

Meeting of the Academic Board

10.00 am - 12.00 pm on Friday, 5 November 2021
in MS Teams - MS Teams

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
11.	Student recruitment <ul style="list-style-type: none"> • Performance update • Any changes to clearing process 	142 - 145	MT
13.	Evaluation of resource application for academic-facing activities	146 - 155	RS

Date of next meeting

2.00 pm on Wednesday, 23 February 2022

Members: Tara Dean (Chair), Helen Aston, Asa Hilton Barber, Patrick Callaghan, Alessio Corso, Geoff Cox, Kate Ellis, Steve Faulkner, Gary Francis, Nadia Gaoua, Marc Griffith, Steve Hunter, Rosie Holden, Deborah Johnston, Nicki Martin, Sarah Moore-Williams, Luke Murray, George Ofori, Md Fazle Rabbi, Tony Roberts, Carrie Rutherford, Warren Turner, Helen Young, Ricardo Domizio, Maxwell Smith, and Rachel Picton

Apologies: Paul Ivey, Anthony McGrath, Craig Barker, Gilberto Buzzi, Ian Albery

In attendance: Dominique Phipp (Secretary), John Cole, Sammy Shumo (for item 10), Memhet Tarhan (for item 11), Ferdous Jannatul (for item 12) and Ralph Sanders (for item 13)

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IT outage – impact and successes

- No access to QL for 6 months
- No reporting available
- Applicant communications ceased
- Interviews affected
- Telephone lines and customer service affected

Access was not permitted to QL to process applications from December 2020 to May 2021.

We created innovative (but manual ways) to process applications and send decisions back to UCAS.

We created a dedicated Direct application process from scratch (including ability for applicants to respond to their offers), in order to continue receiving Postgraduate and Apprenticeship applications.

We set up our own interim reporting arrangements and also restored continuity to several critical processes (applicant interviews, and customer service).

LSBU achieved its recruitment targets despite a challenging a year

- 1) But we remain very reliant on late recruitment
 - LSBU was 58% vs target in July 2021, and accomplished 108% of target by the start of October 2021
 - Last year’s benchmark for info: 60% vs target in July 2020 to 94% at the start of October 2020
- 2) Certain areas are more reliant on late recruitment than others
 - Over 90% of our Apprentices were recruited from July onwards, and for it the OS segment it was 80%
 - But we closed domestic UGFT-Clearing earlier than ever
- 3) Changing demographics
 - 16% of recruitment came from the OS segment, compared to only 10% last year. UK recruitment was weaker in 21/22.

S1 21/22	RADAR S1 21/22		Recruitment up to Firm Accept stage					
	Pre v Post Summer		Pre Summer Position			Post Summer Position		
	Overall	Area of Study	01-Jul-21 FAs	Target FAs	Progress vs FA Target	07-Oct-21 FAs	Target FAs	Progress vs FA Target
School Area Page 142	ACI		358	472	75.8%	457	472	96.8%
	APS		426	669	63.6%	712	669	106.4%
	BEA		382	1,154	33.1%	1,300	1,154	112.7%
	BUS		497	1,167	42.6%	1,414	1,167	121.2%
	ENG		352	747	47.2%	814	747	109.0%
	HSC		1,492	1,855	80.4%	1,857	1,855	100.1%
	LSS		492	785	62.7%	872	785	111.1%
Course Type	UGFT		3,049	4,548	67.0%	4,790	4,548	105.3%
	UGPT		71	205	34.6%	213	205	103.7%
	Apprenticeships		68	703	9.7%	752	703	107.0%
	PGFT		736	1,168	63.0%	1,350	1,168	115.5%
	PGPT		73	223	32.7%	321	223	143.7%
	Study Abroad		2	0	-	0	0	-
Overall	LSBU Overall		3,999	6,848	58.4%	7,426	6,848	108.4%
	Home		3,558	5,982	59.5%	5,809	5,982	97.1%
	EU		172	246	69.8%	378	246	153.4%
	OS		269	620	43.4%	1,239	620	199.8%

Clearing – losing market to higher tariff institutions but strong conversion and operational outcomes for LSBU in 2021

- 1) Preliminary results from UCAS (as of Early September) showed Clearing FAs down from 80k to 55k
 - Sharp fall in availability of students (combination of student choice, and other universities taking market share)
- 2) Our focus on conversion and outbound operations helped us achieve our numbers
 - Applications excluding HSC at one point were -30% year-on-year but we managed to recover to -4%
 - Outbound
- 3) Stronger Main Cycle outcomes required, a dependency on Clearing reduced
 - It will only become harder to recruit the volume of students we need from Clearing, if the more traditional universities seek to grow numbers through Clearing.

