

Meeting of the Finance, Planning and Resources Committee

4.00 pm on Tuesday, 27 February 2018
in 1B16 - Technopark, SE1 6LN

Agenda

| <i>No.</i> | <i>Item</i> | <i>Pages</i> | <i>Presenter</i> |
|------------|---|--------------|------------------|
| 1. | Welcome and Apologies | | MC |
| 2. | Declarations of Interest | | MC |
| 3. | Minutes from the last meeting | 3 - 8 | MC |
| 4. | Matters Arising | 9 - 10 | MC |
| | Finance | | |
| 5. | Management accounts to 31 Dec 2017 | 11 - 18 | RF |
| 6. | Student recruitment update | 19 - 26 | NL |
| 7. | Student Progression Report, 2016/17 | 27 - 36 | NL |
| 8. | Annual report on fundraising & charitable funds | 37 - 40 | NL |
| | People and Organisation | | |
| 9. | Strategic HR Report | 41 - 46 | ME |
| | Resources and Infrastructure | | |
| 10. | Strategic ICT Update | 47 - 52 | DM |
| | Items to note | | |
| 11. | Key performance indicators - strategic enablers | 53 - 56 | RF |
| 12. | KPI data for schools | 57 - 62 | RF |

Date of next meeting
4.00 pm on Wednesday, 28 February 2018

Members: Michael Cutbill (Chair), Sodiq Akinbade, Jerry Cope, Peter Fidler, Mee Ling Ng, Jenny Owen and David Phoenix

Apologies: Hilary McCallion, Pat Bailey and James Stevenson

In attendance: Mandy Eddolls, Richard Flatman, Nicole Louis, Ian Mehrstens, Ralph Sanders, Michael

| <i>No.</i> | <i>Item</i> | <i>Pages</i> | <i>Presenter</i> |
|------------|-------------|--------------|------------------|
|------------|-------------|--------------|------------------|

Broadway, Alexander Enibe and David Mead (for item 10)

Agenda Item 3

| | |
|------------------|--|
| | CONFIDENTIAL |
| Paper title: | Minutes and Proposed redactions |
| Board/Committee | Finance, Planning and Resources Committee |
| Date of meeting: | 27 February 2018 |
| Author: | Alexander Enibe, Governance Assistant |
| Board Sponsor: | Michael Cutbill, Chair of Committee |
| Purpose: | Information |
| Recommendation: | The meeting is requested to approve the minutes and proposed redactions, marked grey |

This page is intentionally left blank



**Minutes of the meeting of the Finance, Planning and Resources Committee
held at 4.00 pm on Tuesday, 14 November 2017
1B16 - Technopark, SE1 6LN**

Present

Hilary McCallion (Chair)
Sodiq Akinbade
Jerry Cope
Michael Cutbill
Peter Fidler
Mee Ling Ng
Jenny Owen

Apologies

David Phoenix
Pat Bailey

In attendance

Richard Flatman
Nicole Louis
Ian Mehrtens
James Stevenson
Ralph Sanders
Alexander Enibe

1. Welcome and Apologies

The above apologies were noted.

2. Declarations of Interest

No governors declared a conflict of interest in any item on the agenda.

3. Minutes from the last meeting

The committee approved the minutes of the previous meeting, subject to minor amendments.

4. Matters Arising

The committee noted that the Executive is undertaking a mid-year budget review. The review would be brought to the next committee meeting of 27 February 2018.

In addition, as part of the 18 month planning cycle, the Executive is reviewing the shape of the workforce, taking a considered approach based on future

need. The Executive Director of Organisational Development and HR will report to a future meeting.

The committee noted that the Review of London Weighting would be covered in the Executive's ongoing review of reward.

5. **Annual report and accounts, 2016/17**

The committee noted the draft annual report and accounts for year ended 31 July 2017.

At its meeting of 9 November 2017, the Audit committee reviewed the accounts in detail and recommended them to the Board.

The committee noted the draft surplus of £1.8m for the year.

The committee discussed the publication of the salaries of senior staff, and agreed that the current disclosures in the draft accounts are sufficient as they satisfy legal requirements and sector best practice.

{Secretary's note: the remuneration committee will review remuneration policy following publication of the CUC's remuneration code}

6. **Key performance indicators - strategic enablers**

The committee noted the KPI results for 2016/17, in particular the strategic enablers.

The committee noted that the appraisal completion data would be confirmed once the deadline had closed. The committee noted that the appraisal completion target in this KPI is 100% of eligible staff.

7. **Management accounts to 30 September 2017**

The committee noted the management accounts to 30 September 2017, which forecast a surplus of £1.5m in line with budget.

Income for the year is forecast to be below target by £5m due to lower than expected student recruitment and re-enrolment. The committee noted the measures in place to ensure the budget surplus is delivered. A review of student progression, re-enrolment and withdrawals would be brought to a future meeting.

The committee discussed the impact of these measures in relation to staff recruitment.

8. **Student recruitment update**

The committee noted the student recruitment 2017/18 semester 1 report.

The committee discussed the actions to improve the position for entry in 2018/19. Although early in the cycle, UCAS applications seemed to be positive so far.

The committee noted the expected fall in student progression from Year 1 to 2 for full time degree students. Indications are that this has fallen by 3% from 77.6 to 74.7%. The analysis of progression would be included in the review at minute 7 above.

9. Students' union (SU) draft accounts, 2016/17

The committee noted the final students' union accounts, 2016/17.

The income was £1.26m, delivering a surplus of £114.

The committee discussed the pension deficit (disclosed under FRS102) and the planned deficit recovery over the remaining 14 years.

The committee also noted the student union's affiliation with the NUS as set out in the Trustees' report.

10. Chief Operating Officer's report

The committee noted the COO's report. Clear career progression in technical service and work relating to the customer services index were welcomed.

**Date of next meeting
4.00 pm, on Tuesday, 27 February 2018**

Confirmed as a true record

..... (Chair)

This page is intentionally left blank

**FINANCE, PLANNING AND RESOURCES COMMITTEE - TUESDAY, 14 NOVEMBER 2017
ACTION SHEET**

| Agenda No | Agenda/Decision Item | Action | Date Due | Officer | Action Status |
|------------------|--|---|------------------|-----------------|-----------------------------------|
| 4. | Matters Arising | Budget review to 27 February 2018 meeting | 27 February 2018 | Richard Flatman | Part of management accounts paper |
| | | Shape of work force review progress update at February meeting. | 27 February 2018 | Mandy Eddolls | Verbal update |
| | | Review of London Weighting – update in strategic HR report to February meeting. | 27 February 2018 | Mandy Eddolls | Verbal update |
| | | Appraisal completion update at the next meeting of 27 February 2018 | 27 February 2018 | Mandy Eddolls | In KPI report |
| 7. | Management accounts to 30 September 2017 | Review of student progression, re-enrolment and withdrawals. | 27 February 2018 | Nicole Louis | On agenda |

This page is intentionally left blank

| | |
|---|---|
| | CONFIDENTIAL |
| Paper title: | Management Accounts (December) |
| Board/Committee | Finance, Planning & Resources Committee |
| Date of meeting: | 27 February 2018 |
| Author: | Ralph Sanders Director of Financial Planning, Reporting & Registry |
| Executive/Operations sponsor: | Richard Flatman CFO |
| Purpose: | To update the FPR Committee on the current financial position of the University and any risks to our future financial performance. |
| Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver? | Goal 8 Resources & Infrastructure Income Growth of 25% to £170m in the Academic Year 20/21 delivering an operating surplus of 5% and EBITDA of 15% |
| Recommendation: | The committee is requested to note |

Executive Summary

The full year forecast as at 31 December 2017 is trending towards a surplus of £1.5M; this would deliver the University on budget.

To deliver to this surplus will require a concerted effort from across the University. We had already reduced our Tuition Income forecast by £5M following a disappointing recruitment round and this month reduced our HEFCE grant by £0.5M for the same reason.

In order to fund this shortfall we had reduced our step change project budget by £3M and our restructuring pot by £0.5M but that left us with £2.0M left to find. The Schools have been tasked with finding £0.5M of Opex savings and based on their YTD position this should be achievable.

This leaves £1.5M to be found within the Professional functions. Academic Related Resources have identified savings of £250K and Estates have identified savings of £350K but this leaves a £0.9M gap and based on their YTD position this should be achievable.

The current position will deliver EBITDA at 11.0%, which is ahead of the 17/18 target of 10.5%, however our recurring staff cost expressed as a percentage of income is currently forecast to be 58.1%, which is above the 55% target set by the Board of Governors. Following the reduction in both Catering and HEFCE grant income our corporate income growth is currently forecast at -0.3% which is below the 4% target for the year

In terms of next steps

- 1) Directors will continue to monitor all requests for new and replacement staff to ensure that all areas deliver on budget and our recurring staff cost as a percentage of income is brought below the 55% target.
- 2) Pat Bailey and Ian Mehrtens will continue to work with Schools and Professional Functions to identify areas that will deliver savings.
- 3) The Finance and Management Information PSG continue to monitor the risk in terms of semester 2 enrolment and update the Executive on a weekly basis as to any potential level of shortfall.

December Executive Summary

1) This Executive Summary reports on the draft financial position of London South Bank University as at 31 December 2017.

2) RAG Status

| | | | | | | | | | | | |
|---------------|-------|-------------------|-------------------------|--------------|-------------------------|-------------|--------|-------------|------|--------|-------|
| Income Growth | -0.3% | Staff Cost Growth | 6.6% | Staff Cost % | 58.1% | Opex Growth | -16.1% | FYF Surplus | 1.0% | EBITDA | 11.0% |
| | | | excluding restructuring | | excluding restructuring | | | | | | |

3) Summary

The full year forecast as at 31 December 2017 is trending towards a surplus of £1.5M, this would deliver the University on budget.

