance.
- o You are hired for attitude and trained for skills.
- o Focus is professional education to help students on to "graduate level" employment.

Meeting the challenge of the competitive environment in HE

Presentations by the Vice Chancellor, Pro Vice Chancellor (External) and Pro Vice Chancellor (Academic) focusing on:

- ➢ Government HE Policy and impact on student funding and recruitment
- ➢ The potential competition from private providers and FE
- ➢ The entry tariff challenge
- ➢ Setting fee levels and bursaries
- ➢ Campus development
- ➢ The role of new technologies, e.g. social medial in LSBU and MOOCs – massive open online course

Plenary discussion

Research

- o Undertaking research costs us money and the current model looks increasingly vulnerable as a result of concentrating funding in large research universities.
- o We should distinguish between research and scholarship as we expect our staff to continue developing their skills throughout their career.
- o Is research viable in the long term? Does it contribute significantly to teaching?
- o Research means different things to different disciplines. Within the sectors of humanities, business and arts, undertaking research is less expensive. What we have to do at LSBU is to encourage academics to focus on scholarship and publish more.
- o Research should continue but on a selective and applied basis in the real world and potentially as part of enterprise.

Part-time

- o The decline in part- time students is unlikely to be reversed. Shall we design an online course to entice them, taking advantage of the advent of MOOCs – massive open online courses?
- o If you are working and you are a part-time student, you will have to start paying back your loan sooner. Some students may not know that they can apply for tuition fees loans.

- o Employers may be reluctant to sponsor their staff as they lose a significant resource in a difficult economic environment'; this development is unrelated to the rise of tuition fees.
- o The MOOCS are not accredited. The Open University model includes many hours of face to face tuition. Public provides can award degrees in UK and abroad, while private providers can use their degree awarding powers for 60 years and can't use them abroad. But will this system operate forever?
- o The key question is how quickly MOOCs will offer not just a breakthrough mode of learning but bona fide credentials that students seek because employers value them.

Private Providers

- o Private providers may want to use our campus in the future as it is developing into a very attractive proposition.
- o Developing e-learning is hard work and it requires investment.
- o LSBU should develop close relationships with the big local employers in the area.
- o Overseas and UK students are attracted to LSBU because of its central London location; South London students though consider LSBU as their local university, a "community university".

Estate - next phase

- o We will continue investing on the development of our campus but we will embed checks in the process to ensure that external developments do not overtake us; for instance MOOCs taking over the world!
- o Our estate development plans are very exciting and allow us to keep our options open, giving us opportunities to punch above our weight.

Conclusions

- o This was a coherent session, constructively discussing the Executive' plans for meeting the internal and external challenges in the short and medium term.
- o There was a consensus that the external environment is unpredictable but the University is in a good shape to deliver its mission as a community university, focused on professional and vocational education.
- o The Executive will continue to work on differentiating LSBU from other offer.

London South Bank University

	PAPER NO: BG.53(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Vice Chancellor's report
Author:	Dr Markos Koumaditis, Executive Assistant to the Vice Chancellor
Executive sponsor:	Professor Martin Earwicker, Vice Chancellor
Recommendation by the Executive:	The Board is requested to note the report which provides a progress update on University business.
Aspect of the Corporate Plan to which this will help deliver?	N/A

Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A

Communications – who should be made aware of the decision?	N/A

Executive summary

The Board is requested to note this report which provides a progress update on University business not covered in the agenda. The Vice Chancellor would welcome knowing whether there are specific topics that the Governors would like him to address in future updates.

National Student Survey 2013

1.   I am pleased that the University has achieved its highest ever response rate in the National Student Survey, this year, with 71% of students participating. EU students were the least engaged (66% response) but otherwise responses were equable across all demographic areas.

2.   Overall, our satisfaction rate increased by 2% to 82%, building on the 3% achieved last year, with improvements in 5 of the 7 main categories (overall satisfaction, teaching, academic support, learning resources and personal development). Satisfaction levels decreased in assessment and feedback and organisation and management.

3.   We have circulated detailed analyses of data to all departments including feedback on specific comments made by students and these will inform departmental action plans which go to the October meeting of the Student Satisfaction Action Group. The Group will distil, from these, the top-level University actions which need to be in place before Christmas and these, in turn, will inform communication with students and staff leading up to the 2014 survey.

4.   There remains a significant challenge relating to assessment and feedback, which is common across the higher education sector. This is informing a specific project on assessment, which will result in a review of assessment philosophy and process during the coming year, particularly focused on the first year of study, but involving a reappraisal of assessment methodologies across the board. An important aspect of this will be the adoption of on-line tools for submitting assessment, and for receiving feedback, which will roll out with the new Virtual Learning Environment throughout the next year.

Recruitment 2013/14 Update

5.   Enrolment for Home and EU students for the first semester closed on 4th October. Students have up to one month to fully complete enrolment, so it is likely that not all students will finally start but the overall picture is positive, with partially or fully enrolled students ahead of last year in all categories:

<u>Overview</u>

	Actual started enrolment	*vs 2012/13*	*vs target*
UG – full time, SNC	2717	104%	99%
UG – Part Time	580	207%	136%
PG – full time	782	102%	85%
PG – part-time	555	140%	91%

<u>Undergraduate full-time</u>

6. Strong performers: psychology (up 36% on 2012/13); applied science (up 31% on 2012/13) engineering and design (up 17% on 2012/13).
7. Business Studies achieved the same level of students starting enrolment as last year.
8. Arts and media, social sciences, informatics, management and the built environment recruited below last year.

<u>Undergraduate part-time</u>

9. Achieved significant increase (+207%) relative to 2012/13, driven by strong growth in accounting and finance, business studies, built environment, engineering and design and urban engineering.

<u>Postgraduate full-time</u>

10. Performance is below target due to a significant drop in Education (178 students, compared to 279 last year and a target of 250) and a drop in built environment and primary and social care.

11. Strong growth in a number of other areas, including urban, environment and leisure, (55 from 21), law (44 from 27), business studies (45 from 9), management (49 from 29) and allied health professions (66 from 15).

<u>Postgraduate part-time</u>

12. Growth is fuelled by a resurgence in urban engineering (68 from 33), built environment (124 from 82) and also business studies (24 from 2) and accounting and finance (52 from 19), with good growth continuing from law and social sciences

<u>International recruitment</u>

13. Continues until 17th October.

14. Enrolments to date are 14% up, continuing students 10% up and firm acceptances 20% up on 2012/13.

15. Overall, I am pleased that income from recruitment will be in line with budget. Recruitment will be starting now for post graduate programmes, and a suite of new undergraduate programmes, for the second semester.

LSBU Student Centre wins architecture award

16. Our Student Centre has won the Architects' Journal Retrofit Award for Higher Education. The judges praised architect HawkinsBrown's design for a space 'infiltrated with daylight through the cooled concrete mass' which has transformed the former car park into a 'vibrant hub'.

17. The Student Centre officially opened this summer and brought into one place all of LSBU's non-academic services: Student Advice, Employability, Accommodation, Fees & Bursaries, and Disability & Dyslexia Support. A key feature of the new space is the Student Life Centre, staffed by experts in a wide range of issues that might affect students during their time at university.

18. Key facts on the use of Student Centre:

   - At least 10,000 individual students visited The Student Centre in the first five months
   - 10,000 visits each month since opening
   - Student Life Centre saw 900 students in the week leading to the beginning of the term
   - Job Shop is servicing students at full capacity

- The Centre is open from 8.30 to 5.30 and 7.30 three days a week and from 2nd November will open on Saturdays

19. The Student Centre is accessed mainly via Kell Street, via The Tower Block and Borough Road building all without the use of a swipe card, so reliable visitor data is only available for the Borough Road entrance. This entrance has recorded more than 10,000 visits each month since the building opened, peaking at 18,000 visits in the month of February, probably because of the examinations at that time. Between 11.00am and 2.00pm seating is scarce all over the building.

20. The Student Life Centre has had a steady flow of 100 to 200 students each day in term since it opened, and even in the depths of the vacation was seeing an average of 20 students a day. In the week beginning 16th September, the week immediately before the beginning of teaching, the desk saw 908 individuals.

21. The Job Shop has been seeing between 100 and 150 students each week in September for what we would call a substantial intervention, while the facilitated self-help offer has been used by many more. The Career Gym has hosted several programmes and seminars for graduates and events are fully in place for the start of the new academic year.

22. Student feedback has been very positive. Here are a few examples:

23. "*I would recommend the student centre, as it has everything you need under one roof, I found it quick and easy to get an appointment for careers services and all the staff helpful. The societies are easy to join and you can even get your membership card printed then and there. It's a hub for all of LSBU, and provides facilities for the needs of the students.*"

24. "*For a mature student not really used to University life the student centre is great for getting that feeling of being a student. Great building, great staff and just what LSBU needed!*"

25. "*I should like to bring to your attention the wonderful customer service given to me by one of your Student Advisers at the Student Life Centre. Right from her initial friendly welcome, she efficiently assisted me with a very positive "can do" approach to the challenges I bought with me. She solved all of my enquiries with kindness and efficiency, and went "the extra mile" to ensure on the spot resolution and no "loose ends" or outstanding worries for me.*"

Appointment of the Principal of UEA South Bank

26. The University Engineering Academy South Bank, the first of its kind in the area to be sponsored by a University, is an innovative and exciting new centre for learning, which will offer a stimulating and innovative educational experience to young people in South London.

27. The Academy will open in September 2014, with 150 Year 7 places, and a 25-place Special Educational Needs unit, for both boys and girls. Located on Trafalgar Street in the Walworth area of Camberwell, it will help to increase parental choice between schools in the area, and crucially, will specialise in providing a science, technology, engineering and maths (STEM) focussed curriculum, in response to industry demand for modern engineering skills.

28. As part of its long-standing commitment to serving the local community, LSBU's sponsorship of the Academy will provide strong leadership, a wealth of expertise and knowledge, access to specialist facilities and materials, diverse and substantial educational resources to innovate and invigorate the curriculum, and support the Academy in becoming a distinctive and outstanding place of learning. Students will be supported to become independent learners, with high individual aspirations and first class employability skills.

29. Ms Jane Rowlands, who is currently a co-principal at Leigh Technology Academy, has been appointed as the Principal Designate. She will take up the post on 1st January 2014.

LSBU entrepreneurs visit 10 Downing Street

30. Entrepreneurs from LSBU were invited to 10 Downing Street in September, to meet Prime Minister David Cameron at a reception dedicated to British entrepreneurs.

31. Arina Sprynz and Emma Agese, both LSBU graduates, were given the opportunity to present their products to David Cameron. Emma graduated from LSBU in 2012 with a BA Honours degree in Theatre Practice, after which she joined LSBU's Enterprise Associate Scheme and launched her business Agese Oils, specialising in developing and manufacturing natural cosmetics.

32. Arina Sprynz completed the BSc Honours Product Design course at LSBU in 2010, after which she went on to launch her business Rinz Sound, with help from

the LSBU Enterprise Associate Scheme. Arina's business specialises in eco-conscious speakers made from recycled glass, the world's first speakers of their kind.

New Vice Chancellor Induction

33. Dave Phoenix has already met with all the Executive members separately as well as the Faculty of Health and Social Care and the Faculty of Business. Throughout the coming weeks Dave will be meeting with the Faculty of Arts and Social Care, the Faculty of Engineering, Science and the Built Environment and the following teams: Finance, Corporate Services, Governance, External, Academic and Students Union.

34. Dave will be attending the Board Strategy Day on 23rd of October and the Faculty of Health and Social Cares Graduation Ceremony on 28th of October.

LSBU student's gender perception project recognised by BBC

35. LSBU student Lewis Hancox is tackling gender perception in his film *New Genderation*, currently being showcased on the BBC website, as part of the BBC Fresh initiative.

36. Currently in the second year of his BA (Hons) studies in Digital Film & Video, Lewis is starting to build a reputation in the film-making world, through his film project My Genderation which tackles society's perception of gender. New Genderation tells the story of Tayler, a 14-year-old who was born in a female body but identifies as male and lives in Wales.

37. Lewis has already appeared on Channel 4's reality show My Transsexual Summer, which gave him the confidence and the push to better his life, and alongside his film studies, he set up an independent production company - Lucky Tooth Productions - enabling him to work on films of all genres including comedy, documentary, music videos and animation.