School Trends - Clearing, UGFT Recruitment						
School Area	Apps			FAs		
	2021	2020	Change	2021	2020	Change
ACI	194	193	0.5%	66	61	8.2%
APS	469	439	6.8%	202	176	14.8%
BEA	309	314	-1.6%	141	138	2.2%
BUS	664	694	-4.3%	270	269	0.4%
ENG	436	492	-11.4%	166	203	-18.2%
HSC	1229	305	303.0%	202	27	648.1%
LSS	472	522	-9.6%	211	197	7.1%
Overall	3773	2959	27.5%	1258	1071	17.5%
exc HSC	2544	2654	-4.1%	1056	1044	1.1%

Major developments

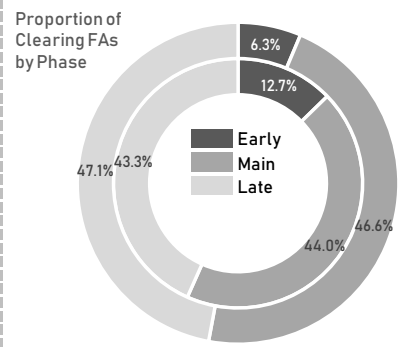
- 60-second application tool on our website
- Refined and automated our processes
- Stronger training and customer service
- More aggressive outbound conversion activities

Clearing closure

- The vast majority of courses stopped recruiting 24th September, with a small number open till early October.

Timeframe	Clearing Recruitment	Firm Accepts		+/-	% +/-
		2021	2020		
July to mid August	Early Clearing	160	68	92	▲ 135.3%
mid August to Sept	Main Clearing	553	499	54	▲ 10.8%
September onwards	Late Clearing	545	504	41	▲ 8.1%
Overall		1258	1071	187	▲ 17.5%
exc HSC		1056	1044	12	▲ 1.1%

Proportion of '21 Recruitment	Proportion of '20 Recruitment
12.7%	6.3%
44.0%	46.6%
43.3%	47.1%
-	-



Overview
 Excluding HSC we are flat year-on-year in terms of Clearing recruitment; this is a great achievement given that Low Tariff Institutions lost 30% of market during Clearing this year.
 Including HSC we recruited 17% more students because of the wider availability of Health programmes (due to our new Croydon Campus).

Clearing Project wash-up

An invite will be sent out to Deans and School Clearing Leads soon to collate feedback and make recommendations for next year.

Discussion points

- Removal of the offer-review area
- Academic referrals and conversion
- Clearing Steering Group
- Review of processes and outcomes

Honour roll

It takes a village to deliver Clearing – thanks to all

Registry

Paul Prendergast, Tracy Preston

IT

Stuart Johnston, Raj Virdee, Amit Mukar, Gary Kelly, Jon Biswas, Sarah Oyet

Estates

Richard Poulson, David Middlehurst, Steve Jones

Telephony

Sumon Muhammad, Soe Maung, Stan Lody

Deans and Clearing leads

Robin Jones, Carrie Rutherford, Darren James, Yusuf Ibrahim, Kate Marlow, Morgan James, Fiona Whitwham & Clare Deary

Marketing, Web Team and Comms teams

Joann Alexander, Maksims Popcovs, Claire Melia-Tompkins, Alice French

Operations

Dan Cottington, Ricky Harry

January 2022 – expected to grow our January intake again

- 1) Growth continues to be international driven – domestic recruitment slightly weaker
 - Nearly double the number of overseas applications vs last year to date (5.6k vs 2.8k). Over double the offers processed already
- 2) January target is 650 enrolments (BUS – 450, ENG – 100; the two largest S2 areas)
 - We'll need circa 900 firm accepts to achieve 650 enrolments, due to attrition through the enrolment process and OS student conversion. We should be able to achieve this comfortably, based on current trends.