To deliver to this surplus will require a concerted effort from across the University. We had already reduced our Tuition Income forecast by £5M following a disappointing recruitment round and this month reduced our HEFCE grant by £0.5M for the same reason. In order to fund this shortfall we had reduced our step change project budget by £3M and our restructuring pot by £0.5M which leaves us with £2.0M left to find. The Schools have been tasked with finding £0.5M of Opex savings and based on their YTD position this should be achievable. This leaves £1.5M to be found within the Professional functions. ARR have identified savings of £250K and Estates have identified savings of £350K but this leaves a £0.9M gap. Having reviewed the YTD position it should be possible to recoup these savings from across the professional functions but it will be challenging. There is a further risk in terms of Semester 2 recruitment and we may have to review remaining budgets in February once we have a clear idea of the levels of income generated.

This month we also reduced our Catering income forecast and corresponding costs by £1M. Our auditors were uncomfortable that we reported this income as LSBU's when it was generated by Elior. This will have no impact on our contribution for the year.

The current position will deliver EBITDA at 11.0% which is ahead of the 17/18 target of 10.5%, however our recurring staff cost expressed as a % of income is currently forecast to be 58.1% which is above the 55% target set by the Board of Governors. Following the reduction in both Catering and HEFCE grant income our corporate income growth is currently forecast at -0.3% which is below the 4% target for the year.

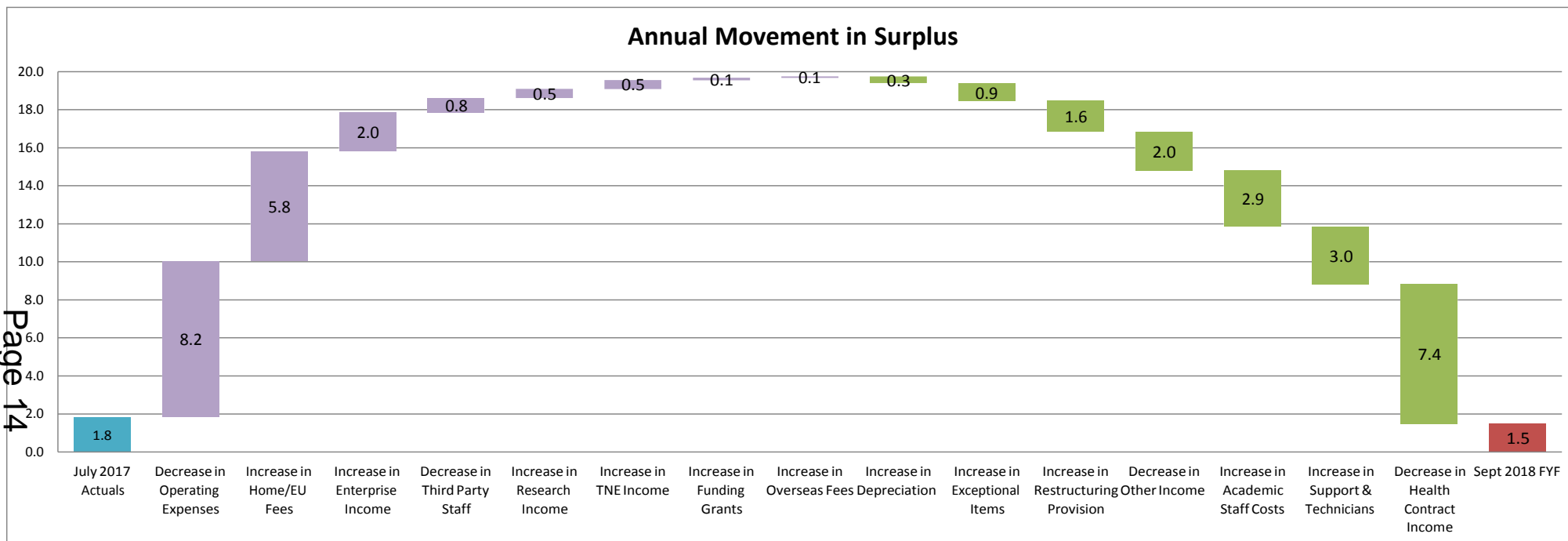
4) Table 1: Full Year Forecast vs. Budget

| Financial Summary in £'m | Budget | | | | Year to Date Position | | | | Full Year Forecast Position | | | | |
|--------------------------------|---------------|---------------|-----------------|-------------|-----------------------|--------------|-----------------|------------|-----------------------------|--------------|--------------------|--------------------|-----------------|
| | 16/17 Actuals | 17/18 Budget | Change to 16/17 | Change % | 16/17 YTD | 17/18 YTD | Change to 16/17 | Change % | Nov 17/ 18 Forecast | Monthly Move | Dec 17/18 Forecast | variance to Budget | Budget variance |
| Funding Grants | 12.6 | 13.3 | 0.7 | 5% | 5.7 | 5.7 | -0.0 | -0% | 13.2 | -0.5 | 12.7 | -0.1 | -0% |
| Health - Contract | 26.0 | 18.6 | -7.4 | -28% | 10.5 | 8.0 | -2.6 | -24% | 18.6 | 0.0 | 18.6 | 0.0 | 0% |
| Home / EU UG Fees | 59.4 | 67.8 | 8.4 | 14% | 60.7 | 65.4 | 4.6 | 8% | 65.1 | 0.0 | 65.1 | -2.8 | -4% |
| Home / EU PG Fees | 9.3 | 10.2 | 0.9 | 10% | 8.4 | 7.8 | -0.7 | -8% | 9.3 | 0.0 | 9.3 | -0.9 | -9% |
| Overseas Tuition Fees | 9.6 | 11.0 | 1.4 | 15% | 8.2 | 7.6 | -0.6 | -7% | 9.7 | 0.0 | 9.7 | -1.3 | -12% |
| FTE Income | 1.6 | 2.1 | 0.5 | 32% | 0.3 | 0.1 | -0.2 | -73% | 2.1 | 0.0 | 2.1 | -0.0 | -2% |
| Research Activities | 4.5 | 5.0 | 0.5 | 11% | 1.8 | 1.9 | 0.1 | 7% | 5.0 | 0.0 | 5.0 | -0.0 | -0% |
| Enterprise Activities | 8.7 | 10.6 | 1.9 | 22% | 3.0 | 3.6 | 0.6 | 22% | 10.8 | -0.0 | 10.7 | 0.2 | 2% |
| Student Related Income | 11.6 | 11.3 | -0.2 | -2% | 4.6 | 4.1 | -0.5 | -10% | 11.3 | -1.1 | 10.2 | 0.0 | 0% |
| Other Operating Income | 1.1 | 0.4 | -0.7 | -62% | 0.7 | 0.3 | -0.4 | -56% | 0.4 | 0.0 | 0.5 | 0.0 | 1% |
| Endowments & Interest | 0.2 | 0.1 | -0.0 | -26% | 0.1 | 0.0 | -0.1 | -70% | 0.1 | 0.0 | 0.1 | -0.0 | -19% |
| Income | 144.5 | 150.5 | 6.0 | 4% | 104.0 | 104.4 | 0.4 | 0% | 145.5 | -1.5 | 144.0 | -4.9 | -3% |
| in £'m | | | | | | | | | | | | | |
| Academic Staff Costs | 39.4 | 42.6 | 3.2 | 8% | 16.0 | 16.6 | 0.6 | 4% | 42.3 | 0.1 | 42.3 | -0.4 | -1% |
| Support & Technicians | 36.4 | 39.3 | 2.9 | 8% | 14.8 | 15.9 | 1.1 | 7% | 39.5 | -0.1 | 39.4 | 0.1 | 0% |
| Third Party Staff | 2.7 | 1.6 | -1.1 | -41% | 1.1 | 1.1 | 0.0 | 1% | 1.9 | 0.1 | 2.0 | 0.3 | 18% |
| Restructuring Provision | -0.6 | 1.5 | 2.1 | -339% | 0.1 | 0.1 | 0.1 | 107% | 1.0 | 0.0 | 1.0 | -0.5 | -33% |
| Depreciation | 9.6 | 10.0 | 0.3 | 4% | 4.0 | 3.9 | -0.1 | -2% | 10.0 | 0.0 | 10.0 | 0.0 | 0% |
| Operating Expenses | 50.8 | 45.6 | -5.1 | -10% | 15.6 | 16.3 | 0.7 | 5% | 44.1 | -1.6 | 42.6 | -1.5 | -3% |
| Interest Payable | 4.4 | 4.4 | -0.0 | 0% | 1.9 | 1.9 | -0.0 | -1% | 4.4 | 0.0 | 4.4 | 0.0 | 0% |
| Exceptional Items | 0.0 | 3.9 | 3.9 | 0% | 0.0 | 0.0 | 0.0 | 0% | 0.9 | -0.0 | 0.9 | -3.0 | -76% |
| Expenditure | 142.6 | 149.0 | 6.3 | 4% | 53.5 | 55.9 | 2.4 | 5% | 144.0 | -1.5 | 142.5 | -4.9 | -3% |
| Surplus for the year | 1.8 | 1.5 | -0.3 | -19% | 50.5 | 48.5 | -2.0 | -4% | 1.5 | 0.0 | 1.5 | -0.0 | -0% |
| Surplus as % of income | 1.3% | 1.0% | | | | | | | 1.0% | | 1.0% | | |
| Surplus per student FTE | £138.3 | £117.8 | | | | | | | £123.2 | | £123.2 | | |

Income remains the primary concern for the University at this time. Our YTD Tuition Fee income position once we include the Health Contract is looking positive and is £0.8M ahead of the comparable position in 16/17, however we have budgeted for a £1M year on year increase in Tuition Fees from Semester 2 as compared to 2016/17 and so need a strong recruitment round or we run the risk of having to further reduce our forecast. There are savings in terms of our YTD staffing forecast when compared with the expected budgeted position and although the savings in the Schools are needed to deliver that portfolio on budget there may be an opportunity to bank staff savings within the professional functions to close the £0.4 gap to budget.