Key Performance Indicators report

38. The KPIs are attached.

LSBU Corporate Key Performance Indicators (2010/11 - 2012/13)

Report date: 9/10/2013

Financial Sustainability

	KPI	2010/11 Actual	2011/12 Actual	2012/13 (Target)	2012/13 Current Performance (RAG)	YoY up down
	Student Numbers & Contracts					
1	Recruitment against HEFCE contract	Within tolerance	Within tolerance	Within tolerance band	Within tolerance (prediction)	➡
2	Recruitment against NHS contract	Within 5%	On target	+/-5%	On target	➡
	Income					
3	Total Income (£)	£144.0m	£138.3m (year end result)	£136.4m	£137.9 (year end forecast)	⬇
4	International student income	£10.2m	£9.6m (year end result)	£9.2m	£8.8m (year end result)	⬇
5	Research (non-HEFCE) income (£)	£3.4m	£2.4m (year end result)	£2.0m	£2.2m (year end forecast)	⬇
6	Enterprise income (£)	£8.5m	£10.0m (year end result)	£8.3m	£8.4m (year end forecast)	⬇
	Surplus					
7	Total Surplus (% of income)	7.0%	4.7% (year end result)	1.8%	4.0% (year end forecast)	⬇
	Other Financial Indicators					
8	Cash Balance (£)	£62.6m	£69.1m (Year end result)	£59.1m	£60.0 m (year end forecast)	⬇
9	Gearing Ratio	0.34	0.31 (Year end result)	0.37	0.27 (year end forecast)	⬆
10	Days liquidity	179	203 (Year end result)	137	176 (year end forecast)	⬇

The Student Experience

	KPI	2010/11 (Actual)	2011/12 (Actual)	2012/13 (Target)	Current Performance (RAG)	YoY
	Student Satisfaction					
11	Overall Student Satisfaction - UG (NSS) *	77%	80% (2011/12)	90%	82%	⬆
12	Overall Student Satisfaction - PG	75%	78% (2011/12)	90%	76%	⬇
	Student Retention & Progression					
13	FTUG Year 1 Progression (%)	60%	63% (2011/12)	70%	*due Nov	
14	Graduating in intended period (FTUG 3/4yrs) (%)	53%	52% (2011/12)	65%	*due Nov	
	Value Added					
15	Employment of graduates (DLHE return)* (Employed, or studying, or both)	82.4%	78.1% (2010/11 cohort)	90%	77.4%	⬇
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	52%	56% (2011/12)	60%	*due Nov	
17	No. of first degree students obtaining 1st or 2nd class degrees	89%	90% (2011/12)	80%	*due Nov	
	Resource Measures					
18	Spend per student (£) * (Academic Services)	£841	£940 (Complete UG 2013)	£1,000	£900 (CUG 2014)	⬇
19	Spend per student (£) * (Services & Facilities)	£1,021	£1,062 (Times GUG 2012/13)	£1,000	£1,110 (SundayTimes/Times GUG)	⬆
20	Staff:student ratio *	23.3:1	22.4:1 (2011 HESA)	21:1	23.7:1	⬇

Brand Profile

	KPI	2010/11 (Actual)	2011/12 (Actual)	2012/13 (Target)	Current Performance (RAG)	YoY
	League Table Ranking					
21	The Sunday Times	120 (of 121)	118 (of 122) (2012 Table)	Out of bottom 5	114 (of 122) (2013 Table)	⬆
22	The Guardian	100 (of 119)	104 (of 120) (2013 Table)	Out of bottom 5	113 (of 119) (2014 Guide - June 13)	⬇
23	The Complete University Guide	116 (of 116)	109 (of 116) (2013 Table)	Out of bottom 5	119 (of 124) (2014 Table - April 13)	⬇
24	The Sunday Times / Times	113 (of 116)	111 (of 116) (2012/13 Table)	Out of bottom 5	118 (of 120) (2014 Table)	⬇
	Subject League Tables (The Guardian)					
25	No. of subjects in top 75% nationally	5 (of 18)	5 (of 17) (2012/13 Tables)	5 (of 15)	3 (of 21)	⬇
26	No. of subjects in top 50% of post-1992	4 (of 18)	3 (of 17) (2012/13 Tables)	5 (of 15)	2 (of 21)	⬇
27	No. of subjects in top 50% of post-1992, London	6 (of 18)	3 (of 17) (2012/13 Tables)	5 (of 15)	4 (of 21)	⬆
	Student Perceptions					
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	75:25	74:26 (2011/12)	80:20	*due Nov	
29	Financial support from donors (cash received, £)	£2.5m	£1.5m (2011/12)	£1.6m	£1.35m (2012/13 forecast)	⬇
	Staff Perceptions					
30	Staff Satisfaction survey participation	NEW	62%	70%	52%	⬇

* Key league table measure

	KPI Notes: Measure Overview	Data date & Source	Notes
1-10	Financial performance	Nov to Sep: LSBU Management Accounts	Forecast data updated after each month end period
			Final figure provided after audit & year end in Sep.
	Student Satisfaction		
11	Overall Student Satisfaction - UG (NSS)	Oct/Nov: Ipsos Mori National Student Survey	An improvement of 2% on last year's score
12	Overall Student Satisfaction - PG	Oct/Nov: LSBU PG Taught Survey	A fall of 2% on last year's score
13	FTUG Year 1 Progression (%)	Oct/Nov: LSBU Cognos PAT Reports	*awaited - due November*
14	% Graduating in intended period (FTUG 3/4yrs)	Oct/Nov: LSBU Registry Analysis	*awaited - due November*
	Value Added		
15	Employment of graduates (% Employed, Studying, or both)	July: Hefce DLHE survey	LSBU has fallen by just over half a percentage point, to 77.4% of graduates in work or study
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	Oct/Nov: LSBU Registry Analysis	*awaited - due November*
17	No. of first degree students obtaining 1st or 2nd class degrees	Oct/Nov: LSBU Registry Analysis	*awaited - due November*
	Resource Measures		
18	Spend per student (£) * (Academic Services)	April/May: 'Complete University Guide'	
19	Spend per student (£) * (Services & Facilities)	June/July: Times 'Good University Guide'	£1,110 as reported in new Sunday Times/Times Good University Guide on 22nd September 2013
20	Staff:student ratio *	June/July: HESA data publication	23.7 as reported in new Sunday Times/Times Good University Guide on 22nd September 2013
	League Table Ranking		
21	The Sunday Times	September: The Sunday Times Newspaper	
22	The Guardian	June: The Guardian Newspaper	LSBU has moved down to 113 in the 2014 table & the total number of universities is nowback to 119. Released 4 June 2013.
23	The Complete University Guide *(formerly The Independent)*	April: Complete University Guide website	LSBU is still outside the bottom 5, but # of institutions included has increased to 124 in the 2014 guide, released in April 13.
24	The Times	Sep: The Times Newspaper	Guide now merged with Sunday Times to form 1 annual publication each September.
	Subject League Tables (The Guardian)		
25	No. of subjects in top 75% nationally	June: The Guardian Newspaper	Top 75% in 'Nursing & Paramedical Studies', 'Social Work' and 'Sports Science'
26	No. of subjects in top 50% of post-1992	June: The Guardian Newspaper	Top 50% of post-1992 in 'Nursing & Paramedical Studies' & 'Sports Science'
27	No. of subjects in top 50% of post-1992, London	June: The Guardian Newspaper	Top 50% of post-1992, London in 'Architecture' 'Social Work' & 'Sports Science' & 'Nursing & Paramedical Studies'
	Student Perceptions		
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	Oct/Nov, Registry Analysis	
29	Financial support from donors (cash received, £)	Oct/Nov, Development Office	
	Staff Perceptions		
30	Staff Satisfaction	Survey: May 2013 3rd Party	Result indicates the percentage of staff that took part in the survey

London South Bank University

Board/Committee:	Board of Governors	
Date:	17 October, 2013	
Paper title:	16-20 Challenge Update	
Author:	Tim Gebbels, Director of Enterprise	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor	
Recommendation by the Executive:	To note progress	
Aspect of the Corporate Plan to which this will help deliver?	Growth of income and surplus in line with the Five year Plan: "£16m extra revenue at a surplus of 20%"	
Matter previously considered by:	Executive	On: October 8th 2013
Further approval required?	n/a	On:
Communications – who should be made aware of the decision?	n/a	

Executive Summary

1. Since July, 2013, the total potential revenue value, un-risk adjusted, of projects in 2017/18 has increased from £23.4 to £30.2m.

2. This is mainly driven by new post graduate projects: leveraging approved new facilities from September 2014 for post graduate programmes in ESBE and AHS (£2m); HEFCE bid to fund enhanced employer engagement, work with SMEs and work with our undergraduate students to encourage progression (£2.8m); enhancing sales and marketing to students in the EU (£1m). In addition, £1m has been added for early speculative projects – from bids for external funding.

3. It has been agreed at the Executive to remove "core business" opportunities from this report in the future, to focus exclusively on enterprise, post graduate and international. So the £2.4m for improving progression above the rate in the

five year forecast will be removed, and progress on this be monitored in the core business reports. The "net" figure for future reference for October is therefore £27.8m.

4. In addition to the new projects, areas which have progressed include:
   - Submission of an ERDF bid for student and staff consulting for SMEs
   - Relaunch of Knowledge Transfer Collaborations to complement Knowledge transfer partnerships
   - Approval to progress a pilot for commercial App Development
   - Recruitment of the first cohort of 40 Qatar petroleum students
   - Validation of the Malaysian Nursing programme – first cohort planned for September 2014

5. It is proposed that financial progress will be tracked for the current year through the management accounts. In addition, in future this report will include 2 charts: the first, which looks at the total growth target and identified totals to date (in the short-term, this will be heavily loaded towards the outer years, because of the speculative nature of many of the projects); the second, listing the split by projects. Examples, which are indicative only at this stage, are attached as the Appendix 1 & Appendix 2

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16-20 Challenge Project Update

Area / Title (Owner)	Description	Project progress	Indicative value £m in year 5*	Next Gateway stage	Target Date
International International partnerships to provide Edexcel top ups (Jenni Parsons)	Targeting of less mature international colleges with standardised top ups in engineering, business, tourism. Blended teaching model delivers innovative online resources and framework for supporting local teaching delivery	Executive approved £110k funding for 2013-14 project tasks to next stage. Consultant recruited to expand market/college identification. *First demo of online product approach to team by agency well received. Key issues team now tackling: Platform and relationship to IBM, content development process, technology for local/remote delivery. Earliest cohort likely to be Jan 2015.*	£4.9m	Gateway 3-4 Submission of business plan and implementation for funding	*November 2013* (Previously Jan 2014)
International Nursing programmes in Malaysia (Judith Ellis)	Led by the Faculty	Manageable within Faculty resourcing at this stage. *Course successfully validated jointly with Malaysian team. Visit for offsite approval planned for December. First cohort to expected to start in Sep 2014*	£1m+	n/a	Faculty to come back to Exec if additional resource required to maximise potential
International Sponsorship of international cohorts (Jenni Parsons)	e.g. Qatar petroleum UG	Manageable within existing resource. *First cohort of 40 students from Qatar now enrolled*	£1m+	n/a	Ongoing

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Enterprise Knowledge Transfer Collaboration (Yvonne Mavin)	Redevelopment of programme originally targeted at clients unable to qualify for KTP, based primarily around Masters Learning by Contract	*Proposal approved by September Executive Telesales campaign for both KTP/KTC to be undertaken in October to identify new leads. Further marketing work for both programmes in development.*	£0.3m	Gateway 4 Approved at September Exec	*TBC depending on success of roll-out*
Enterprise CPD (Yvonne Mavin)	Development of significant portfolio of courses over and above our standard full cost courses. The scope includes professional and other qualifications and structured management training to local councils, police etc.	Initial cross-Faculty team meeting defined scope and initial action. Majority of actions now complete. Will need to focus on Executive proposal to determine resource required to get to the next development stage.	Professional qualifications £0.5-2m Other 3 faculties to match health £3.6m for CPD	Gateway 2 Approve resources to progress to outline business plan	*November 2013* (was Oct 2013)
Enterprise Summer Schools (Yvonne Mavin)	Summer schools (over and above those targeted at students who need support before joining LSBU) forms part of the overview of better utilisation of the campus.	Initial market research suggests this area is of interest. Team is agreed but has not met. Timing is important given the need for advance promotion.	£0.5-1m	Gateway 3-4 Submission of business plan/ implementation for funding	TBC
Enterprise App development (Yvonne Mavin) (from "medico-digital" project)	Creation of a capability to commercialise student and staff ideas for apps across the areas of expertise in the University – first example, tube line mapping for physically impaired	Senior Managers from FESBE, FBUS, FHSC together with faculty Business Development Managers have developed an initial concept and business model *Proposal for pilot project approved by October 2013 Exec*	£1m	*Gateway 3-4 Submission of request for resources to progress from pilot to full implementation*	October 2014

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Enterprise Development of blended / online health programmes (Yvonne Mavin)	Development in new health sectors of online and blended learning programmes	Cross-disciplinary team verified core area of interest in leadership around integrated care to create differentiated market position Completed market research phase 1 into integrated health marketplace. Recruitment agreed of FHSC Enterprise/ Entrepreneurship Development Manager one year secondment to Enterprise. Initial draft in development on articulation of pedagogy to marketplace. *Proposals for three legacy products to be completed in October.*	£0.5-1m	Gateway 2 Approve resources to progress to outline business plan	TBC
Enterprise Work-based learning (TBC)	Corporate degrees, higher apprenticeships development and funding	Initial market research indicates this is an area of interest but complex and requires significant effort to define the opportunity.	£1.2m	tbd	Assessment progressing from August