RADAR - S221/22				
FAs & Year on Year Comparisons				
Overall Area of Study	Year to date Firm Accepts	Last Year to Date Firm Accepts	% +/- Change	+/- Change
UGFT	108	64	▲ 68.8%	44
UGPT	0	0	-	0
Apprenticeships	0	1	▼ -100.0%	-1
PGFT	262	301	▼ -13.0%	-39
PGPT	3	5	▼ -40.0%	-2
Study Abroad	0	8	▼ -100.0%	-8
<hr/>				
University Overall	373	379	▼ -1.6%	-6
Home	23	47	▼ -51.1%	-24
EU	3	28	▼ -89.3%	-25
OS	347	304	▲ 14.1%	43
<hr/>				
University excl. Apprenticeships & St	373	370	▲ 0.8%	3
Home	23	46	▼ -50.0%	-23
EU	3	20	▼ -85.0%	-17
OS	347	304	▲ 14.1%	43

Year to Date Total Applications, Offers					
Total Applications	lytd	% +/- Change	Total Offers	lytd	% +/- Change
1,032	620	▲ 66.5%	379	253	▲ 49.8%
6	0	-	0	0	-
59	15	▲ 293.3%	0	3	▼ -100.0%
4,650	2,428	▲ 91.5%	1,992	932	▲ 113.7%
54	24	▲ 125.0%	5	7	▼ -28.6%
0	35	▼ -100.0%	0	18	▼ -100.0%
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5,801	3,122	▲ 85.8%	2,376	1,213	▲ 95.9%
206	227	▼ -9.3%	36	100	▼ -64.0%
7	88	▼ -92.0%	3	53	▼ -94.3%
5,588	2,807	▲ 99.1%	2,337	1,060	▲ 120.5%
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5,742	3,072	▲ 86.9%	2,376	1,192	▲ 99.3%
147	212	▼ -30.7%	36	97	▼ -62.9%
7	53	▼ -86.8%	3	35	▼ -91.4%
5,588	2,807	▲ 99.1%	2,337	1,060	▲ 120.5%

Reporting

- Going forward RADAR reports will be published every two weeks.
- The BI team is currently updating the reports to include new dimensions (such as Campus split). They have provided an ETA of late November for this to be built.

NB

- Year-on-year reporting for 22/23: because there was no activity on the student record system between Dec 20 – May 21, our year-on-year reporting will be out of sync between Dec 21 – May 22.
- It's likely that we will remove year-on-year figures from the view to ensure colleagues do not misinterpret our position vs last year.

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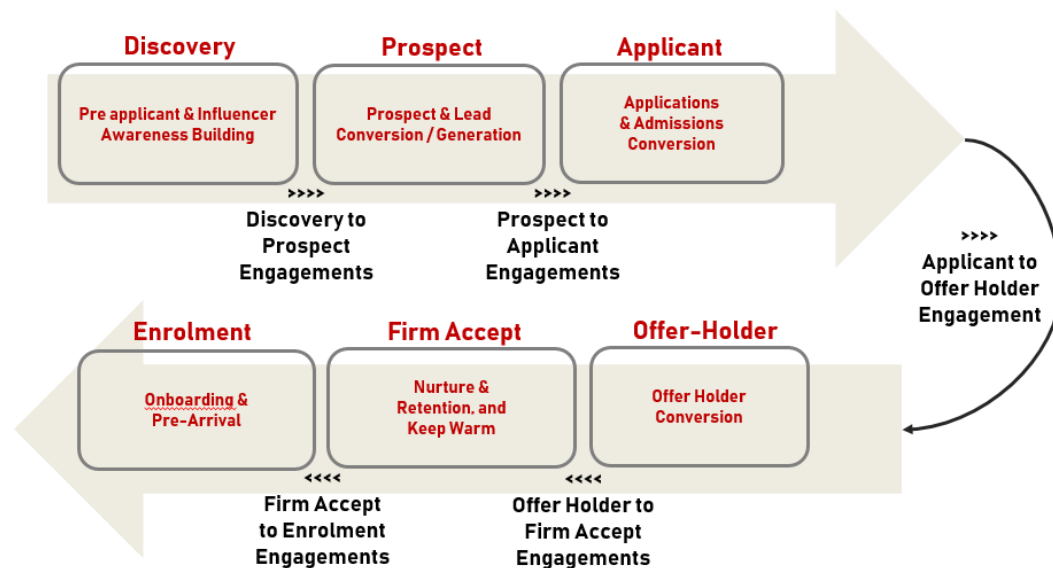
Looking forward