5) Forecast Summary

After the above adjustments and as compared to 16/17 we are now forecasting a £0.5M decrease in Income, a £5.1M increase in Staffing Costs, an £8.2M reduction in Operating Expenses, an increase of £0.4M in Depreciation and an increase of £0.9M in Exceptional Items to fund our Investment Pots, leading to a reduction of £0.3M in our annual surplus.



In terms of our year on year position, it should be noted that Operating Expenses in 16/17 finished £5M higher than the original 16/17 Opex Budget of £45.8M due to a number of year end write downs associated with the development of the Estate. The University is therefore targeting a decrease in Operating Expenses of £2.2M as compared to the 16/17 Budget position (after adjusting for the £1M decrease in catering costs). The University is also forecasting a £5.8M increase in Home/EU Tuition Fees, a £2.0M increase in Enterprise Income, a £0.5M increase in Research Income a £0.5M increase in TNE Income, a £0.1M Increase in Funding Grants and a £0.1M increase in Overseas Tuition Fee income. The University is also forecasting to spend £0.8M less on Third Party staff than in 16/17. These income increases and expense reductions have been used to fund an increase of £0.3M in depreciation, an increase of £0.9M in Exceptional items to fund Investment Pots, a £1.6M increase in in our restructuring provision, a decrease of £2M in Other Income, a £2.9M increase in Academic Staff, £3.0M increase in Support Staff including Technicians. The reduction in HSC income of £7.4M is due to these students income being paid as Tuition Fees rather than through the NHS Contract.

6) Contribution Analysis

The current forecast contribution for the year is £0.8M behind the 16/17 position and is equal to the 16/17 Budget position.

Contribution per School across Teaching, Research and Enterprise activities

| | Applied Sciences | | Arts and Creative Industries | | Built Environment & Architecture | | Business | | Engineering | | Health & Social Care | | Law & Social Sciences | | Total All Schools | |
|------------------|-------------------|------------------|------------------------------|------------------|----------------------------------|------------------|-------------------|------------------|-------------------|------------------|----------------------|------------------|-----------------------|------------------|-------------------|------------------|
| | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF | 16 / 17 Actual | Dec 17/18 FYF |
| Income (M) | £11.2 | £11.1 | £10.5 | £11.5 | £18.4 | £18.8 | £17.4 | £17.4 | £18.5 | £18.9 | £34.0 | £33.3 | £15.0 | £14.1 | £125.1 | £125.1 |
| Expenditure (M) | £5.4 | £5.7 | £5.1 | £5.2 | £7.1 | £8.3 | £8.0 | £7.8 | £9.8 | £10.8 | £19.5 | £19.0 | £6.6 | £6.3 | £61.6 | £64.7 |
| Contribution (M) | £5.9 | £5.4 | £5.4 | £6.3 | £11.3 | £10.5 | £9.4 | £9.6 | £8.7 | £8.1 | £14.5 | £14.4 | £8.4 | £7.8 | £63.5 | £60.4 |
| Contribution % | 52% | 48% | 51% | 55% | 61% | 56% | 54% | 55% | 47% | 43% | 43% | 43% | 56% | 55% | 51% | 48% |

Following the £5M reduction in Tuition Fee income we are now no longer expecting the School portfolio to grow their income as compared to 16/17. We are investing an additional £3.2M in the schools and so the net contribution from the Schools is £3.2M less than in 16/17. 3 Schools; Arts & Creative Industries, Built Environment & Architecture and Engineering are forecast to grow in terms of Income, the School of Business and Applied Sciences are broadly flat whilst Health & Social Care and Law & Social Sciences are forecast to decline.

The 7 Schools have different levels of Research and Enterprise activities which can mask differences in Staff / Students ratios and contribution and so the teaching only levels of contribution is shown below.

Contribution per School across Teaching activity only (excluding TNE)

| | Applied Sciences | | Arts and Creative Industries | | Built Environment & Architecture | | Business | | Engineering | | Health & Social Care | | Law & Social Sciences | | Total All Schools | |
|-------------------------------|-------------------|------------------|------------------------------|------------------|----------------------------------|------------------|-------------------|------------------|-------------------|------------------|----------------------|------------------|-----------------------|------------------|-------------------|------------------|
| | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF | 16 / 17 Actual | Nov 17/18 FYF |
| Teaching Income (M) | £10.5 | £9.5 | £10.2 | £10.8 | £17.1 | £17.9 | £17.1 | £15.6 | £16.0 | £14.1 | £29.8 | £28.3 | £14.4 | £13.7 | £115.2 | £109.9 |
| Teaching Staff (M) | £3.0 | £3.2 | £2.8 | £2.9 | £3.8 | £4.9 | £4.9 | £5.0 | £4.6 | £4.4 | £12.7 | £13.3 | £4.5 | £4.8 | £36.3 | £38.6 |
| Teaching Expenditure (M) | £1.7 | £1.7 | £1.8 | £1.8 | £1.9 | £2.1 | £3.0 | £2.6 | £2.7 | £2.7 | £4.6 | £4.7 | £1.9 | £2.1 | £17.7 | £17.7 |
| Teaching Contribution (M) | £5.8 | £4.6 | £5.6 | £6.1 | £11.3 | £10.9 | £9.3 | £7.9 | £8.7 | £7.1 | £12.5 | £10.3 | £8.1 | £6.7 | £61.2 | £53.6 |
| Contribution % | 55% | 48% | 55% | 57% | 66% | 61% | 54% | 51% | 54% | 50% | 42% | 36% | 56% | 49% | 53% | 49% |
| Student FTE | 1,117 | 1,044 | 1,115 | 1,086 | 1,841 | 1,792 | 2,144 | 1,839 | 1,593 | 1,412 | 3,889 | 3,421 | 1,617 | 1,544 | 13,316 | 12,138 |
| Contribution per Stud FTE | £5,200 | £4,400 | £5,000 | £5,600 | £6,100 | £6,100 | £4,300 | £4,300 | £5,500 | £5,000 | £3,200 | £3,000 | £5,000 | £4,300 | £4,600 | £4,400 |
| Return on Academic Investment | 191% | 145% | 201% | 208% | 295% | 223% | 189% | 157% | 189% | 162% | 99% | 77% | 181% | 139% | 169% | 139% |

The Teaching staffing costs reported above exclude any technicians, administration or research staff and demonstrate that the Schools of the Built Environment & Architecture and Arts & Creative Industries remains significantly ahead of the School's average when measured in Return on Academic Investment, whilst the School of Health & Social Care is significantly behind the other Schools. In terms of contribution per student, the Schools of the Built Environment & Architecture and Arts & Creative Industries are significantly ahead of the average School position although their costs do not include the cost of centrally funded Labs and Technicians.

7) Student Number Analysis

In terms of Student numbers, at the comparable position in 16/17 had 12,769 FTE. We currently have 12,138 enrolled FTE and so are almost 5% down year on year.

| School | FTE 16/17 | FTE 17/18 | Change | % Change |
|--------------|---------------|---------------|-------------|--------------|
| ACI | 1065 | 1086 | 21 | 2.0% |
| ASC | 1120 | 1044 | -76 | -6.8% |
| BEA | 1832 | 1792 | -40 | -2.2% |
| BCM | 1955 | 1839 | -116 | -5.9% |
| ENG | 1599 | 1412 | -187 | -11.7% |
| HSC | 3579 | 3421 | -158 | -4.4% |
| LSS | 1619 | 1544 | -75 | -4.6% |
| Total | 12,769 | 12,138 | -631 | -4.9% |

8) Student Withdrawal Analysis

In 16/17 we refunded £4.2M in income to students who Withdrew or Interrupted representing 5.4% of Tuition Fee Income. In 17/18 we were budgeting £5.4M in refunds representing 6% of the total Tuition Fee Budget. In line with the decline in recruitment we have reduced this forecast to £4.1M and this has been factored into our income forecast. The 387 students that have currently withdrawn include 80 PG's (up from 23 at November) and 307 UG students (up from 196) that have left the University. As a year-on-year head count comparison, the 2017 PG drop-out figure of 80 is 21.6% lower than 2016's 102 head count, and the 2017 UG drop-out number of 307 is also 4.7% lower than 2016's 322 UG drops. Therefore, the head count numbers do represent an improvement in last year's drop-outs at 31st December.

9) Income Analysis

In terms of income, there were 2 key changes to the income forecast, the £1M reduction in catering income which was matched with a similar reduction in costs and the £0.5M reduction in HEFCE grant which was matched with Opex reductions. Our YTD Research Income is £0.2M ahead of the comparable position in 16/17 whilst our Enterprise income is broadly flat year on year.

10) Staff Cost Analysis

In terms of staffing, we have taken steps to improve the accuracy of our staffing forecast by applying a vacancy factor across the University. In terms of our YTD spend we are currently underspent against budget by 1%. This £421K underspend is primarily driven by savings in Support Staff against budget. We had reduced our Staffing forecast by £0.5M but this is not related to the current YTD underspend, instead we have assumed that our restructuring provision can be reduced by £0.5M.