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Enterprise Concepts to be developed for Gateway1 (TBC)	Exploiting university capital assets; film locations; Quizslides; Tenders ; US Community University top-up programme; enhanced international partnerships programme	Work to start from Q4 2013 *Proposal for new staff resource to lead University initiatives to bid for grant funding from sources not previously sought, e.g. ERDF/ESF, HEFCE, GLA Growing Places fund, LEP funding, etc (HEFCE and ERDF projects are examples of potential)*	£3m	Gateway 1	*December 2013 (for resource to seek grant funding)*
Enterprise ERDF bid to support SMEs to grow by improving their investment readiness (formerly Economic Gardening). (Yvonne Mavin)	Creation of a set of defined frameworks through which supervised student consulting services can be offered to SMEs. Now focussed on Access to Finance priority of ERDF programme.	Cross-faculty team agreed. Included in ERDF 8 bid that has outline approval. Full bid submission currently in preparation. *Partnership established with LMU for joint delivery of this project to bring match funding and enhance credibility with EPMU. Bid deadline extended to 11th October.*	£0.5-1m	TBC	*November 2013 (depending on bid outcome)*
Post Graduate Targeted sponsorship of PG programmes (*Tere Daly*)	Industry/international. Indicatively, 150 students @ £7k each	First proposals submitted to client for tailored programme for HR *Positive response from employers approached. 20% increase in sponsored UG PT against target. PG still in progress and on track to meet target*	£1m+	n/a	On-going

London South Bank University

Post Graduate Improve recruitment to PG programmes and study abroad from EU (non SNC) (Tere Daly)	Feedback from Y1 activity within EU is very promising – need to develop further	Extra resource approved for 13/14 by Exec, May 2013. Business case to be developed to scope long-term potential and resource to deliver. *Progress post completion of current year recruitment cycle.*	£0.5-1m+	Stage 4 by Jan 14	*January 2014*
Post Graduate Enhanced Facilities from 2014/15 for Engineering and Creative industries (M Molan / R Bhamidimarri)	Extension of programmes / launch of new programmes for PG and international (in addition to strengthening position in UG)	Business Cases reviewed at Exec, July 2013. To be finalised within overall capital programme to enable works completion for Sept 2014 recruitment *ESBE: Workshop between ESBE staff and University Enterprise in November to explore possible opportunities to exploit new facilities*	£2m+	*Plan to resolve detailed costings and approvals in time for works to be complete for Sept 14*	
Post Graduate HEFCE bid Postgraduate Support Scheme for bursaries and pathway development (Phil Cardew)	Three strands: UG progression Employer engagement and opportunity creation, with larger SME focus Research project	Bid sent 16.9 *Awaiting HEFCE response. The value given here is the value of the potential grant from HEFCE, and does not include the growth in student numbers*	£2.8m		

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Core Business Improvement Increased student progression rate (Phil Cardew)	From 65% per plan to 75%. Equates to 270 students in to year 2 @ £9k	Part of ongoing improvement projects. Level 4 project in progress within existing resource *Excellent Student Experience project to go to the Board of Governors in November*	£2.4m	n/a	n/a
TOTAL			£26.7-£30.2+		

*Income is either estimate or from business plans submitted to Executive. The later the gateway the more accurate the income estimate is likely to be.

Reconciliation of potential income £m:

July Maximum total: £23.4   October Maximum total   £30.2m

Changes:

New:
Post Graduate EU developments: £0.5m-£1m
Post Graduate: enhanced facilities: £2m
Post Graduate: HEFCE bid: £2.8m
Early concepts to be evaluated (addition of structured approach to bidding for external funds) +£1m

Note: All projects are unadjusted for probability of success

London South Bank University

LSBU 16-20 Income Growth Overview: Anticipated income streams by Category area

	LSBU Lead	13/14 Forecast	14/15 Forecast	15/16 Forecast	16/17 Forecast	17/18 Forecast	17/18 Min.	17/18 Max.	5YF S-A PP
Total LSBU Income		£139,455							
Intended International Income Total		£9,441	£9,850	£10,872	£12,915	£14,661			£14,900
International income Growth Target		£613	£1,022	£2,044	£4,087	£5,833			£6,000
Identified aspects — Edexcel top ups	JP		tbc	tbc	tbc	£4,900	n/s	n/s	£6,072
Malaysia Nursing	JE		tbc	tbc	tbc	£1,000		plus	
Qatar Petroleum	JP	£400	£550	£700	£850	£1,000		plus	
Identified Total		£400	£550	£700	£850	£6,900			
% target achieved		65%	54%	34%	21%	118%			
Intended Enterprise Income Total		£8,960	£9,348	£10,317	£12,257	£13,914			£13,600
Enterprise Income Growth Target		£582	£970	£1,939	£3,879	£5,536			£6,000
Identified aspects — Knowledge Transfer Collaboration	YM		tbc	tbc	tbc	£300	n/s	n/s	£5,222
Enterprise CPD	YM		tbc	tbc	tbc	£1,000	£500	£2,000	
Faculty Match CPD	?		tbc	tbc	tbc	£3,600	n/s	n/s	
Medico Digital	YM		tbc	tbc	tbc	£1,000	n/s	n/s	
Blended Online Health	YM		tbc	tbc	tbc	£500	£500	£1,000	
ERDF Bid	YM		tbc	tbc	tbc	£500	£500	£1,000	
Work Based Learning	tbc		tbc	tbc	tbc	£1,200	n/s	n/s	
Summer Schools	YM		tbc	tbc	tbc	£750	£500	£1,000	
Identified Total		£0	£0	£0	£0	£8,850			
% target achieved		0%	0%	0%	0%	160%			
Intended Home/EU PG Income Total		£7,752	£8,088	£8,927	£10,605	£12,039			£9,100
Home/EU PG Income Growth Target		£503	£839	£1,678	£3,356	£4,790			£4,000
Identified aspects — Targeted Sponsorship	LG		tbc	tbc	tbc	£1,000		plus	£1,851
EU Study Abroad	TD		tbc	tbc	tbc	£750	£500	£1,000	
Engineering Facility + impact	RB		tbc	tbc	tbc	£1,000		plus	
Creative Industries Facility + impac	MM		tbc	tbc	tbc	£1,000		plus	
Hefce Support Bid	PC		tbc	tbc	tbc	£2,800	n/s	n/s	
Identified Total		£0	£0	£0	£0	£6,550			
% target achieved		0.0%	0.0%	0.0%	0.0%	136.8%			
16-20 Total Growth income Target		£1,698	£2,830	£5,661	£11,322	£16,158			£13,145
Identified Total to date		£400	£550	£700	£850	£22,300			
% target achieved		23.6%	19.4%	12.4%	7.5%	138.0%			

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LSBU 16-20 Challenge Programme: Potential Identified New income vs Growth Target (Success Rate to be considered)

Legend:
- 16-20 Total Growth income Target
- Identified Total to date

Categories: 13/14, 14/15, 15/16, 16/17, 17/18

London South Bank University

		PAPER NO: BG.55(13)
Board/Committee:	Board of Governors	
Date:	17 October 2013	
Paper title:	Corporate Risk Register	
Author:	John Baker, Corporate & Business Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance	
Recommendation by the Executive:	The Executive recommends that the Board note the updated Risk Register.	
Aspect of Corporate Plan to which this will help deliver?	The corporate risk framework is aligned to the new corporate plan and effective management of corporate risk underpins successful delivery of all aspects of the plan.	
Matter previously considered by:	Executive	On: 8/10/2013
	Audit Committee	On: 26/09/2013
Further approval required?	n/a	
Communications – who should be made aware of the decision?	n/a	

Executive summary

The following updates have occurred since the last presentation of the Risk Register:

Risk **CP-01** 'Position & response'
The press contact action is completed and now reviewed regularly as a control.

Risk **CO-08-01** 'Ineffective data'
The development action for staff awareness of UKBA requirements is now complete and an annual control activity. The impact was evidenced by the positive outcome of UKBA Audit during September.

Risk **CO-10-08** 'Estates Impact'
The Terraces renovation has now been completed within budget.

The Board is requested to note the revised Corporate Risk Register.

Attachment: *Corporate Risk Register*

London South Bank University

Corporate Level - Risk Register

Date	10/10/2013
Risk Status	Open
Risk Area	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
1	CP-01 Failure to position the university to effectively respond to changes in government policy and the competitive landscape **Risk Owner: Martin Earwicker** **Last Updated: 10/10/2013**	**Cause & Effect:** Causes: - Changes to fees and funding models - Increased competition, supported by Government policy - Failure to anticipate change - Failure to position (politically) - Failure to position (capacity/structure) - Failure to improve League Table position Effects: - Further loss of public funding - Loss of HEFCE contract numbers - Failure to recruit students - Business model becomes unsustainable	4 3 Critical	Financial controls (inc. forecasting/modelling, restructure) to enable achievement of operating surplus target Regular scrutiny of press packs by Board & Executive to monitor Institutional Esteem, and direct PR activity as appropriate. Maintain relationships with key politicians/influencers, boroughs and local FE Annual review of corporate strategy by Executive and Board of Governors OFFA agreement for 13/14 and 14/15 Modelling work regularly updated to establish a fee position net of fee waivers less than £7500 for the 12/13 entry cohort, using allocation of fee waivers and bursaries as required. elling/updated.	4 1 High	Realign Business offering to market: appoint new Dean; assess and implement options for managing pre-honours degree programmes through alternative vehicle; develop appropriately badged and tailored PG programmes, and market-competitive UG offering **Person Responsible: Martin Earwicker** **To be implemented by: 29/08/2014**

4Risk®

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
2	CO-01-02 Failure to meet revenue targets **Risk Owner: Beverley Jullien** **Last Updated: 10/10/2013**	**Cause & Effect:** Causes: - Changes to fees mechanisms for UGFT - Increased competition - Failure to develop and communicate brand - Lack of accurate real-time reporting mechanisms - LSBU late entrant to international student market and fails to catch-up - Poor league table position - Portfolio or modes of delivery do not reflect market need - Failure to engage with non-enterprise activities Effects: - Under recruitment - Loss of HEFCE contract numbers - Over recruitment leading to penalties on HEFCE numbers - Failure to meet income targets for non-HEFCE students	4 3 **Critical**	Report on student recruitment presented to every monthly Executive meeting and also reviewed by Board of Governors Enterprise Business Plan submitted annually to SBUEL Board for approval & quarterly updates provided at Board meetings. Sustainable Internationalisation strategy & Action Plan, includes Fees & Discount policy, with simplified fee structure and discount/scholarship programme for targeted countries, & enhanced in-market and partner activities League Table action plan Modelling of student recruitment numbers, including worse case scenarios which aid the planning process. Reports on the 16-20 Challenge Programme (Financial & Narrative) will be provided to each Executive Meeting to aid constant scrutiny of this initiative and review of progress against 5 year income targets. SBUEL has 2 Non-Executive Directors in place to oversee the Enterprise strategy Differentiated campaigns started for postgraduate and part-time students	4 2 **Critical**	Step-change in Internationalisation Plan to be incorporated. **Person Responsible: Beverley Jullien** **To be implemented by: 29/11/2013** Development of Full Business case proposal for comprehensive IT approach to enhancing the student experience, to include a robust and measured approach to improvement of student progression at all levels, and to link effectively with existing action around progression delivered through LSBU academic committees. **Person Responsible: Phil Cardew** **To be implemented by: 21/11/2013**

4Risk

Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
3	CO-10-01 Increasing pensions deficit **Risk Owner: Richard Flatman** **Last Updated: 11/09/2013**	**Cause & Effect:** Causes: - Increased life expectancies - Reductions to long term bond yields, which drive the discount rate - Poor stock market performance - Poor performance of the LPFA fund manager relative to the market - TPS/USS schemes may also become subject to FRS17 accounting Effects: - Increased I&E pension cost means other resources are restricted further if a surplus is to be maintained - Balance sheet is weakened and may move to a net liabilities position, though pension liability is disregarded by HEFCE - Significant cash injections into schemes may be required in the long term	3 3 **High**	Switch of inflator from RPI to CPI (expected to be lower in the long term) Regular monitoring of national/sector pension developments and attendance at relevant conferences and briefing seminars Regular valuation of pension scheme (actuarial and FRS 17). Most recent FRS valuation shows significant reduction in LPFA deficit and reduced I&E cost moving forward following switch to CPI. Reporting to HR committee on progress. Tight control of staff costs in all areas (and reported to committee and Board via agreed KPIs) Proposal for new LPFA scheme, effective April 2014 Strict control on early access to pension at redundancy/restructure Active monitoring in year of trends in discount rate, life expectancy assumptions etc to ensure year-end adjustments are minimised	3 3 **High**	