- International Integration [campaigns, admissions, recruitment and operations teams]
 - Development of a recruitment strategy for the student journey which will have stronger ownership of domestic + international recruitment within 'Marketing, Recruitment & Admissions'



- Tailored customer journeys, with email communications relevant to the applicant and their needs
 - An initiative to improve our recruitment conversion by segmenting customers into different audiences (School Leavers, Mature Students, as well as strategically important areas such as the LSBU Group, and PG-Research), and developing tailored journeys for them.

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Finance Update for Academic Board

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“in contrast with the Group Strategy 2020-25, resource is being taken out of schools, and this is compromising schools’ ability to improve their graduates’ outcomes. The Interim Chair suggested that the UMC should provide a report to this Board on the way in which resources are being applied to academic-facing activities and how the approach aligns with the Group Strategy.”

Allocating Resources

There are 4 key ways that the University allocates resources to Schools and Professional Functions:

- Portfolio Management
- Annual Planning & Budgeting Process
- Capital Planning & Budgeting Process
- In-year Investment

As we begin the planning process to deliver the New Corporate Strategy we would welcome views on how to improve the process

1) Portfolio Management

Provost Level: The Provost is given a budget for the entire School portfolio and recommendations in terms of how the budget could be split. It is for the Provost to identify how resources should be allocated within the Schools to deliver to the Corporate Strategy. It is then for the Provost to manage their portfolio in year to deliver to the £ contribution target.

School Level: Deans are given a budget for their School, including resources to fund Teaching, Research and Enterprise. Deans have responsibility for local investment decisions and outcomes and are expected to manage their portfolio to deliver to the £ contribution target.

This means there are 2 key factors affecting School resource 1) setting the original Provost Budget and 2) managing in year performance

2) Annual Budgeting Process

Intention: The Budget process should enable Investment in the Schools to support growth in student numbers with a renewed focus through the Portfolio Review on those courses that deliver appropriate Graduate Outcomes, that will ring-fence investment in the Student Journey Directorate and identify how we can deliver savings in other Professional Functions to create the headroom necessary to invest in the priorities required to deliver the Corporate strategy.

- Stage 1: Identify a range on Income outcomes based on recruitment, reenrolment and risk.
- Stage 2: Identify the SSR in the School and Opex per student
- Stage 3: Plan and fund the Research and Enterprise pipeline

Downside: the current process is Tactical/Pragmatic not Strategic

Current Performance

Year	Student Numbers (FTE)	Total Teaching & Other staff costs £k	Investment per student	SSR
2018/19	12,556	£38,266	£3,048	22.0
2019/20	13,373	£41,708	£3,119	23.0
2020/21	15,375	£45,691	£2,972	23.9
2021/22	14,877	£46,985	£3,158	22.9