11) Operating Expense Analysis

In terms of Operating Expenses, as previously indicated we finished 16/17 £5M over budget due to a significant write down of Assets in the Course of Construction and other costs associated with developing the Estate. We are currently targeting Operating Expense reductions of £1.5M against budget. This reduction has been put into the 'Other' line in the short term but will be redistributed to specific budget lines as proposals for reducing spend are reviewed. The University is currently underspent by £3M YTD against budget and so does the opportunity to close the gap to budget by banking some of these savings.

12) Budget Analysis

There are 32 distinct areas of the University that have separate budgets and each area is expected to deliver to their Budget. Due to the shortfall in recruitment, none of the Schools are forecast to deliver to budget. Marketing and REI are currently forecasting a deficit against budget but are expected to return to a budgeted position within the month.

| Full Year Outturn Last Year (£) | YTD Actuals Last Year £ | Description | FULL YEAR | | | | YEAR TO DATE | | | | Full year Forecast less Actual YTD (£) | | |
|--|-------------------------------|---------------------------------------|-------------------------|--------------------|---|------|--------------|---------------------|--------------------|--|--|------|--------------|
| | | | 2017 Forecast (£) | 2017 Budget (£) | Variance - Forecast to Budget (£) % | | Note | 2017 Actuals (£) | 2017 Budget (£) | Variance - Actuals to Budget (£) % | | Note | |
| | | | | | | | | | | | | | |
| (144,478,035) | (103,986,337) | Total Income Total | (144,008,469) | (150,459,411) | (6,450,941) | (4%) | | (104,381,898) | (110,051,808) | (5,669,910) | (5%) | | (39,626,572) |
| 77,889,377 | 31,945,994 | Staff Costs Total | 84,691,819 | 85,072,459 | 380,640 | % | | 33,718,650 | 34,140,498 | 421,848 | 1% | | 50,973,170 |
| 9,619,774 | 4,008,648 | Depreciation | 9,963,303 | 9,963,303 | | % | | 3,927,193 | 3,985,735 | 58,542 | 1% | | 6,036,110 |
| 50,758,553 | 15,596,502 | Total Other Operating Expenses | 42,564,490 | 45,630,792 | 3,066,303 | 7% | | 16,337,263 | 19,382,527 | 3,045,265 | 16% | | 26,227,227 |
| 4,368,590 | 1,936,505 | Total Interest Payable | 4,358,157 | 4,358,157 | | % | | 1,922,608 | 1,913,899 | (8,709) | (%) | | 2,435,549 |
| | | Total Exceptional Items | 934,700 | 3,934,700 | 3,000,000 | 76% | | | | | | | 934,700 |
| | | Total Internal Allocations | (4,000) | | 4,000 | | | | | | | | (4,000) |
| (1,841,740) | (50,498,687) | Contribution | (1,500,000) | (1,500,000) | | % | | (48,476,185) | (50,629,149) | (2,152,964) | (4%) | | 46,976,185 |
| 53.9% | | Staff costs as % of income | 58.8% | 56.5% | | | | 32.3% | 31.0% | | | | |
| 1.3% | | Contribution % | 1.0% | 1.0% | | | | 46.4% | 46.0% | | | | |

This page is intentionally left blank

Agenda Item 6

| | CONFIDENTIAL |
|---|--|
| Paper title: | Semester 1 2018/19 Recruitment Update |
| Board/Committee | Finance, Planning and Resources Committee |
| Date of meeting: | 27 th February, 2018 |
| Author: | Steven Brabenec, Director of Marketing and Recruitment |
| Executive/Operations sponsor: | Nicole Louis, Chief Marketing Officer |
| Purpose: | Information |
| Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver? | Recruitment |
| Recommendation: | The FPRC is requested to take note |

Executive Summary

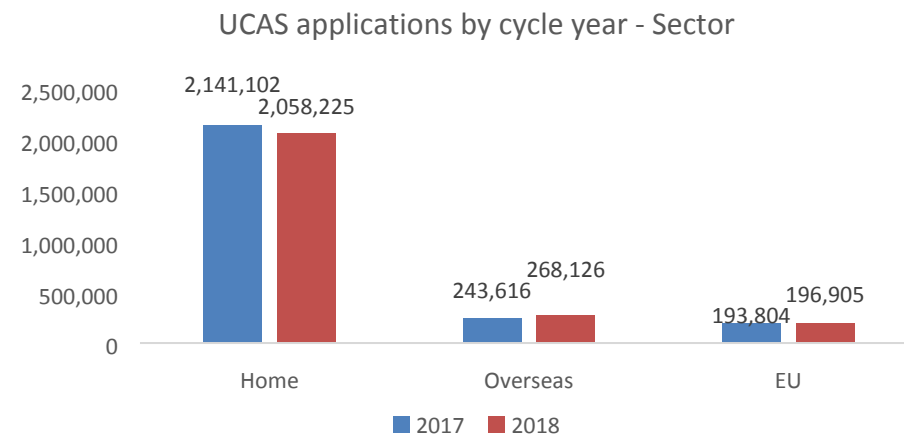
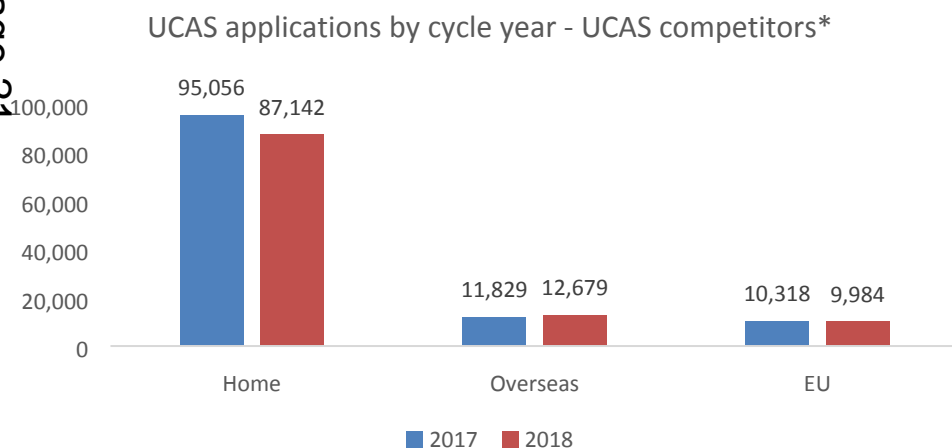
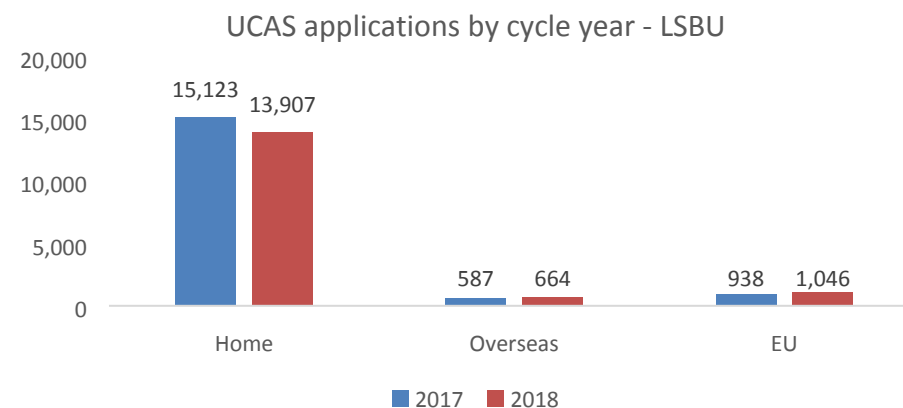
- LSBU applications, excluding HSC, are up year-on-year and ahead of market
- Applications from EU have held steady despite Brexit
- Increase in OS applications
- Healthy pipeline @ Week 22, 11% increase in live applications
- HSC applications are down 20%, but improvements in process and timelines should improve conversion performance.

This page is intentionally left blank

The market context – UCAS Applications, UG/FT, by cycle year @ Week 22

LSBU Applications Up Ahead of the Market Excluding HSC

- Sector wide, UCAS applications are down by 2.14% with a 4% drop in Home applications
- YTD LSBU has received 15,617 UCAS applications compared to 16,648 last year. This represents a downturn of 6% in aggregate, however when excluding applications for HSC which are all domestic, LSBU is up + 4%.
- For LSBU, contrary to earlier predictions, EU applications have not been affected by Brexit concerns and are up alongside those from OS students
- Across relevant London competitors, applications are down – 6.31% with the biggest down turn coming from Home applicants



Figs. 1-3. UCAS applications, UG/FT by cycle years 2017 and 2018, by domicile

(Source: UCAS as at 11th February 2018). *UCAS Competitors: City, University of London, University of Greenwich, Kingston University, Middlesex University, University of West London, University of Westminster, London

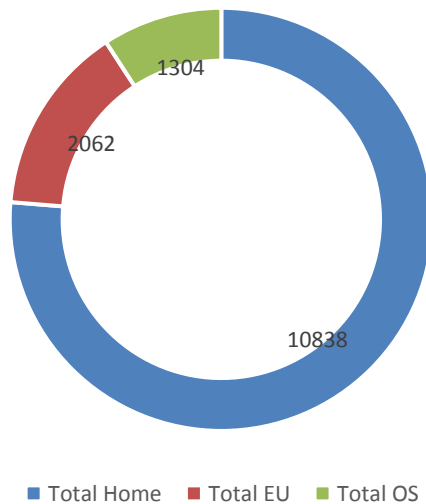
Semester 1 2018/19

Current application pipeline by domicile and mode @ Week 22

When looking at conversion performance (processing of applications) current data shows that at week 22, our pipeline is healthier than at the same point last year and we have an 11% increase in the overall volume of live and progressable applicants compared to the same point last year (14,204 compared to 12,612). This includes applications at all stages of the process from first application through to firm and insurance acceptances.