4Risk

Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority		Existing Controls	Residual Risk Priority		Action Required
6	CO-08-01 Ineffective data systems leading to failure to supply meaningful and reliable management information (internally) and to comply with the requirements of external agencies **Risk Owner: Phil Cardew** **Last Updated: 10/10/2013**	**Cause & Effect:** Causes: - Data in systems is inaccurate - Data systems are insufficient to support effective delivery of management information - Financial constraints & Insufficient capacity limit ability to deliver improved systems - Failure to manage data through the clearing period - Lack of data quality control and assurance mechanisms Effects: - Insufficient evidence to support effective decision-making at all levels - Inability to track trends or benchmark performance - Internal management information reporting insufficient to verify external reporting - Failure to manage recruitm through clearing results in over-recruitment - Failure to submit credible HESA/HESES returns - Failure to satisfy requirements of UKBA leading to potential revocation of licence and loss of £8m+ in revenue in the short term, with reputation damage causing significant longer term revenue loss - Failure to satisfy requirements of Professional, Statutory and Regulatory bodies (NHS, course accreditation etc)	3 3 **High**		Regular Engagement with internal auditors & 3 year IA cycle to systematically check data in key systems (and related processes): - Finance (including student fees) - Student data (& data Quality) - HR systems - Space management systems - UKBA requirements & compliance Systematic data quality checks of staff returns by HR in conjunction with faculties. Engagement between International Office, Registry and Faculties to ensure compliance with UKBA requirements, speciffically with regards to: - Visa applications and issue of Certificate of Acceptance to Study - English lanuage requirements - Reporting of absence or withdrawal Systematic data quality checks of student returns by Registry in conjunction with faculties. International Office runs annual cycle of training events with staff to ensure knowledge of & compliance with UKBA process	3 2 **High**		Data management project Project has three stages. Project completion dates: Stage 1 - May 2013, requirements were completed and used to move to Stage 2 Stage 2 - September 2013, the responses to the original PQQ were disappointed and this was put on hold because of teh significant overlap with the IBM partnership Stage 3 - September 2014, contingent upon teh broader partnership or a separate strand of action , including Master Data Management **Person Responsible: David Swayne** **To be implemented by: 30/09/2014** HESA improvement project Project has two stages Project completion dates: Stage 1 - October 2012 Stage 2 - October 2013 **Person Responsible: Andrew Fisher** **To be implemented by: 31/10/2013**

4Risk

Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
						Construct a 'master data view' and report exceptions from systems including: * Student Records * Staff Records * Student Engagement / Progression * Admissions (especially during clearing and enrolment) * Curriculum * Estate (especially spaces used for teaching) * Timetable * VLE and other learning systems usage * Finance Records **Person Responsible: David Swayne** **To be implemented by: 31/03/2014**

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority		Existing Controls	Residual Risk Priority		Action Required
14	CO-10-06 Potential loss of NHS contract income **Risk Owner: Judith Ellis** **Last Updated: 30/09/2013**	**Cause & Effect:** Cause: NHS financial challenges/ structural change is resulting in a total review of educational comissioning by London Shared Services and Health Education England with an overall 40% reduction in available funding. In addition potential problems with NHS deanery recruitment to community programmes. Failure to maintain student numbers on the contract resulting in clawback Effect: Reduction in income Reduced staff numbers Negative impact on reputation	3 2 **High**		Named Customer Manager roles with NHS Trusts, CCGs and HEE. Monitor quality of courses (CPM and NMC) annually in autumn (CPM) and winter (NMC) Regular contact with commissioning contract managers and deanery	3 2 **High**		Submit a strong return to next REF exercise. **Person Responsible: Nicola Crichton** **To be implemented by: 31/12/2013** Ensure a quality campus in each HEE/ LETB area. **Person Responsible: Warren Turner** **To be implemented by: 01/09/2014** Grow into new markets for medical and private sector CPPD provision **Person Responsible: Warren Turner** **To be implemented by: 31/08/2014** Improvement in NSS returns and scores **Person Responsible: Judith Ellis** **To be implemented by: 31/07/2014** Develop opportunities for further International 'in-country' activity. **Person Responsible: Dr Michelle Spruce** **To be implemented by: 30/09/2014** Increase uptake in band 1-4 actvitiy Support Trusts in seeking external (non NHS) funding **Person Responsible: Sheelagh Mealing** **To be implemented by: 01/09/2014**

4Risk

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
37	CO-10-08 Potential impact of estates strategy delivery on financial position **Risk Owner: Richard Flatman** **Last Updated: 10/10/2013**	**Cause & Effect:** Causes: - Poor project controls - Lack of capacity to manage/deliver projects - Reduction in agreed/assumed capital funding - Reduction in other government funding Effects: - Adverse financial impact - Reputational damage - Reduced surplus - Planned improvement to student experience not delivered - Inability to attract new students	3 3 High	Regular Reports are provided to both P&R and the Board on planned capital expenditure. Full Business Case including clarity on cost and funding prepared for each element of Estates Strategy and approved by Board of Governors Clear requirement (including authority levels) for all major (>£1m) capital expenditure to have Board approval Property Committee is a sub-committee of the Board of Governors and has a remit to review all property related capital decisions. Automated process developed for business cases including all capital spend. Guidance developed as part of new process. Financial forecasts regulary updated to take account of changing assumptions about future capital funding. Clear project governance established for both the renovation of the Terraces and the Student Centre Estates & Facilities Dept project controls	3 1 Medium	Completion of the Terraces Project will see the completion also of the current development plan in relation to the Anchor Projects. The potential acquisition of the Hugh Astor Court (Peabody Building) on Keyworth Street opens up the opportunity for the redevelopment of the North West quarter of the campus and the creation of a clear University 'front door'. Plans have been developed for a major redevelopment scheme that will be shared with the Executive in July and following consultation with the Faculties and major stakeholders, the 2013 Estate Development Plan will be shared with Governors for consideration and consultation in the Autumn 2013. **Person Responsible: Ian Mehrtens** **To be implemented by: 30/11/2013** Complete and report on the final negotiations for the Student Centre **Person Responsible: Ian Mehrtens** **To be implemented by: 30/04/2013**

4Risk®

Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
305	CO-13-01 Data Security (Upgraded from Registry's operational register) **Risk Owner: Richard Flatman** **Last Updated: 19/09/2013**	**Cause & Effect:** Loss of student data security either en masse (e.g. address harvesting) or in specific cases (e.g. loss of sensitive personal files)	3 2 High	Following a meeting on 16/11/12, David Swayne has taken responsibility for improving our control over data protection risks at an institutional level.	3 2 High	Define an Information Security solution for LSBU and implement it. LSBU has no Information Security Manager - the post was removed some time ago. To rectify this situation a Managed Security Service is being procured. **Person Responsible: David Swayne** **To be implemented by: 20/12/2013** 1. Define Mobile Device Policy - this is agreed and published 2. Prepare and deliver a training course on this topic - this is in progress in collaboration between ICT and OSDT 3. Ensure that all mobile devices have adequate protection - laptop encryption tool being selected, mobile device management tool purchased and being deployed **Person Responsible: David Swayne** **To be implemented by: 29/11/2013**

4Risk

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority		Existing Controls	Residual Risk Priority		Action Required
362	CO-10-09 Poor staff engagement **Risk Owner: Martin Earwicker** **Last Updated: 13/09/2013**	**Cause & Effect:** Causes: •Bureaucracy involved in decision making at the University •No teamwork amongst departments at the University •Staff feeling that they do not receive relevant information directly linked to them and their jobs •Poor pay and reward packages •Poor diversity and inclusion practises Effects: •Decreased customer (student) satisfaction •Overall University performance decreases •Low staff satisfaction results •Increased staff turnover •Quality of service delivered decreases	3 **High**	3	Departmental Business Planning process Feedback page for staff to leave comments on staff Gateway Scheduled Team meetings Corporate Roadshows Staff engagement survey Quarterly review meetings	3 **High**	2	OSDT to consolidate responses to Bristol Online Survey tool from SMG members and produce Action Plan Summary Report for Executive scrutiny. **Person Responsible: Mrs Vongai Nyahunzvi** **To be implemented by: 28/11/2013** The Executive and Departmental Managers will be required to develop and implement relevant action plans to address outcomes from the survey. Each manager will have access to an interactive tool that will have them with the action planning process. In addition to this, there will be staff and managers' briefing session to discuss the results. Some of the areas highlighted as least positive in the survey will be addressed in the Organisational Development Strategy. **Person Responsible: Mrs Vongai Nyahunzvi** **To be implemented by: 27/06/2014**

4Risk

London South Bank University

	PAPER NO: BG.56(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Reports from committee meetings
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsors:	Relevant committee chairs
Recommendation:	That the Board note the reports and approves: • opening a new RBS bank account and setup a BACS/BACSTEL-IP Service User Number for the Sports Centre. • the removal of Professor Martin Earwicker from the University's bank mandate and the addition of Professor David Phoenix, with both changes effective 2nd January 2014.
Aspect of the Corporate Plan to which this will help deliver?	N/A

Matter previously considered by:	As indicated	On:
Further approval required?	No	On:

Communications – who should be made aware of the decision?	Redacted minutes of committee meetings are published on the University's website

Summary

A summary of Committee decisions is provided for information. Minutes and papers are available on the governors' sharepoint.

A number of items are on today's agenda. Key items to note from the Audit Committee meeting of 26 September 2013 are:

- an update on ICT security following the internal audit report which was rated as high risk;
- suggested amendments to the risk register; and
- an update on the external audit process.

The Board is requested to note the reports.

Approvals Requested

The Board is requested to approve two RBS application forms to:

- Open a new bank account; and
- Acquire a BACS/BACSTEL-IP Service User Number (SUN) for the Sports Centre.

The Sport Centre plans to offer its clients the option of remitting membership fees by Direct Debit.   To facilitate their plans, it is recommended by Treasury management that the University apply for a new BACS Service User Number and open a new bank account for the Sport Centre. The new SUN will be exclusively assigned to the new bank account, ensuring that all sports fees collected via direct debit/SUN are deposited in the dedicated Sport Centre bank account.   This will create greater transparency in managing and reporting these transactions.

RBS/NatWest Bank Plc.; and in line with University Financial Regulations, require Board approval to set up a new bank account and process a new BACS Service User Number application.

The Board is requested to approve the removal of Professor Martin Earwicker from the University's bank mandate and addition Professor David Phoenix, with both changes effective 2nd January 2014.

Both proposals have been reviewed and recommended by the Policy and Resources Committee.

Summary of Committee decisions

Property Committee – 18 September 2013

The committee noted:
- an update on the Student Centre project and students' views on the new Centre;
- an update on the terraces renovation project – the Clarence Centre for Enterprise and Innovation;
- an update on the Perry Library entrance project;
- an update on the new entrance to the Sports Centre; and
- an update on general estates matters including progress on the purchase of Hugh Astor Court from the Peabody Trust.

Audit Committee – 26 September 2013

The committee discussed an update on actions following the internal audit report on ICT Security which had been given a high risk rating:
  a. *physical security* - a business case was being developed for approval by the Board in November 2013 to outsource the data centre;
  b. *user administration* - a business case to replace the CAMS system would be submitted to the Policy and Resources Committee and the Board in November 2013 for approval. It was anticipated that it would take up to three months to implement the new system;
  c. *logical security* - the Managed Security Service tender had been completed and a logical security policy was being developed in conjunction with the supplier;
  d. *phishing* - an online training module was available to all staff

A further update will be supplied at their next meeting.

Internal audit
- Continuous auditing - all areas in the control environment were now rated green and operating effectively;
- Draft Annual Report - the internal audit opinion makes specific reference to issues around ICT security

External audit
- The external audit is underway and there were no issues to raise currently.

Year-end Matters
- FRS17 pensions assumptions were discussed and the discount rate will be reviewed.
- Annual review of effectiveness of internal controls – the committee approved the full compliance statement which would be included in the accounts.

Audit Committee self-assessment
- The following actions would be introduced following the self-assessment exercise:
  - Appointment letters and terms of office for all members;
  - In depth induction programme;
  - Skills matrix to be used informally to judge the collective skills and experience of the committee;
  - Quarterly sector updates would be circulated to the committee; and
  - Further details on the self-assessment exercise will be included in the Audit Committee annual report to the Board and Vice Chancellor.

The committee noted:
- Risk register – paper **BG.55(13).** It was reported that there was still uncertainty around the risks and consequences of government policy for higher education;
- An update on proposed HE regulatory reforms;
- Anti-fraud, bribery and corruption report; and
- Speak up report.

Policy and Resources Committee – 1 October 2013

The committee approved the Intellectual Property Policy.

The committee recommended to the Board for approval:
- the schedule of matters reserved to the Board – paper **BG.58(13)**;
- the statement of primary responsibilities of the Board – paper **BG.59(13)**;
- the corporate governance statement – paper **BG.60(13)**;
- the public benefit statement – paper **BG.61(13)**;
- setup of new a new bank account and direct debit with RBS for the Sports Centre; and
- the removal of Professor Martin Earwicker from the University's bank mandate and addition of Professor David Phoenix, with both changes effective 2nd January 2014.

The committee discussed:
- an update on recruitment – paper **BG.51(13)**;
- Tribal benchmarking analysis;
- key performance indicators – paper **BG.53(13)** (in appendix); and
- treasury management report.

Chair Nomination Committee – 9 October 2013

An update from the committee is provided in paper **BG.57(13)**.

London South Bank University

	PAPER NO: BG.57(13)
Board/Committee:	Board of Governors
Date:	17 October 2012
Paper title:	Chairman Succession update
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Andrew Owen, Chairman of the Chair Nomination Committee
Recommendation:	That the Board notes the update
Aspect of the Corporate Plan to which this will help deliver?	Creating an environment in which excellence can thrive
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A

Summary

The current chairman is due to retire in July 2015. In May 2013 the Board agreed the establishment of the Chair Nomination Committee to recruit a successor to the Chairman. The committee held its first meeting on 9 October 2013.

There are no internal candidates for the role so the committee agreed to advertise externally and to use recruitment consultants in order to identify the best candidate for the role. The following three firms will be approached to present to the committee in early November 2013:
- Saxton Bampfyld
- Odgers Berndtson (who undertook the successful VC recruitment exercise)
- Heidrick & Struggles

It is anticipated that the successful candidate will be appointed in spring 2014 with their first Board meeting in March 2014. They will serve as Vice Chair for a year before taking over as Chair in 2015.