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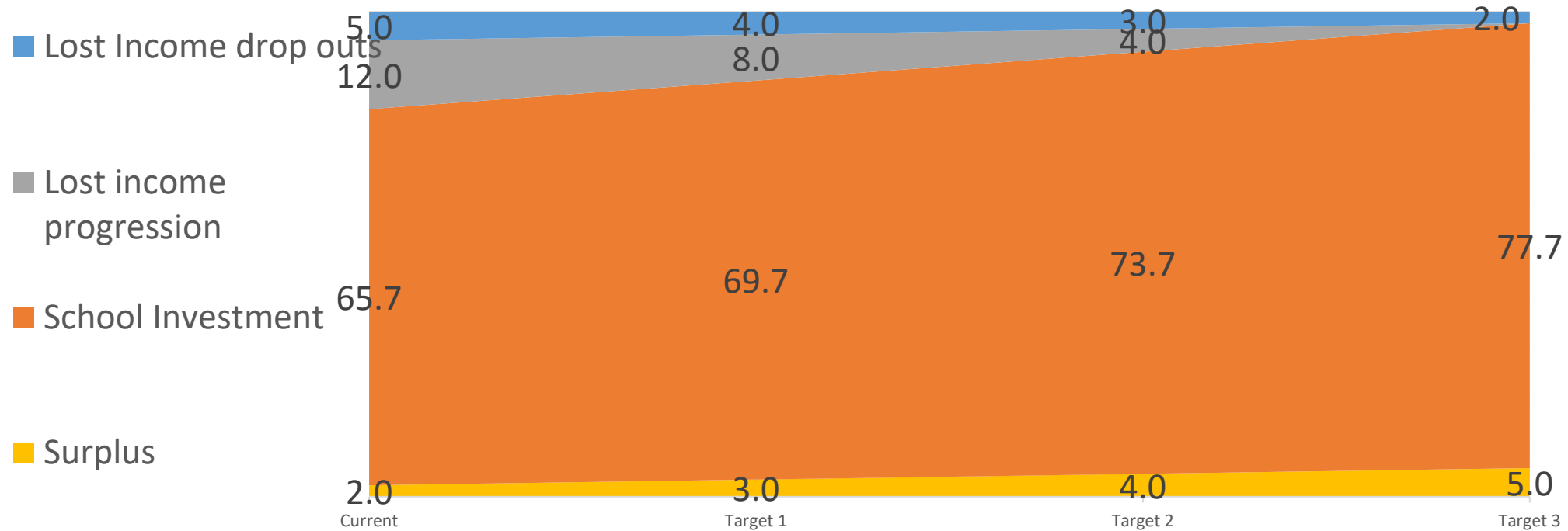
Funding in 2021/22 has not been as extensive as requested due to the expected loss in the first year of LSBU Croydon and the removal of London Weighting from OFS grants, which has cost us £6m equivalent to £400 per student.

As compared to 2020/21 Student numbers are reducing by 3%, Teaching investment is increasing by 3% to give an overall investment per student of 6%

But SSRs remain high and not linked to Graduate outcomes

Progression limits investment

Current School Finances



Moving to 85% progression and halving our withdrawals could enable us to grow staff costs from £53m to £65m a 22% increase and so increase the investment in the schools from £65.7m to £77.7m.

What we don't have

Year	Student Numbers FTE	Year 1 to Year 2 Progression	SSR	Capital Investment
2021/22	14,877	72%	22.9	£0m
2022/23	15,000	75%	20:1	£2m
2023/24	15,300	80%	18:1	£3m
2024/25	15,600	85%	16:1	£4m

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We don't have an action plan from the Schools in terms of the resources required to deliver to the Corporate Strategy and so each year is marginal not transformational.

We don't know what the Schools require to deliver outcomes and so we don't allocate resources based on that forward looking ambition but rather roll forward based on current affordability

3) 2022 Capital Planning Process

We have identified 5 workstreams; to identify what is the action plan to deliver to the Corporate Strategy and what capital funding is required

- Teaching & Learning Delivery
- Research Environment
- Technical Equipment
- Workforce (new ways of working)
- Health & safety / Compliance

The University will be putting together Project teams in order to understand what capital investment will be required over the 3 years in each of these areas and how that underpins the outcomes and KPIs in the strategy

Do we need something similar for the annual budget ?

4) In Year Investment

In 20/21 the Schools and IHSC delivered a surplus £15m ahead of budget with a combined contribution % of 60% and enabled the University to deliver a total surplus of £10.4m (before exceptional costs).

this outcome raises a few key issues/questions:

How do we invest 'upside' in the current year – How much goes to the 'centre', how much is invested by the Provost across the Academic Portfolio. How do we forecast that upside earlier so we don't have a rush to spend at year end

Can we invest 'upside' in future years by creating a Strategic Capital Fund that could be invested across the Academic portfolio by the Provost

Key Changes required

Action Plans from the Schools detailing the resources required to deliver to the Corporate Strategy that we can budget against rather than have budgets lead plans

Changes in the Operating Model to 'bank' an agreed % of in year savings to create an immediate Schools Investment fund and a Capital Reserve to be invested in future years

What else ?