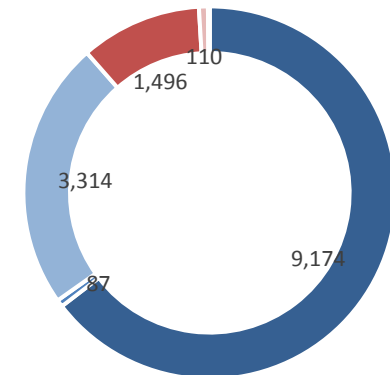
Pipeline by Domicile

- 13% more Home applications currently in pipeline
- 4% more O/S applications currently in pipeline
- 17% more EU applications currently in pipeline



Pipeline by Mode

- 15% more FTUG applications currently in pipeline
- 9% more HSC applications currently in pipeline
- -2% FT PG applicants currently in pipeline
- 37% more PT PG applicants currently in pipeline



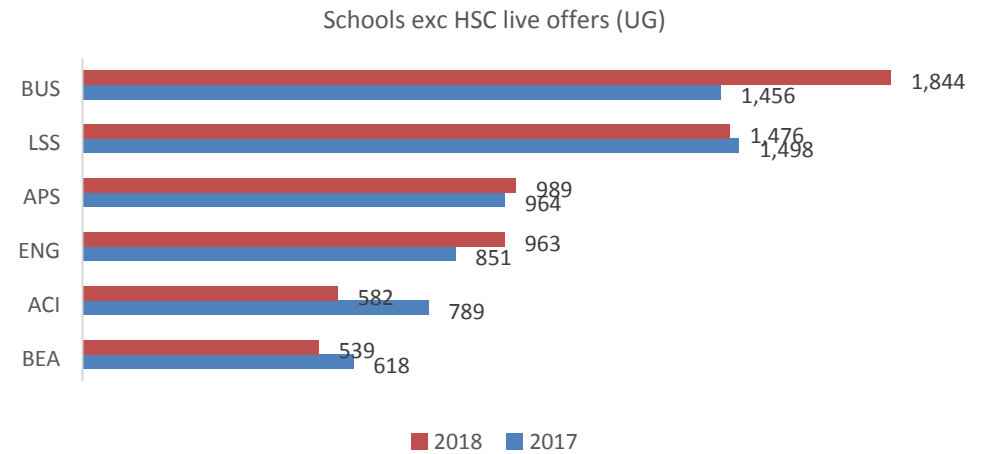
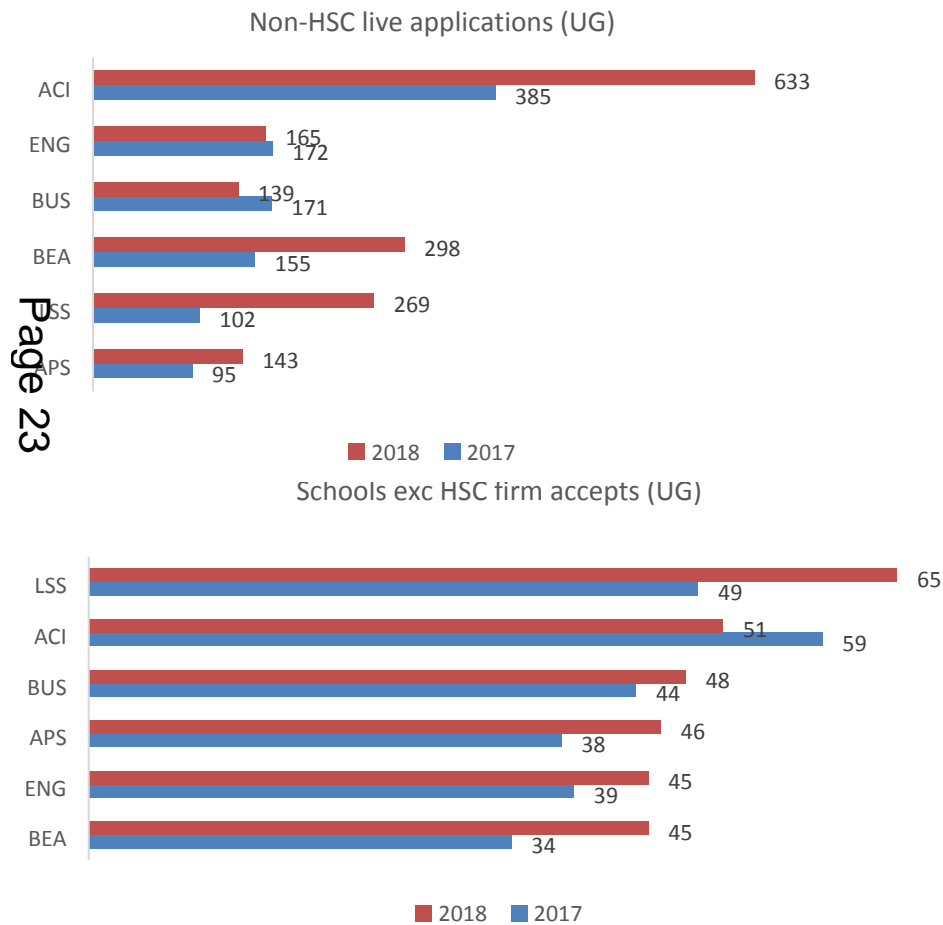
■ UG FT (inc Adv. Entry)
 ■ UG PT
 ■ UG FT (HSC Commissions)
■ PGT FT
 ■ PGT PT
 ■ Others

Figs. 3-4. Total application pipeline to date (live applications, live offers, firm and insurance acceptances) by domicile (left) and level/mode (right) – 2018 inner ring, 2017 outer ring (Source: DARR as at 15th February 2018)

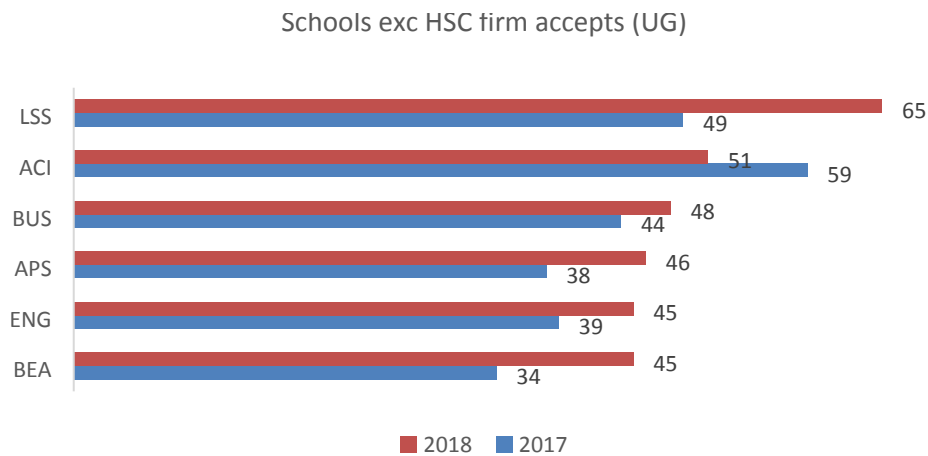
Semester 1 2018/19

Current Undergraduate application pipeline by School @ Week 22 – Non Health

- Live Applications: ACI, BEA, LSS and APS have significantly more applications in the pipeline versus prior year, ENG is similar to last year
- Live Offers: BUS has significantly more live offers versus prior year with APS and ENG also ahead. Where offers and FA are slightly down (ACI and BEA) this is due to the process involving interview/audition/portfolio review.
- Firm Accepts: FA numbers are still relatively small, based on where we are in the cycle, so our focus across the teams is on conversion activity.



Page 23



Figs 5-8. 2018/19 All undergraduate (FT and PT, inc. Commissions and Apprenticeships) live recruitment pipeline to date by School (live applications, live offers, firm accepts – FA Home/EU, UF OS) (Source: DARR as at 15th February 2018).

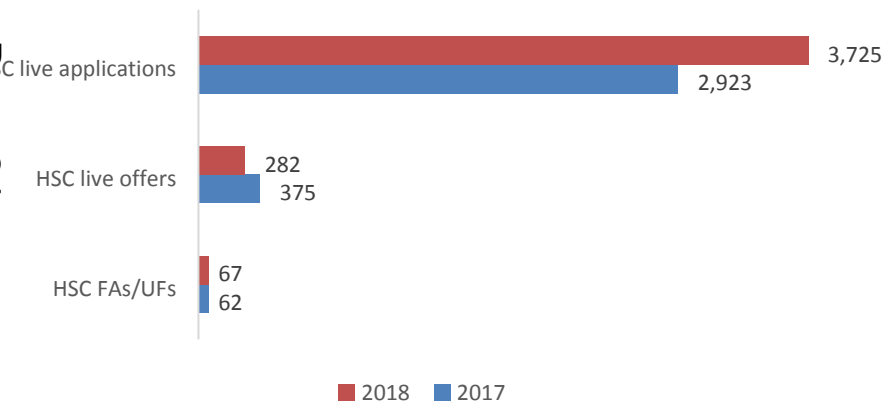
Semester 1 2018/19

Current Undergraduate firm acceptances pipeline by School @ Week 22 – Health and Social Care Only

- Within HSC, whilst overall applications have tracked down by 20% (UCAS data) at week 22 there are significantly more live applications than the same point last year.
- There are over 3,700 applicants currently going through the testing and interview process – the timeline for this has been reduced by circa 50% this year and the expected process time between initial application and formal offer now circa 42 days.
- Within the 'live applications' count, there are 225 applicants that are awaiting an offer subject to 'Declaration of Character' form being received and 'Initial Fees Assessment' checks – these are being actively followed up by the applications contact centre