The committee discussed its membership and agreed to make an approach to an external adviser who has extensive experience of the HE sector, probably a Chair of a post-1992 university. The committee also agreed to the early co-option of an additional independent governor, one staff and one student governor to the committee.

The committee reviewed the role description as considered by the Nomination Committee in November 2012 and recommended some amendments. The recruitment consultants will also be asked to comment on it.

The Board will be kept informed of new developments.

University Secretary
October 2013

London South Bank University

		PAPER NO: BG.58(13)
Board/Committee:	Board of Governors	
Date:	17 October 2013	
Paper title:	Matters Reserved to the Board	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Recommendation by the Executive:	That the committee recommends the schedule of matters reserved to the Board for approval	
Aspect of the Corporate Plan to which this will help deliver?	Creating an environment in which excellence can thrive	
Matter previously considered by:	P&R	On: 1 October 2013
Further approval required?	N/A – reviewed annually	N/A
Communications – who should be made aware of the decision?	N/A	

Executive summary

Why is the paper coming to the committee?

The Schedule of Matters Reserved to the Board was revised last year to provide further clarity on the aspects of the University's business which is reserved for Board approval. It is good practice to review this Schedule annually.

What particular issues does the committee need to give its attention?

The schedule takes into account the Financial Memorandum with HEFCE, the University's Memorandum and Articles of Association, the University's financial regulations and relevant legislation. It sets out which matters are delegated by the

Board to committees for approval and which are not to be delegated. It encompasses all aspects of the University's activities which require Board approval.

One substantive amendment is recommended from last year. This is the approval of debt write off by the Audit Committee which was amended with the changes to the Financial Regulations in July 2013:

4.2	Authorisation of single debt write offs above £10,000 and annual debt write offs above £50,000. To receive a report on any debt written off below this threshold and approved by the Executive Director of Finance.	FR 4.27	Audit

The approval of the annual staffing budget has been removed as this is considered as part of the budget as a whole.

Changes (in red) to the reference for a number of items are due to the changes in the financial regulations in July 2013.

The Board is requested to approve the schedule.

Schedule of Matters Reserved to the Board of Governors

This Schedule of Matters Reserved to the Board sets out those aspects of University business whose approval is reserved to the Board of Governors. Often the Board delegates certain approvals to one or more of its committees: where this is the case it is listed in the third column. Where the Board is restricted by the Articles, the Financial Memorandum (FM) with HEFCE, legislation or the Financial Regulations (FR) from delegating decisions to a committee it is indicated by **. The relevant committee may make a recommendation to the Board. The Board as a whole takes the final decision.

1.	Mission and strategy	Reference	Delegation to a committee of the Board?
1.1	** The determination of the educational character and mission of the University	Art. 27	**no delegation** (P&R reviews mission; Educational Character monitors educational character)
1.2	Safeguarding and promoting the good name and values of LSBU		
1.3	Oversight of the University's activities including the exercise of degree awarding powers		
1.4	Review of performance of LSBU in the light of its strategy, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.		(P&R reviews prior to board)
1.5	Approval and periodic review of the Key Performance Indicators.		(P&R reviews prior to board)
1.6	Extension of LSBU's undertaking into new activities or geographic areas.		(P&R reviews prior to board)
1.7	Any decision to cease to operate all or any material part of LSBU's undertaking.		(P&R reviews prior to board)

2.	**Corporate structure**		
2.1	Major changes to LSBU's corporate structure.		Sub-committee/s may review prior to board
2.2	Major changes to LSBU's management and control structure.		Sub-committee/s may review prior to board
3.	**Financial reporting and controls**		
3.1	** Approval of the annual report and accounts, including the corporate governance statement and remuneration report.	CA 2006 s.414(1) FR 4.16	P&R and Audit reviews draft. P&R reviews corporate governance statement Remco reviews remuneration report
3.2	** Approval of the annual estimates of income and expenditure (i.e. the annual budget and five year forecast) and capital expenditure budgets and any material changes to them.	Art. 27	**no delegation** (P&R reviews prior to board)
3.3	** Ensuring the solvency of LSBU and the safeguarding of its assets by: • competent and prudent management • sound planning • an adequate system of internal control • a formal and structured risk management process • adequate accounting and other records • compliance with statutory and regulatory obligations • sound systems for reporting student data • any other means of assurance as the Board sees fit.	Art. 27	**no delegation** (Audit and P&R review aspects as set out in their terms of reference)

3.4	Ensuring that funds provided by the funding body are used in accordance with the terms and conditions of the financial memorandum.		Audit
3.5	Ensuring sound arrangements for: • risk management, • control and governance, and • for economy, efficiency and effectiveness (value for money), within the University	FM Annex A 4	Audit monitors and reports to Board
3.6	Ensuring that the arrangements for the management and quality assurance of data submitted to HESA and HEFCE	FM Annex A 6	Audit monitors and reports to Board
3.7	** Approval of any significant changes in accounting policies or practices.	~~FR 4.7~~	**no delegation** (Audit reviews)
3.8	Approval of investment and treasury policies.	FR 11.1~~FR 12.1~~	P&R
3.9	Approval of investment policies for charitable funds.		P&R
3.10	Acting as trustee for any property, legacy, endowment, bequest or gift in support of the work of LSBU and the welfare or its students.		
3.11	** Appointment of bankers, opening of accounts, authorisation of signatories and levels of authority.	FR 9.1~~FR 10.1~~	**no delegation** (P&R reviews)
3.12	** Approval of capital finance	FR 9.5~~FR 10.5~~	**no delegation** (P&R reviews)
3.13	** Approval of borrowing raised on the security of the University's assets	FR 9.5~~FR 10.5~~	**no delegation** (P&R reviews)
3.14	** Approval of lease finance arrangements for items with a capital value greater than £250,000	FR 9.5~~FR 10.5~~	**no delegation** (P&R reviews)
3.15	Approval of borrowings (by loan facility or overdraft) above £0.5 million.		**no delegation** (P&R reviews)

4.	**Internal controls**		
4.1	Ensuring maintenance of a sound system of internal control and risk management including: • receiving reports on, and reviewing the effectiveness of, LSBU's risk and control processes to support its strategy and objectives; • undertaking an annual assessment of these processes; • approving an appropriate statement for inclusion in the annual report.		(Audit reviews)
4.2	Authorisation of single debt write offs above £10,000 and annual debt write offs above £50,000. To receive a report on any debt written off below this threshold and approved by the Executive Director of Finance.	FR 4.27	Audit
5.	**Auditors**		
5.1	** Appointment, reappointment or removal of the internal or external auditor, following the recommendation of the audit committee.	FM Annex B 51	**no delegation** (Audit makes recommendation)
6.	**Transactions and contracts**		
6.1	Investment in capital projects: • if unfunded, above £0.5 million; • if funded, above £5 million.	FR 8.6~~FR 9.6~~	(P&R reviews)
6.2	Contracts which are material strategically or by reason of size, entered into by LSBU or any subsidiary <u>in the ordinary course of business</u>, and in any event budgeted expenditure above £2 million.	FR 8.6~~FR 9.6~~	(P&R reviews)
6.3	** Contracts of LSBU or any subsidiary <u>not in the ordinary course of business</u>, and in any event unbudgeted expenditure above £0.5 million.	FR 8.6~~FR 9.6~~	**no delegation** (P&R reviews)

6.4	** To authorise use of LSBU's seal	Art. 89. FR 13.1~~Art. 89. FR 14.1~~	**no delegation**
7.	**Academic**		
7.1	** The determination of the educational character of LSBU	Art. 27	**no delegation**
7.2	** Ensuring an effective framework – overseen by the Academic Board – to manage the quality of learning and teaching and to maintain academic standards	FM 18	**no delegation** (Educational Character reviews)
7.3	Ensuring that the academic portfolio meets future needs and is sustainable		Educational Character reviews
7.4	** Approval of tuition fees	Art. 81 4.18~~FR 5.2~~	**No delegation** (P&R reviews)
8.	**Human Resources**		
~~8.1~~	~~Approval of annual staffing budget~~	~~FR 8.1~~	~~P&R reviews~~
8.2	Approval of HR framework to support academic strategy		
8.3	** Decision on whether to opt into national pay negotiations and decisions regarding pay awards	FR 7.7~~FR 8.10~~	**no delegation** (HR committee reviews)
8.4	Approval of regulations governing the conditions of employment of University staff	FR 7.3~~FR 8.6~~	(HR Committee reviews)
9.	**Estates**		
9.1	** Approval of Estates Strategy	FR 8.8~~FR 9.8~~	**no delegation** (Property Committee advises)

9.2	** Disposal of land and buildings	~~FR 8.14~~FR 9.14	**no delegation** (Property Committee advises. P&R reviews)
10.	**Students' Union**		
10.1	** Approval of amendments to or rescission of the constitution of the LSBU Students' Union	Art. 76	**no delegation** (P&R reviews)
11.	**Board membership**		
11.1	** Changes to the structure, size and composition of the board	Art. 5.4	**no delegation**
11.2	Ensuring adequate succession planning for the board and senior post-holders.		Nomination makes recommendation
11.3	Regulations for appointment of governors to the board.		Nomination reviews
11.4	** Selection of the Chairman of the board.	Art. 47	**no delegation** (Nomination makes recommendation) Process set out in regulations under 11.3
11.5	Membership and chairmanship of board committees.		Chairman of the Board recommends
11.6	Re-appointment of Governors at the end of their term of office.		Nominations Committee reviews Appointments Committee approves
11.7	** Removal of a Governor at any time		**no delegation**
12.	**Chancellor**		
12.1	** The appointment of a Chancellor and determination of their duties	Art. 14(f)	Chancellor Nomination

			Committee recommends
13.	**Appointments of Senior Post Holders**		
13.1	The appointment, assignment, appraisal, grading, suspension, dismissal and determination of pay and conditions of the Vice Chancellor, the Clerk to the Board and other senior post holders as determined by the Board	Art. 14	[For VC and Clerk Board shall delegate appraisal to Chairman – old arts]
14.	**Remuneration**		
14.1	Determining the remuneration policy for the senior post holders.		Remuneration Committee
14.2	Determining total individual remuneration packages for senior post holders		Remuneration Committee
14.3	The introduction of new incentive plans or major changes to existing plans.		Remuneration Committee
15.	**Corporate Governance**		
15.1	** Responsibility for the overall governance of LSBU and for its regular review.		**no delegation**
15.2	** Regularly, at appropriate intervals, undertaking a formal and rigorous review of its own performance, of its committees and individual governors.	CUC Code 15	**no delegation**
15.3	** The variation or revocation of LSBU's Memorandum and Articles of Association	Art. 27	**no delegation** (P&R reviews)
15.4	Approval and review of a statement of primary responsibilities of the Board	CUC Code 4	(P&R reviews)
15.5	** Authorising situational interests of governors	CA 2006 s.181(2)(b)	**no delegation**

16.	**Delegation of Authority**		
16.1	** The division of responsibilities between the chairman and the chief executive, which should be in writing.		**no delegation**
16.2	** Establishment and deletion of Board committees NB The Board must have an Audit Committee (FM Annex B 29 and Art. 25), HR Committee (Art. 24), Nominations Committee and Appointment Committee (Art. 26)		**no delegation**
16.3	** Approval of terms of reference of board committees.		**no delegation**
16.4	** Receiving reports from board committees on their activities.		**no delegation**
16.5	** This schedule of matters reserved for board decisions.		**no delegation** (P&R reviews)
17.	**Subsidiary Companies**		
17.1	Regulations for appointments of directors and the composition of boards of subsidiaries of LSBU and external bodies.		(P&R reviews)
17.2	Investments in subsidiary companies through share purchases.		(P&R reviews)
17.3	Schedule of Matters Reserved to subsidiary company boards.		(P&R reviews)
18.	**Honorary Degrees**		
18.1	Authority to decide recipients of awards		Honorary Awards Joint Committee (based on criteria as approved

			by the Academic Board)
19.	**Policies**		
19.1	Approval of high level corporate policies. (The University Secretary will decide if a policy needs approval from the Board)		P&R
20.	**Litigation**		
20.1	Prosecution, defence or settlement of litigation involving above £0.5 million or being otherwise material to the interests of LSBU.		(P&R reviews)
21.	**Insurance**		
21.1	Approval of the overall levels of insurance for LSBU including directors' & officers' liability insurance and indemnification of Governors.		P&R
22.	**Pensions**		
22.1	** Where subject to the approval of LSBU, major changes to LSBU's pension schemes or changes of trustees or changes in the fund management arrangements.		**no delegation** (HR reviews)
23.	**Communication**		
23.1	Approval of press releases on any matters decided by the board.		Chair and/or VC

Note: If there is any conflict between this schedule of matters reserved and LSBU's Articles of Association, then the Articles shall prevail.

** Matter not to be delegated to a committee of the Board. The relevant committee may make a recommendation to the Board. The Board as a whole takes the final decision.

London South Bank University

	PAPER NO: BG.59(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Primary Responsibilities of the Board
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board
Recommendation:	That the Board approves the *Statement of Primary Responsibilities of the Board*
Aspect of the Corporate Plan to which this will help deliver?	Creating an environment in which excellence can thrive

Matter previously considered by:	Policy and Resources Committee	On: 1 October 2013
Further approval required?	N/A – reviewed annually	N/A

Communications – who should be made aware of the decision?	Published on the University's website and in the Annual Report

Executive summary

The CUC Governance Code of Practice recommends that Boards should adopt a statement of primary responsibilities which should be published on the University's webpage and in its annual report. It is good practice to review this statement annually. LSBU's current statement conforms to the model statement as recommended by the CUC. Point 2 has been updated to reflect that the Policy and Resources Committee requested reference to be made in the statement to the Board's responsibilities around health and safety.

The Board is requested to approve the amended *Statement of Primary Responsibilities*.

Board of Governors – Statement of Primary Responsibilities

1. To approve the educational character, mission and strategic vision of the institution, together with its long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

2. To delegate authority to the head of the institution, as chief executive, for the academic, corporate, financial, estate. and personnel and health and safety management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the institution.

3. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

4. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.

5. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself, and to carry out such reviews at appropriate intervals.

6. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.

7. To safeguard and promote the good name and values of the institution.

8. To appoint the head of the institution as chief executive, and to put in place suitable arrangements for monitoring his/her performance.

9. To appoint a secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.

10. To be the employing authority for all staff in the institution and to be responsible for establishing a human resources strategy.

11. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial

statements, and to have overall responsibility for the University's assets, property and estate.

12. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.

13. To make such provision as it thinks fit for the general welfare of students.

14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution or its students.

15. To ensure that the institution's constitution is followed at all times and that appropriate advice to the Board is available to enable this to happen.

London South Bank University

	PAPER NO: BG.60(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Corporate Governance Statement
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Recommendation by the Executive:	That the committee recommend the corporate governance statement of the annual report to the Board for approval
Aspect of the Corporate Plan to which this will help deliver?	Annual Reporting

Matter previously considered by:	Policy and Resources Committee	On: 1 October 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published in the annual report	

Executive Summary

Why is the paper coming to the Board/committee?

The board is asked to review the Corporate Governance statement which forms part of the statutory accounts. The aim of the statement is to inform users of the financial statements of the University's governance structures.

The statement is based on the *CUC Governance Code of Practice* which, although voluntary, is recommended as best practice for universities to follow.

What particular issues does the board need to give its attention?

The Board are asked to note the opinion that the University has complied with all aspects of the Code during the year under review – the Code is attached as an appendix. The statement aims to set out how the University has met each recommended standard.

The Board is requested to approve the statement.

Corporate Governance Statement

The following statement is given to assist readers of the financial statements in obtaining an understanding of the governance and legal structure of the University.

The University's Board of Governors is committed to maintaining the highest standards of corporate governance. In carrying out its duties it has regard to:
- The CUC Governance Code of Practice
- The UK Corporate Governance Code (where applicable)
- The seven principles of behaviour in public life
- The HEFCE Financial Memorandum and the Audit Code of Practice
- The Directors' duties as set out in sections 170 – 177 of the Companies Act 2006
- The Charity Commission's Guidance on Public Benefit and its duties as charity trustees of compliance, prudence and care
- Other legislative requirements of corporate bodies
- The University's Memorandum and Articles of Association

In September 2011, the University received a positive outcome from HEFCE's five yearly assurance review, undertaken in July 2011, which examined how the University exercises accountability for the public funding it receives. The University's Internal Auditor's annual opinion on risk management, control and governance is that it is adequate and effective.

Governance and Legal Structure

London South Bank University is a company limited by guarantee and an exempt charity within the meaning of the Charities Act 2011. Its objects and powers are set out in its Memorandum and Articles of Association, which govern how the University is run.

The Articles set the governance framework of the University and set out the key responsibilities of the Board of Governors and its powers to delegate to committees, the Vice Chancellor and the Academic Board.

Compliance with CUC Governance Code of Practice

The Board has complied with all aspects of the CUC Governance Code of Practice during the year under review.

London South Bank University

Role of the Board of Governors

The University is headed by a Board of Governors which is collectively responsible for the strategic direction of the University, approval of major developments and creating an environment where the potential of all students is maximised. It takes the final decision on all matters of fundamental concern to the institution.

All governors, when appointed, agree to abide by the standards of behaviour in public life. As the University is also a company, its governors comply with the directors' duties as set out in sections 170 – 177 of the Companies Act 2006 and duties of charity trustees when making decisions. Governors are unremunerated but may claim back expenses properly incurred in the discharge of their duties. All members are expected to attend meetings and to contribute effectively to meetings. Attendance at meetings is recorded and monitored by the Chairman. In the year under review there was an 83% (2011/12: 83%) attendance rate at Board meetings.

The Board met five times during the year (five in 2011/12) and held two strategy days (two in 2011/12). The Board priorities strategic matters at its meetings. In addition the Board holds two strategy days per year allowing further time to discuss and debate longer-term strategic challenges for the University. One strategy day is forward looking and the other focusses on delivery of the strategic plan. Where necessary, governors receive presentations on a specific strategic matter before Board meetings to allow them to explore key issues in greater depth.

As recommended by the CUC Governance Code of Practice the Board has agreed a statement of primary responsibilities (on page xx), which is reviewed annually. It follows the model statement as recommended by the CUC and includes approval of the educational character, mission and strategic vision of the university and to ensure that these meet the needs of stakeholders.

The Board delegates day-to-day management of the University to the Vice Chancellor as Chief Executive and Chief Academic Officer. The Vice Chancellor's delegated authority is set out in the Instrument of Government and includes:

- making proposals to the Board about the educational character and mission of the University;
- the organisation, direction and management of the University and leadership of staff;
- the determination, after consultation with the Academic Board, of the University's academic activities, and for the determination of its other activities;
- preparing annual estimates of income and expenditure for consideration by the Board of Governors, and for the management of budget and resources, within the estimates approved by the Board of Governors;

- for the maintenance of Student discipline and within the rules and procedures provided for within these Articles, for the suspension or expulsion of Students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

The Vice Chancellor is the designated officer in respect of the use of Funding Council funds.

As Chief Academic Officer, the Vice Chancellor is the Chairman of the Academic Board. The Academic Board is responsible for all the academic affairs, subject to the overall responsibility of the Board of Governors, for determining the educational character and mission of the institution.

Governors are reminded of their duty to exercise their responsibilities in the interests of the University as whole during their induction and throughout their term of office. The University maintains a register of interests of members of the Board of Governors and the Executive which is published on the University's website. New governors are required to complete a declaration on appointment and to inform the Secretary of any amendments to their entry. The register is reviewed annually by the Board who decide whether to authorise the declared interests. During the year under review all declared interests were authorised by the Board, where necessary with conditions, for example not participating in the decision making process for the relevant matter.   In accordance with the Companies Act 2006, governors are asked at the opening of each Board and committee meeting to declare whether they have any interests in any matters on the agenda.

The University Court is a body established to enhance the University's engagement with its key stakeholders. Although not a decision making body, the University Court plays an important advisory role in the development of the University through its large and varied membership of prominent and distinguished individuals. The University Court meets annually in the spring and helps the University build relationships with members and identify areas for collaboration for the benefit of students. The Court's annual meeting took place in the new Student Centre on 21st March 2013.

The University's Chancellor, Richard Farleigh, acts as the principal figurehead of the University and represents the University's interests. His role includes hosting the annual Court event and establishing relationships with the University's stakeholders.

Structure and Processes

The Board when fully complemented consists of 20 governors: 13 independent governors, the Vice Chancellor, two student governors, two academic staff members

nominated by the Academic Board, an academic staff member elected by the academic staff and a support staff member elected by the support staff. Governors serving for the period are listed on page one. The Board determines the number and composition of the Board of Governors within parameters set by the University's Articles of Association.

As part of its revision of the University's articles of association (see below), the Board has decided, that in order to optimise its effectiveness and that of its committees, to reduce its membership to a maximum of 18 for the academic year 2013/14: 13 independent governors, the Vice Chancellor, two student governors and two academic staff members nominated by the Academic Board.

In accordance with the Articles of Association the Board consisted of a majority of independent governors throughout the year and at all Board and committee meetings. All "independent governors" are independent of the University.

The appointment of independent governors to the Board is determined by the Nomination Committee and Appointments Committee, both chaired by the Chairman of the Board. A written description of the role and capabilities required of governors has been agreed by the Nomination Committee. Candidates are judged against the capabilities required and the balance of skills and experience currently on the Board. The balance of skills and experience of independent governors is kept continually under review by the Nomination Committee.

Each new governor is given an appropriate induction and encouraged to attend relevant external training. New governors are appointed to at least one committee. At the University's expense, governors have the right to external, independent advice where necessary in order to fulfil their duties.

The Board of Governors is supported by the University Secretary and Clerk to the Board of Governors and his team. The Secretary provides independent advice on matters of governance to the Chairman. The Secretary ensures that governors receive information in a timely manner and of sufficient quality to allow the Board to fulfil its duties.
The University publishes minutes of Board and its sub-committee meetings on its external website. Minutes are redacted when the wider interests of the University as a whole demands it and in the spirit of the Freedom of Information Act 2000.

Effectiveness and Performance Reviews

The Board of Governors last reviewed its effectiveness in 2010 and plans to review of its own effectiveness during 2013/14. The effectiveness of the key Board

committees was last reviewed in 2011/12 and will form part of the next Board effectiveness review.

Committees

The Board operates through a number of committees which report to the Board at each meeting. All committees are formally constituted with appropriate terms of reference which are reviewed annually. Terms of reference and membership of each committee are available on the governance pages of the University's website. All committees have a majority of independent governors, from whom its Chairman is drawn. The chairs of each committee are set out on . The terms of reference of each committee complement the decision-making framework of the Matters Reserved to the Board, which the Board reviews annually.

Matters specifically reserved to the Board as a whole for decision include:

- The determination of the educational character and mission of the University;
- The approval of the University's long-term mission and strategic vision;
- The approval of the annual budget and five year forecasts;
- Investment in capital projects above agreed levels;
- Election of the Chairman of the Board;
- Appointment of the Vice Chancellor and the Clerk to the Board; and
- The variation of the University's Memorandum and Articles of Association.

Current committees of the Board are:
- Policy and Resources Committee
- Audit Committee
- Educational Character Committee
- Human Resources Committee
- Property Committee
- Nominations Committee
- Appointments Committee
- Remuneration Committee

The Policy and Resources Committee advises the Board of Governors on the solvency and the use and safeguarding of its resources and assets, and recommends to the Board of Governors the University's annual revenue and capital budgets and monitors performance in relation to those budgets. It reviews high level corporate policy of the University. Throughout the year under review it met on five occasions.

The Audit Committee is responsible for meeting the external auditors and internal auditors of the University and reviewing their work. The Committee considers detailed reports together with recommendations for the improvement of the University's systems of internal control and management's response and implementation plans. It provides oversight of the risk management process and receives regular risk reports from management. It also scrutinises the University's relationship with HEFCE and monitors adherence with its regulatory requirements. It reviews the University's annual financial statements together with the accounting policies. Whilst members of the Executive attend meetings of the Audit Committee, they are not members of the Committee. The Chairman of the Board is not a member of the Committee and does not attend its meetings. The committee met four times during the year under review.

The Educational Character Committee is relatively new and had its first meeting in September 2011. It helps the Board gain a greater insight and understanding of the educational and academic work of the institution. It considers issues such as student retention and progression, student satisfaction and reports from the Academic Board. The committee met three times in the year under review.

The Human Resources Committee is responsible for setting the framework for the determination and implementation of policies and procedures relating to the employment of staff. It also sets the framework for collective salary and conditions of service negotiations and advises the Vice Chancellor as HEFCE's Accounting Officer of best practice on human resource issues. The Committee considers the broad financial implications of the University's staffing needs. Staff and Student Governors are prohibited by the articles of association from serving on the Committee. With the Chair's permission, one of the staff governors attends as an observer. The committee met three times during the year under review.

The Property Committee advises the Board of Governors on property and estates matters. It considers all major estates projects before recommending their approval to the Policy and Resources Committee and the Board of Governors. The Property Committee monitors the execution of these projects. It met twice during the year under review.

The Nomination Committee meets as necessary to consider candidates for independent governor vacancies on the Board of Governors. Independent Governors are appointed for a term of four years by the Appointments Committee. Renewal for an additional term can be considered, but is not automatic. The Nominations Committee met twice during the year and recommended two new independent governors for appointment.

The Remuneration Committee determines the annual remuneration of senior post holders. It meets annually.

Modernisation of the Articles

During the year, to ensure compliance with legislation, the Board has reviewed the University's constitution. A proposed new set of Articles has been presented to the Privy Council for approval during autumn 2013.

Part I Governance Code of Practice

Role of the Governing Body

This Code is voluntary and is intended to reflect good practice in a sector which comprises a large number of very diverse institutions. It is recommended that institutions should report in the corporate governance statement of their annual audited financial statements that they have had regard to the Code, and that where an institution's practices are not consistent with particular provisions of the Code an explanation should be published in that statement.

1.   Every higher education institution shall be headed by an effective governing body, which is unambiguously and collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all learners is maximised. The governing body shall ensure compliance with the statutes, ordinances and provisions regulating the institution and its framework of governance and, subject to these, it shall take all final decisions on matters of fundamental concern to the institution.