HSC live pipeline - all statuses (UG)

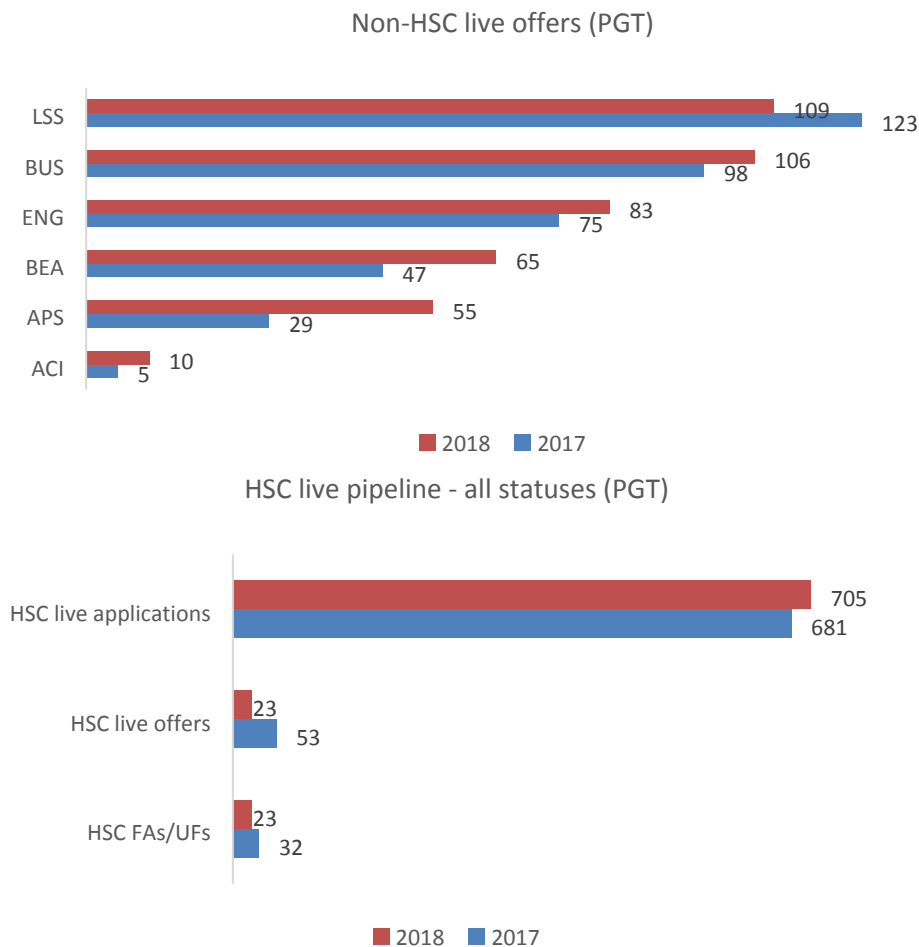
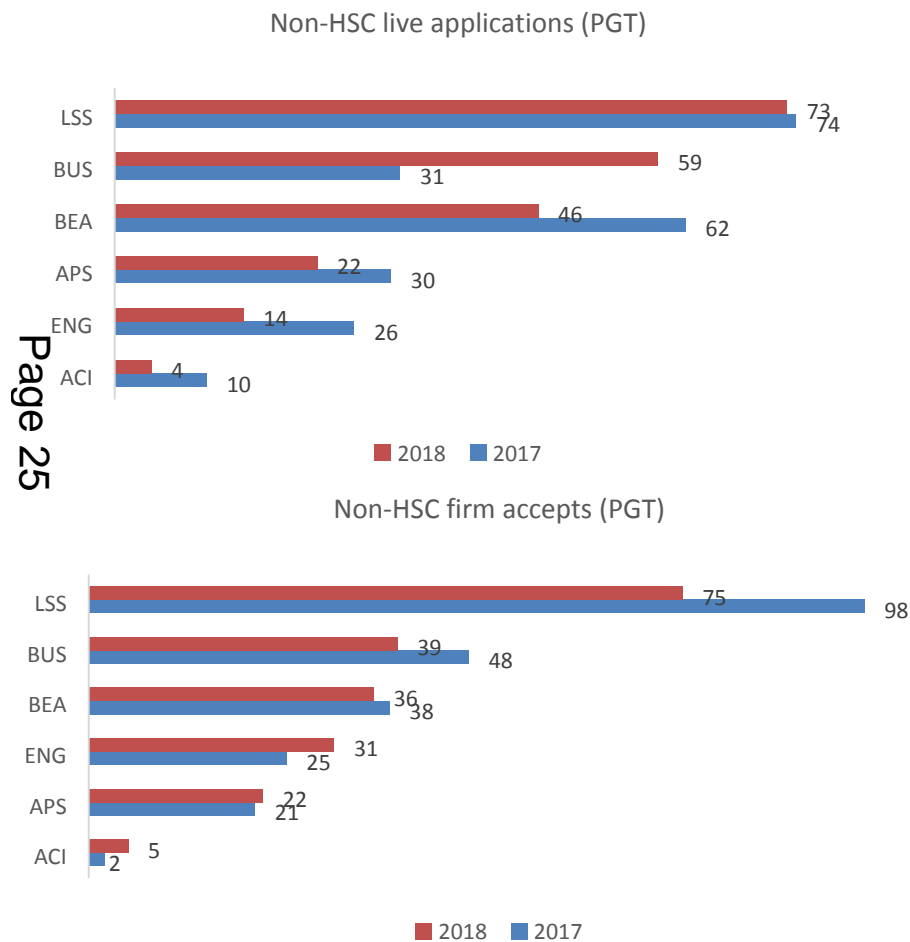
Page 24



Semester 1 2018/19

Postgraduate Taught live recruitment pipeline by School @ Week 22

- It is very early in the cycle for PG applications with current volumes being too low to make conclusions on likely full year performance



Figs 10-13. 2018/19 All postgraduate taught (FT and PT) live recruitment pipeline to date by School (live applications, live offers, firm acceptances – FA Home/EU, UF OS) (Source: DARR as at 15th February 2018). Note: HSC separated due to differing scales

This page is intentionally left blank

| | |
|-------------------------------|--|
| | CONFIDENTIAL |
| Paper title: | Student Progression Report 2016/17 |
| Board/Committee | Finance Planning and Resources |
| Date of meeting: | 27 February 2018 |
| Author: | Shân Wareing, Nicole Louis, Richard Duke, Sue Turnbull |
| Executive/Operations sponsor: | Shân Wareing, Nicole Louis |
| Purpose: | To update FPR regarding of LSBU Key Performance Indicator 13: Year 1 Progression |

| | |
|--------------------------|--|
| Executive Summary | |
| Context | <p>This report presents progression levels for full-time first-degree students between year 1 and year 2.</p> <p>This paper uses throughout the definition of progression adopted for the University KPI 13; that is, full-time first degree students who, having enrolled on a course greater than one year in length (year 1), enrol the following academic year at the next level of study (year 2).</p> <p>As previously reported after two years of improving progression, between 2015/16 and 2016/17 there was a decline of 2.6% to 74.7%. The target was 78% so this was 3.3% below the target for progression, a shortfall in students progressing of about c.100 compared to target.</p> |

1. Prior to the most recent year, all Schools saw significant increases in progression. However, there was a 2.6% reduction in progression between 2015/16 and 2016/17, mainly as a result of a fall in progression in four of the seven schools:

| | |
|----------------------------------|-------|
| Built Environment & Architecture | -7.9% |
| Engineering | -5.5% |
| Arts & Creative Industries | -4.2% |
| Health & Social Care | -3.9% |

Appendix A shows the performance by division within the four Schools with worsening progression

Graph 1

Progression Y1 to Y2 - Full Time First Degree Students (KPI 13)

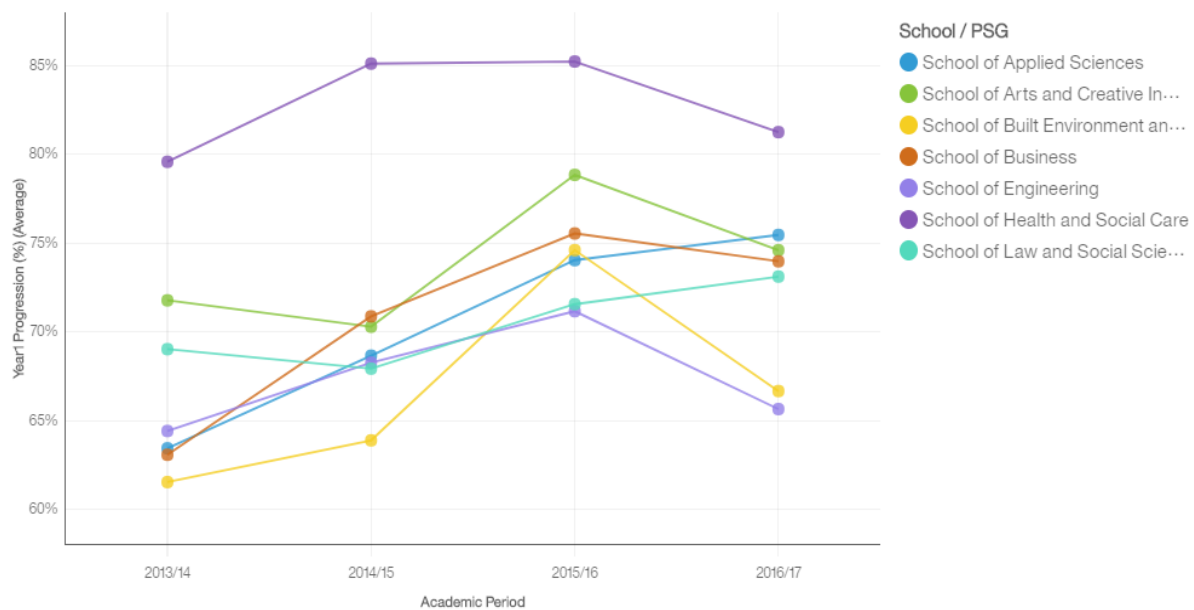


Table 1

| Year | Y1 Progression Population | Y2 Progression Flag | Y1 Progression % | %age change |
|---------|---------------------------|---------------------|------------------|-------------|
| 2013/14 | 2,714 | 1,897 | 69.9% | |
| 2014/15 | 3,023 | 2,210 | 73.1% | +3.2% |
| 2015/16 | 2,775 | 2,144 | 77.3% | +4.2% |
| 2016/17 | 2,809 | 2,098 | 74.7% | -2.6% |

2. The School of Business had stable levels of progression compared to 2015/16 and the Schools of Applied Sciences and Law & Social Sciences saw small increases in progression..
3. Several student outcomes regarding progression are categorised.