2.   Individual members and governing bodies themselves should at all times conduct themselves in accordance with accepted standards of behaviour in public life which embrace selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

3.   The governing body shall meet sufficiently regularly, and normally not less than four times a year, in order to discharge its duties effectively. Members of the governing body shall attend regularly and actively participate.

4.   The institution's governing body shall adopt a Statement of Primary Responsibilities which should include provisions relating to:

- approving the mission and strategic vision of the institution, long-term business plans, key performance indicators (KPIs) and annual budgets, and ensuring that these meet the interests of stakeholders

- appointing the head of the institution as chief executive of the institution and putting in place suitable arrangements for monitoring his/her performance

- ensuring the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, clear procedures for handling internal grievances and for managing conflicts of interest

- monitoring institutional performance against plans and approved KPIs, which should be, where possible and appropriate, benchmarked against other institutions.

5.   This statement shall be published widely, including on the internet and in the annual report, along with identification of key individuals (that is, chair, deputy chair, head of the institution, and chairs of key committees) and a broad summary of the responsibilities that the governing body delegates to management or those which are derived directly from the instruments of governance.

6.   All members should exercise their responsibilities in the interests of the institution as a whole rather than as a representative of any constituency. The institution shall maintain and publicly disclose a register of interests of members of the governing body.

7.   The chair shall be responsible for the leadership of the governing body, and be ultimately responsible for its effectiveness. The chair shall ensure the institution is well connected with its stakeholders.

8.   The head of the institution shall be responsible for advice on strategic direction and for the management of the institution, and shall be the designated officer in respect of the use of Funding Council funds. The head of the institution shall be accountable to the governing body which shall make clear, and regularly review, the authority delegated to him/her as chief executive, having regard also to that conferred directly by the instruments of governance.

Structure and Processes

9.   There should be a balance of skills and experience among members sufficient to enable the governing body to meet its primary responsibilities and to ensure stakeholder confidence. A governing body of no more than 25 members represents a benchmark of good practice.

10. The governing body shall have a majority of independent members, defined as both external and independent of the institution.

11. Appointments shall be managed by a nominations committee, normally chaired by the chair of the governing body. To ensure rigorous and transparent procedures, the nominations committee shall prepare written descriptions of the role and the capabilities desirable in a new member, based on a full evaluation of the balance of skills and experience of the governing body. When vacancies arise they should be widely publicised both within and outside the institution. When selecting a new chair, a full job specification should be produced, including an assessment of the time commitment expected, recognising the need for availability at unexpected times.

12. The chair shall ensure that new members receive a full induction on joining the governing body, that opportunities for further development for all members of the governing body are provided regularly in accordance with their individual needs, and that appropriate financial provision is made for support.

13. The secretary to the governing body shall be responsible for ensuring compliance with all procedures and ensuring that papers are supplied in a timely manner with information in a form and of a quality appropriate to enable the governing body to discharge its duties. All members shall have access to the advice and services of the secretary to the governing body, and the appointment and removal of the secretary shall be a decision of the governing body as a whole.

14. The proceedings of the governing body shall be conducted in as open a manner as possible, and information and papers restricted only when the wider interest of the institution or the public interest demands, including the observance of contractual obligations.

Effectiveness and Performance Reviews

15. The governing body shall keep its effectiveness under regular review. Not less than every five years it shall undertake a formal and rigorous evaluation of its own effectiveness, and that of its committees, and ensure that a parallel review is undertaken of the senate/academic board and its committees. Effectiveness shall be measured both against the Statement of Primary Responsibilities and compliance with this code. The governing body shall revise its structure or processes accordingly.

16. In reviewing its performance, the governing body shall reflect on the performance of the institution as a whole in meeting long-term strategic objectives and short-term KPIs. Where possible, the governing body shall benchmark institutional performance against the KPIs of other comparable institutions.

17. The results of effectiveness reviews, as well as of the institution's annual performance against KPIs, shall be published widely, including on the internet and in its annual report.

Part I

London South Bank University

	PAPER NO: BG.61(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Public Benefit Statement
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Recommendation by the Executive:	That the committee recommends the public benefit statement to the Board for approval
Aspect of the Corporate Plan to which this will help deliver?	N/A

Matter previously considered by:	Policy and Resources Committee	On: 1 October 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published in the Annual Report	

Executive Summary

Why is the paper coming to the committee?

The Public Benefit Statement forms a mandatory part of the annual report of charities. The Financial Memorandum with HEFCE states that the following must be included in the audited financial statements:

- A statement that the charity has had regard to the Commission's guidance on public benefit
- A report on how the HEI has delivered its charitable purposes for the public benefit

What particular issues does the Board/committee need to give its attention?

The statement sets out the University's charitable objects as found in its Memorandum of Association and how these objects are applied for the public benefit. It sets out how the University advances education for the public benefit. The University's main beneficiaries are identified as its students but with a wider public benefit of the University's activities mainly through research and community work also recognised.

The statement was reviewed by the Policy and Resources Committee who requested that reference is made to the new University Engineering Academy which is sponsored by the University. Amendments are in red.

The Board is requested to approve the Public Benefit statement for inclusion in the annual report.

Public Benefit statement

The University is an exempt charity within the meaning of the Charities Act 2011 and is regulated by HEFCE on behalf of the Charity Commission. The University's objects are charitable as required by section 3 of the Charities Act 2011. They are set out in the University's Memorandum of Association:

- To establish, carry on and conduct a University;
- To advance learning and knowledge in all their aspects and to provide industrial, commercial, scientific, technological, social, cultural and professional education and training;
- To provide courses of education both full time and part time;
- To provide opportunities and facilities for research and development of any kind including the publication of results, papers, reports, treatises, these or other material in connection with or arising out of such research; and
- To provide for the recreational and social needs and the health and welfare of students of the University.

The members of the Board of Governors are the charitable trustees of the University and they set the strategic direction of the University within these objects and having regard to the Charity Commission's guidance on public benefit. The University has no linked charities.

Benefits of Education

The University's objects are applied solely for the public benefit. The University advances education for the public benefit by:
- providing teaching to its students in the form of lectures, seminars, personal tuition and online resources;
- delivering many courses accredited by recognised professional bodies, both full and part time;
- setting and marking assessments and providing evidence of achievement by the awarding of degrees, diplomas and certificates.

The University provides support to students by:
- tutorial guidance, assessment and feedback;
- mentoring and coaching;
- providing student welfare and student accommodation;
- funding some individual students' education through bursaries and fee waivers;
- providing funds to London South Bank University Students' Union.

The University also promotes knowledge and the raising of standards by:
- undertaking academic research and publishing the results;
- publishing articles in peer-reviewed journals;
- maintaining an academic library with access for academics and students;

Benefit to the public

The University's main beneficiaries are its students, which is appropriate to its aims. The main beneficiaries of the University are therefore a section of the public as required under principle 2 of the commission's General Guidance on Public Benefit. The trustees affirm that the opportunity to benefit is not unreasonably restricted. The benefits of learning at London South Bank University are open to anyone who the University believes has the potential to succeed, irrespective of background or ability to pay tuition fees.

From its beginnings as the Borough Polytechnic Institute, in 1892, to the present day, London South Bank University has stayed close to its founding mission of opening access to education. Schedule A of the 'Scheme of the Charity Commissioners' for the Borough Road Polytechnic Institute, of 23 June 1891 states that: 'The object of the Institute is the promotion of industrial skill, general knowledge, health and well-being of young men and women belonging to the poorer classes …'. This is still reflected in our current mission statement: "Creating professional opportunity for all who can benefit". The University's overriding aim as set out in its Corporate Plan, 2011-14 is student success.

Our student body is diverse and reflects our outreach to the wider community: xx% [figure available from HESA towards end of year] 2011/12: 98.2%) of our students come from state schools. 54.5% (2011/12: 54.1%) of our students are non-white in origin and 80.8% (2011/12: 83.8%) are over the age of 21 on entry to the University. 34.2% (2011/12: 36.2%) study part-time. Xxxx [available Oct 2013] undergraduates (2011/12: 4553) and xxxx [available Oct 2013] taught postgraduate students (2011/12: 2033) graduated in 2012-13.

Our Schools and Colleges Liaison team has received a number of accolades for their work in widening participation and in particular were the winner of a Times Higher Education Award 2012 for Widening Participation Initiative of the Year. This innovative scheme provides care leavers with a first-hand taster of University life and demonstrates that a career in the City is an attainable goal. Overall, the team encourage under-represented groups, such as care leavers, people with disabilities and

those from other minority groups, to consider higher education. Through a number of workshops, mentoring and careers advice, along with visits to City firms such as UBS, PriceWaterhouseCoopers and Lloyds of London, participants leave with a set of transferable skills to utilise throughout the remainder of their education, along with defined pathways to their desired objective.

We were awarded the Frank Buttle Trust Quality Mark in 2008 for our processes in support of care leavers, and we offer all care leavers a bursary of £750 at the beginning of each academic year, up to £1,000 travel allowance, a dedicated link person to deal with their local authority, help accessing all the University's support services and support in finding accommodation appropriate to their needs and preferences, including year-round accommodation available outside term time.

Like other universities, we must charge tuition fees. Maintenance grants are of course available to those with restricted means, especially students from families on low incomes. In addition, the University offers financial assistance in the form of scholarships, bursaries and charitable funds to students in need.

Our fee structure for part-time students reflects the bursary/scholarship paid to full-time students thus ensuring that they are not disadvantaged by studying part-time. We continue to benchmark our non-regulated fees against similar institutions and maintain close links with a number of local partner Further Education colleges through the validation and franchise of higher education courses taught by those partners.

The University's beneficiaries are not restricted to its students. There are also wider public benefits provided by higher education to which the University contributes. The University's portfolio is firmly rooted in professional courses that enhance employability and career success. The University continues to offer professional and vocational courses, supported by a high level of accreditation from professional, statutory and regulatory bodies.

A key role of universities is knowledge creation and transfer. Knowledge is transferred to our students through formal teaching programme and access to academic resources. The University's research activities also contribute to a wider public benefit through the publication of technological advances, scientific knowledge and innovation. The University has undertaken and published research in 2012-13 which will benefit the wider public, examples follow.

- In the field of health the University is working on a project funded by CLIC Sargent evaluating the impact of the nursing key worker support project on

children with cancer and their families. It is examining the extent to which the nursing key worker support role improves patient and family experience; whether children and their families are better able to spend more time safely at home during treatment and identifying obstacles to providing care closer to home that may be overcome by the key worker role.

- In the field of engineering, research for Sellafield has been undertaken into a range of issues relevant to nuclear decommissioning including mitigation of hydrogen hazard; the heat flow interaction of ground source heating and cooling with underground railways for London Underground; and improving refrigeration technologies along the European food cold chain.
- In social policy research is being undertaken into the issues affecting ageing and wellbeing of black, Asian and minority ethnic elders in Lewisham and Southwark and the factors that impact on their access and uptake of person centred planning; and how accounts of the formative impact of early experience on brain development are informing politics, key social policy legislation and early intervention initiatives, as well as the consequences for everyday practice among health care providers and early years educators
- In psychology, a research project is looking at 'Executive functioning in children with Developmental Coordination Disorder', increasing awareness of DCD as a disorder and the impact that motor difficulties may have on other areas of functioning.

In the area of enterprise, the University has expanded its student entrepreneurship package to assist more of its entrepreneurial students and former students to explore and develop the commercial potential of their ideas through its *Entrepreneurship in Action Scheme*, *Enterprise Associate Scheme* and *Entrepreneur and Enterprise Link Schemes*. The University has increased the level of expert mentorship, coaching and advice its student entrepreneurs can receive by doubling (to four) the number of established, successful entrepreneurs it retains as resident entrepreneurs. In addition, it has established a new network to facilitate better engagement of the University and its student entrepreneurs with the local business community. It is hoped that the Clarence Centre for Enterprise and Innovation, the University's new enterprise centre (opened in September 2013), will become the new focus at the heart of SE1 for the University's engagement with the business community locally, across London and throughout the South East of England. The Clarence Centre houses the University's student entrepreneurs and a number of new and growing businesses taking advantage of the business incubator space the building offers.

The University also serves the public benefit through its outreach and community work. The University is establishing and sponsoring an academy school in the local area in

order to help meet the forecast increase in school age pupils in the local area and to help pupils prepare for higher education. Other Aactivities in this area include the Legal Advice Clinic and the public art gallery, which are informed by LSBU's educational programmes and the Confucius Institute for Traditional Chinese Medicine which helps inform aspects of LSBU's educational programmes.

The University Engineering Academy South Bank, due to open in September 2014, is the first academy in South London to be sponsored by a University. The Academy will specialise in engineering within the broad science, technology, engineering and maths (STEM) framework. The sponsorship of the Academy supports the University's agenda on community engagement which aims to create professional opportunities for students who have the ability to succeed and to enhance student success by preparing them for higher education at the University.

The Legal Advice Clinic helps students enhance their professional legal skills whilst offering free help, support and legal advice for the local community.

Borough Road Gallery was financed by a grant from the Heritage Lottery Fund to renovate part of the Borough Road building, and to devise a two-year programme of exhibitions and events that explore 'A David Bomberg Legacy – The Sarah Rose Collection'. The collection includes over 150 works by members of the Borough Group including David Bomberg, Dennis Creffield, Cliff Holden, Edna Mann, Dorothy Mead, and Miles Richmond and was donated to the University by Sarah Rose. The gallery is open to the public during exhibitions and also runs an educational public programme. To date, this has included workshops with local secondary schools, a partnership with local adult educational specialist Morley College, and a series of talks and events for the general public.

The University's Confucius Institute for Traditional Chinese Medicine provides benefits to its students and the wider community. Through its Confucius Institute, the University is able to design and deliver Chinese curricula that are authentic and credible. The Institute also works with a network of 42 primary and secondary schools to raise aspirations to learn about another culture. The Institute acts as a facilitator between UK and China researchers to improve dialogue and helps the University ensure its students and communities are prepared for a global world; one in which China plays a greater role.

London South Bank University

		PAPER NO: BG.62(13)
Board/Committee:	Board of Governors	
Date:	17 October 2013	
Paper title:	Committee terms of reference	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Andrew Owen, Chairman of the Audit Committee	
Recommendation:	That the Board approves amended terms of reference of the Audit Committee.	
Aspect of the Corporate Plan to which this will help deliver?		
Matter previously considered by:	Audit Committee	On: 26 September 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on university's website	

Executive summary

Each year the terms of reference of committees are reviewed.

Following the review of the financial regulations in June 2013 the Audit Committee agreed to authorize debt write off over a certain level. Terms of reference of the committee have been updated to include this new authority for the committee:

7.1.19 to authorise single debt write offs above £10,000 and annual debt write offs above £50,000. To receive a report on any debt written off below this threshold and approved by the Executive Director of Finance.

The annual report of the Audit Committee to the Board and the accountable officer includes the committee's opinion on:
- risk management, control and governance;
- economy, efficiency and effectiveness (VfM); and

- the management and quality assurance of data submitted to HESA and to HEFCE and other funding bodies.

This is in line with HEFCE guidance. The last bullet point is not currently referred to in the committee's terms of reference and has been included in this draft.

The proposed amendments are highlighted in red. No other amendments are suggested as the committee's current terms of reference follow closely the model terms of reference suggested in the *Handbook for members of Audit Committees of Higher Education Institutions.*

The Board is requested to approve the revised terms of reference.

Audit committee

Terms of reference

1. Constitution

1.1 The Board of Governors has established a committee of the Board known as the Audit Committee.

2. Membership

2.1 The Audit Committee and its chair shall be appointed by the Board, from among its own members, and must consist of members with no executive responsibility for the management of the institution.

2.2 There shall be no fewer than three members; a quorum shall be at least two members.

2.3 The chair of the Board should not be a member of the committee.

2.4 Members should not have significant interests in LSBU.

2.5 At least one member should have recent relevant experience in finance, accounting or auditing.

2.6 The committee may, if it considers it necessary or desirable, co-opt members with particular expertise.

2.7 Members of the committee should not also be members of the finance committee (or equivalent).

3. Attendance at meetings

3.1 The chief executive, head of finance (or equivalent), the head of internal audit and a representative of the external auditors shall normally attend meetings where business relevant to them is to be discussed.

3.2 At least once a year the committee should meet with the external and internal auditors without any officers present.

4. Frequency of meetings

4.1 Meetings shall normally be held four times each financial year. The external auditors or head of internal audit may request a meeting if they consider it necessary.

5. Authority

5.1 The committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the committee.

5.2 The committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the head of institution and/or chair of the Board. However, it may not incur direct expenditure in this respect in excess of £20,000 without the prior approval of the Board.

5.3 The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter. The committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Board.

6. Secretary

6.1 The secretary to the Audit Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

7. Duties

7.1 The duties of the committee shall be to:

7.1.1 advise the Board on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors, and any questions of resignation or dismissal of the external auditors;

7.1.2 discuss with the external auditors, before the audit begins, the nature and scope of the audit;

7.1.3 as necessary, to hold regular discussions with the external auditors (in the absence of management where necessary);

7.1.4 consider and advise the Board on the appointment and terms of engagement of the internal audit service (and the head of internal audit if applicable), the audit fee, the provision of any non-audit services by the internal auditors, and any questions of resignation or dismissal of the internal auditors;

7.1.5 review the internal auditors' audit risk assessment, strategy and programme; consider major findings of internal audit investigations and management's response; and promote co-ordination between the internal and external auditors. The committee will monitor that the resources made available for internal audit by the executive are sufficient to meet LSBU's needs (or make a recommendation to the Board as appropriate);

7.1.6 keep under review the effectiveness of the risk management, control and governance arrangements, and in particular review the external auditors' management letter, the internal auditors' annual report, and management responses;

7.1.7 monitor the implementation of agreed audit-based recommendations, from whatever source;

7.1.8 monitor the proper investigation by the executive of all significant losses and that the internal and external auditors, and where appropriate the funding council's accounting officer, have been informed;

7.1.9 oversee the policy on anti-fraud and irregularity, including being notified of any action taken under that policy;

7.1.10 satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness;

7.1.11 receive any relevant reports from the National Audit Office (NAO), the funding councils and other organisations;

7.1.12 monitor annually the performance and effectiveness of the external and internal auditors, including any matters affecting their objectivity, and make recommendations to the Board concerning their reappointment, where appropriate;

7.1.13 consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the funding councils' accounts directions;

7.1.14 in the event of the merger or dissolution of the institution, ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed;

7.1.15 advise the Board of Governors on the effectiveness of the internal control system and recommend changes as necessary;

7.1.16 review regularly the financial regulations for the supervision and control of financial procedures, accounts, income and expenditure of LSBU and to advise the Board of Governors as necessary;

7.1.17 monitor compliance with relevant regulatory and legal requirements (e.g. HEFCE financial memorandum) and report to the Board of Governors as necessary;

7.1.18 receive reports made under the "speak up" policy and to monitor annually the performance and effectiveness of the "speak up" policy and procedures;

7.1.19 to authorise single debt write offs above £10,000 and annual debt write offs above £50,000. To receive a report on any debt written off below this threshold and approved by the Executive Director of Finance.

8.   Reporting procedures

8.1   The minutes (or a report) of meetings of the Audit Committee will be circulated to all members of the Board.

8.2   The committee will prepare an annual report covering the institution's financial year and any significant issues up to the date of preparing the report. The report will be addressed to the Board and Vice Chancellor/Chief Executive, and will summarise the activity for the year. It will give the committee's opinion of the adequacy and effectiveness of the institution's arrangements for the following:

- risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts); and

- economy, efficiency and effectiveness (value for money).

- management and quality assurance of data submitted to HESA and to HEFCE and other funding bodies

This opinion should be based on the information presented to the committee. The Audit Committee annual report should normally be submitted to the Board before the members' responsibility statement in the annual financial statements is signed.

Membership 2013/14

Chairman
Andrew Owen (Chairman)

Independent governor members:
Steve Balmont
Douglas Denham St Pinnock
Mee Ling Ng
1 vacancy

External co-opted member:
Shachi Patel

In attendance:
External auditors   Grant Thornton
Internal auditors   PricewaterhouseCoopers

Executive:
Vice Chancellor
Pro Vice Chancellor (Academic)
Executive Director of Finance
University Secretary

Approved by the Audit Committee on *

Approved by the Board of Governors on *

London South Bank University

		PAPER NO: BG.63(13)
Board/Committee:	Board of Governors	
Date:	17 October 2012	
Paper title:	Annual Board Plan	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	David Longbottom, Chairman of the Board	
Recommendation:	That the Board notes this paper	
Aspect of the Corporate Plan to which this will help deliver?	Creating an environment in which excellence can thrive	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Summary

The Board are asked to approve its revised annual business plan. This annual Board plan is intended to cover items regularly discussed by the Board. Other non-regular items, e.g. the approval of business cases, will be considered by the Board when necessary. The plan is based on the Matters Reserved to the Board.

The amendments have either been requested by the Board during the year or timings have changed because of amendments to HEFCE's timings. Amendments are highlighted in red.

The Board is requested to note its annual business plan.

Annual Board Plan
This annual board plan is intended to cover items regularly discussed by the committee. Other non-regular items, e.g. the approval of business cases, will be considered by the board when necessary.

	October	November	March	May	July
Constitutional					
Declaration of interests	X	X	X	X	X
Annual declaration of interests	X				
~~Calendar of Meetings for next academic year~~					
Matters reserved for the Board	X				
Primary Responsibilities of the Board	X				
Composition of Board and regulations for appointments	X				
Chair's Business	X	X	X	X	X
Strategic Development					
Board Strategy Day report		X		X	
Corporate Plan, 2011-14 review					X
Academic					
Academic Board annual report					X
Educational Character Committee annual report					X
Executive Matters					
Vice Chancellor's Report	X	X	X	X	X
KPI's	X	X	X	X	X
Student recruitment	X	X	X	X	X
Corporate Risk Register	X	X	X	X	X
Risk – annual detailed review	X				
OFFA Agreement			X		
16-20 update	X	X	X	X	X

Finance					
HEFCE Grant Settlement			X		
Tuition Fees for next academic year + 1					X
5 year forecasts to HEFCE				~~X~~	<u>X</u>
Draft budget					X
Annual Report and Accounts		X			
Annual Report from Audit Committee		X			
Regulation					
HEFCE annual accountability return		X			
HEFCE Risk Assessment				X	
Human Resources					
National Pay negotiations			X		
Equality and Diversity annual report				X	
Governance					
Reports on decisions of Committees	X	X	X	X	X
Annual Reports from Committees		X			
Hon Awards recipients – for noting			X		
Students Union					
SU accounts		X			
SU elections results and report				X	
AGM					
Reports from Audit and P&R committees on accounts		X			
Annual Report and Accounts		X			
External audit management letter		X			
External audit letter of		X			

representation					
AGM Minutes		X			
Reappoint external auditors		X			
Health and Safety					
Health and Safety Annual Report			X		
Enterprise					
University Enterprise bi-annual Report		X		X	

London South Bank University

	PAPER NO: BG.64(13)
Board/Committee:	Board of Governors
Date:	17 October 2013
Paper title:	Composition of the Board and Committees, 2013/14
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board
Recommendation:	That the Board notes the Board and committee membership for 2013/14 and approves the proposed actions to fill committee vacancies.
Aspect of the Corporate Plan to which this will help deliver?	

Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Committee membership is published on the University's website.	

Executive Summary

There are currently a number of vacancies on the Board and its committees. This report updates the Board on proposed actions to address these vacancies.

The current composition and membership of the Board and its committees is attached for information.

The Board is requested to note this update.

London South Bank University

Vacancies on the Board

There are currently 3 vacancies on the Board: 2 for independent governors, 1 for a student governor.

Independent Governors – The Nomination Committee recommends that the Board recruit an ex-Vice Chancellor to replace Sir David Melville and are contacting identified candidates.

The Chair Nomination Committee recommends that the Chair succession candidate is recruited openly by external advertisement and search. Consequently the remaining independent governor vacancy is being left open for the new Chair.

Student Governor – in line with the procedure agreed by the Board last year, the student governor will be elected at the next Student Council meeting on Monday 14 October 2013. Their first meeting on the Board will be 17 October 2013.

Vacancies on Committees

There are a number of vacancies on committees and an update on proposed actions will be given at the meeting.

London South Bank University

Current Board composition and membership

The Board is composed of up to 13 independent governors, the Vice Chancellor, 2 student governors and 2 staff governors. Its current membership is:

Independent Governors
David Longbottom   Chairman of the Board
Sarah Mullally   Vice Chair of the Board
Steve Balmont
Douglas Denham St Pinnock
Ken Dytor
Hilary McCallion
Anne Montgomery
Mee Ling Ng
Andrew Owen
Diana Parker
James Smith
Vacancy 1: held for ex-VC
Vacancy 2: held for chair succession

Vice Chancellor
Prof Martin Earwicker

Student Governors
Barbara Ahland   SU President
Nominee of Student Council – tbc October 2013

Staff Governors
Prof Shushma Patel
Prof Jon Warwick

London South Bank University

Current committee membership

Committee	Chair	Other Members
Audit	Andrew Owen	Steve Balmont Douglas Denham St Pinnock Mee Ling Ng Shachi Patel (co-opted member)
Policy & Resources	Sarah Mullally	David Longbottom Martin Earwicker Barbara Ahland Ken Dytor Anne Montgomery Diana Parker Prof Jon Warwick
Educational Character	Steve Balmont	Andrew Owen Barbara Ahland Douglas Denham St Pinnock Hilary McCallion
Human Resources	Anne Montgomery	David Longbottom Martin Earwicker Steve Balmont Mee Ling Ng Prof Jon Warwick (staff observer)
Property	Ken Dytor	David Longbottom Sarah Mullally Martin Earwicker Barbara Ahland Andrew Owen Prof Shushma Patel
Remuneration	Diana Parker	David Longbottom Sarah Mullally Anne Montgomery
Honorary Awards	David Longbottom	Martin Earwicker Barbara Ahland Diana Parker James Stevenson Prof Shushma Patel

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Prof Jon Warwick

Nominations Committee	David Longbottom	Martin Earwicker
		Sarah Mullally
		Anne Montgomery

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