Progression

- A student may pass their modules and progress to the next year of study.
- A student may pass their modules and progress to the next year of study at another higher education provider. This counts as progression according to the national Higher Education Statistics Agency, but we are unable to identify these students reliably in our internal reporting.
- A student may fail some of their modules but still progress to the next year of study (perhaps repeating one module).

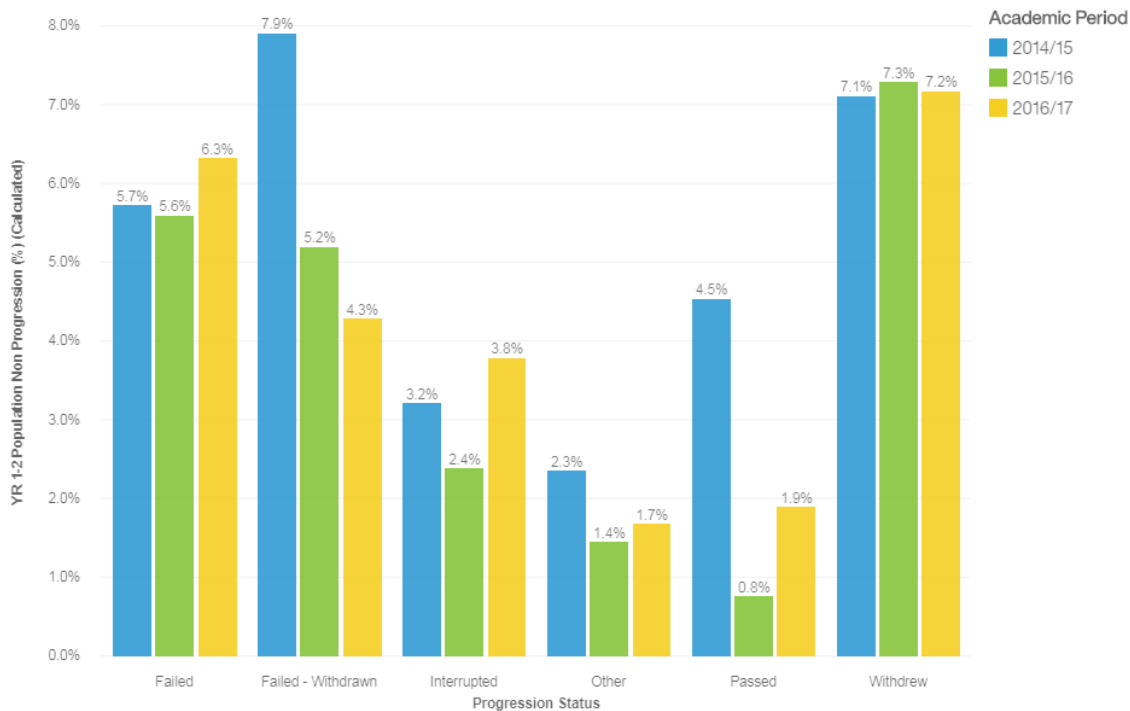
Not progression

- A student may pass their modules and leave higher education.
- A student may fail some of their modules, be eligible to repeat the year and re-enrol to repeat their year of study
- A student may fail their modules and be withdrawn by the university.
- A student may chose to interrupt their studies (retaining the option to return).
- A student may chose to withdraw from their studies (after which they cannot return).
- Other reasons, which are factors that do not fit neatly within one of the progression status categories.

4. Analysis of the factors underlying the overall deterioration in progression is shown in Graph 2 and Table 2.

Graph 2

Proportion Of Total Population That Did Not Progress By Category 2014/15 to 2016/17



Glossary for Graph 2 categories

- Failed: students with the option to enrol and repeat their year of study who chose to leave
- Failed - Withdrawn: student withdrawn by the university due to academic failure
- Interrupted: Students who chose to leave the university during the year with the option to return. We collect data on their reasons
- Other: a combination of factors that do not fit neatly within one of the progression status categories
- Passed: students who were eligible to progress but left the university, either to go to another provider or just to exit higher education
- Withdrew – student who chose to leave the university during the year. We collect data on their reasons

Table 2

| | Category | Percentage change from previous year | When known |
|----|--|--------------------------------------|--------------|
| 1. | Students who chose to interrupt their studies | -1.4% | During 16/17 |
| 2. | Students who passed and were eligible to progress, and chose not to re-enrol | -1.1% | October 17 |
| 3. | Student who failed, were eligible to repeat, but chose not to re-enrol | -0.7% | October 17 |
| 4. | Other reasons | -0.4% | Various |
| 5. | Students who were withdrawn because of academic failure | +0.9% | October 17 |
| 6. | Students who chose to withdraw | +0.1% | During 16/17 |
| | TOTAL | -2.6% | |

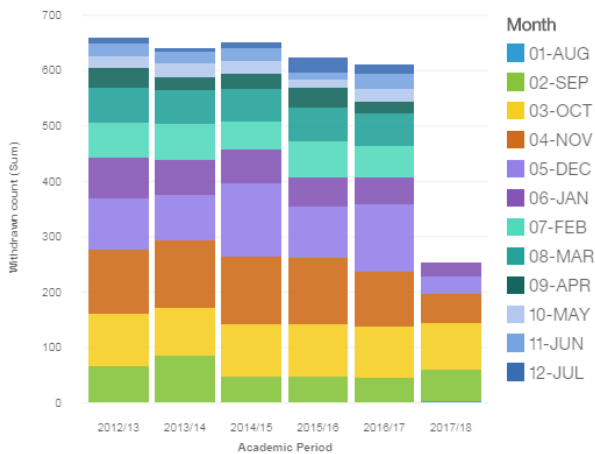
5. From Table 2 it can be seen that there was an increase in students who chose to interrupt their studies (1.4%), and who chose not to re-enrol despite being eligible to do so (1.8%, line 2 and 3 in the table). On the positive side, there was a reduction in students who were withdrawn due to academic failure, and a reduction in the numbers of students who chose to withdraw.
6. The increase in interruptions was known in year and reported to the Board. This is linked to the reduction in withdrawals either by student choice or for academic failure. University interventions were implemented to identify students at risk who would previously have been likely to 'drift away' and would only have been identified as not having progressed at a September exam board. Via the interventions, students either are withdrawn in a timely way, or decide to interrupt their studies instead. An interrupted student has the opportunity to resume their studies, unlike a student who has withdrawn. If and when they return, they do not count towards the progression KPI but they do count towards achievement and graduate outcomes data and they contribute to university income.
7. For the last four years the rate of interrupted students returning to study averaged c.39%. This rose to 43.6% in 2017, an increase of 21 students. This is a positive development but does not mitigate the overall student attrition.
8. There was an increase of 1.8% of students who could have returned but chose not to. The university only became aware of their choice after October, the last date they could have re-enrolled. 1.1% of that group were students who could have progressed having passed but chose not to. These students have either left higher education or transferred to another Higher Education provider. Information to distinguish between the two outcomes is not available for internal reporting. A student who transfers to another provider to continue their studies is recorded by HESA, the Higher Education Statistics Agency, as a positive outcome in terms of league tables and Teaching Excellence Framework (TEF) metrics, but not in terms of income generation for the University. A further 0.7% of the reduction in progression was students who failed and

made a choice not to reenrol. These students could not progress but they could have continued their degree by repeating modules. Again, this became known in October.

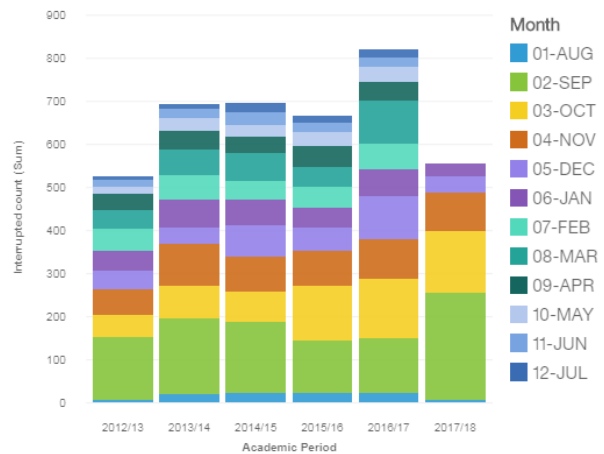
Current State

- At the end of January 2018, the combined withdrawal and interruption rate appears to have reduced (i.e. improved) by 1.05% compared to the same point in 2016/17. This data is being checked to ensure it is not a consequence of a backlog in reporting.

Withdrawals by Month and Year



Interruptions by Month and Year



Activity to improve Student Progression

- All the Deans have been provided with the data for progression for divisions in their Schools. The Schools with a marked decrease in progression in specific divisions have provided analyses and actions plans.
- The university will continue with projects to improve student progression and has made new commitments. Those with anticipated positive in-year impact include:
 - Improve the status of re-enrolment as core university business process, with an identified business owner to lead a review and improve the process.
 - Students who missed an exam in January or a coursework submission have been contacted by Student Engagement Interns, to raise awareness of resit opportunities and to follow up on any personal/academic issues the students may have.

- The waiting time for students to get an appointment to discuss financial issues and potential interruptions/withdrawal has been reduced. Complex cases are referred to co-ordinate potential solutions.
- Identify modules with low pass rates and use Learning Development Team interventions which have demonstrably raised module pass rates. During 16/17, Learning Development was embedded within 48 modules, of which 37 had no previous learning development intervention. For the new modules, the results showed:
 - An average of 14.38% improvement in 1st attempt pass rates
 - After 1 session av. 4.84% improvement
 - After 2 or more sessions av. 23.92% improvement
 - After 3 or more sessions av. 75.49% improvement
- Improved capacity to respond to students presenting with wellbeing issues, e.g. via HEFCE funded project to reduce sexual assaults on students and support students who report assault.
- Increase university and school understanding of school and demographic data, e.g. via TEF subject pilot, and improved Access and Participation data, which includes demographic analysis of student success (e.g. by gender and ethnicity).

12. Strategic longer-term university projects to improve student progression:

- Increase the proportion of recruitment which occurs via UCAS compared to clearing; actions to achieve this include increased duration between advertising course and initial enrolment to improve match of student to course.
- Preparation for students before they start university so that they are less likely to withdraw, led by the Student Life Centre and the Widening Participation teams.
- Increased emphasis and resources committed to existing course monitoring and enhancement compared to new course development.
- LEAP is planned to increase our ability to provide course leaders with student data and ability to track of student engagement.
- The implementation of the Educational Framework will support a more inclusive curriculum in terms of curriculum content and pedagogy.
- Reduction in the quantity of assessment and a review of the approach to assessment to reduce the proportion of assessment by examination.
- Digital support for a more inclusive curriculum to support all students accessing and fully participating in their course.
- An enquiries management project is intended to improve timely responses to student enquiries.

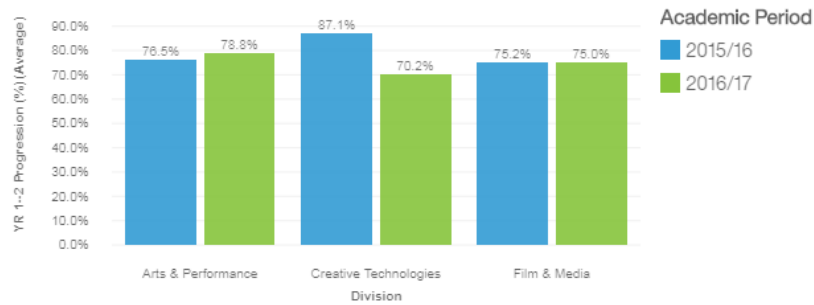
Summary

13. There are positive trends in the reduction of students who are withdrawn by the university due to academic failure, and for students who return to study after interrupting. The data this year for combined in-year withdrawals and interruptions is also positive.
14. We continue to be concerned about the numbers of students who pass but do not return, who fail and chose not to return despite being eligible to do so, and the numbers who chose to interrupt.
15. Progression data will be monitored closely at School and University level for the remainder of the year, as will the success or otherwise of the planned interventions.

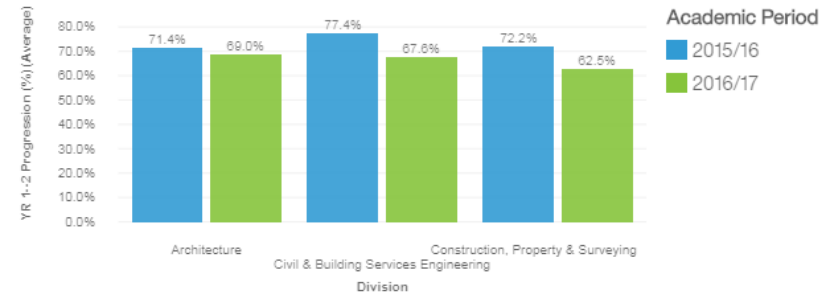
Appendix A

Progression Rates By School and Division

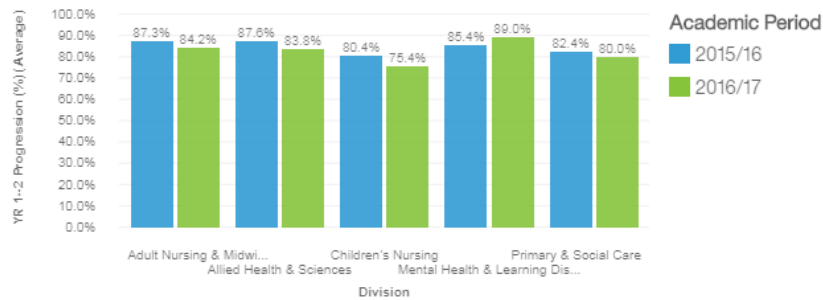
School of Arts & Creative Industries Progression Rate By Division 2015/16 and 2016/17



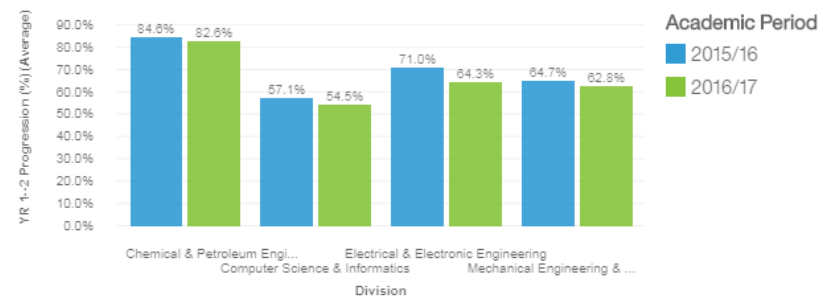
School of Built Environment & Architecture Progression Rate By Division 2015/16 and 2016/17



School of Health & Social Care Progression Rate By Division 2015/16 and 2016/17



School of Engineering Progression Rate By Division 2015/16 and 2016/17



This page is intentionally left blank

Agenda Item 8

| | CONFIDENTIAL |
|---|--|
| Paper title: | Annual Report on Fundraising and Charitable Funds including scholarships and bursaries |
| Board/Committee | Executive |
| Date of meeting: | 27 February 2018 |
| Author: | Olivia Rainford |
| Executive/sponsor: | Nicole Louis |
| Purpose: | <ol style="list-style-type: none">1) To report on the University's fundraising programme2) To report on the University's charitable endowments and other charitable funds3) To report on Matters Arising from the University Policy on Gift Acceptance4) To report on changes to resourcing in the Alumni and Development team5) Comparison with fundraising in UK HE Sector |
| Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver? | Strategic Action 14 for Marketing and Communications: Grow strategic alumni engagement to strengthen the brand promise and implement an aligned development function with clear fundraising targets. |
| Recommendation: | The meeting is requested to note the report |

Executive Summary

- 1) Fundraising Programme
 - a) The University can report 2016/17 as a modest year for fundraising (based on the definitions and our submission to the Ross-CASE Survey of Higher Education Fundraising)
 - b) University fundraising income has declined by 25% from 2015/16.

- 2) Charitable Funds

As at 31 July 2017 the University held £806,527.75 in historic endowments and £1,356,061.01 in other charitable funds, which is in line with previous years.

3) Gift Acceptance Policy

There is nothing to report with regard to Matters Arising from University Policy on Gift Acceptance.

4) Changes to the Alumni and Development function

(a) New fundraising efforts have been suspended since January 2017 while a review of the Alumni and Development function took place. In July 2017 a restructure was approved.

(b) A Philanthropy and Fundraising strategy is being developed for approval by the Board.

5) Fundraising Performance Comparison with UK HE Sector based on Ross-CASE Survey Report 2015/16

Annual Report on Fundraising and Charitable Funds

1) To report on the University's fundraising programme

In 2016/7 LSBU received £356,159.41 in philanthropic income as defined by the sector standard, the Ross-CASE survey of giving to Higher Education. The figure in 2014/5 was £458,202. This drop in income is due to a reduction in fundraising resources and a freeze implemented on new fundraising activity from January 2017 due to no allocated fundraising staff in post until October 2017.

Income was therefore limited to regular giving direct debits that contribute towards the Student Annual Fund. The Student Annual Fund is the accumulation of gifts of up to £5000. In Q1 and Q2 2016/17 these gifts were secured through email, meetings and the University's annual telephone fundraising programme. A new scholarship fund was secured for £9600 for the next three years. In 2016 the Annual Fund amounted to £60,991.50 from 459 donors (cash secured plus pledges). Of this the telephone programme contributed £15,836.

2) To report on the University's charitable endowments and other charitable income

Historic Endowments

At 31 July 2017 the University held £806,527 in a charitable endowment, which is an amalgamation of historic endowed charitable funds. These funds are invested and managed by Sarasin. The funds are managed with the aim of securing capital growth and an annual income. This is under review and the Sarasin contract will be put out to tender in 2018 to ensure LSBU is investing in its best interest. In 2016/17 the income received was £25,603 up from £18,420 in the previous year, which is a

return to previous levels of expected income and a result of re-investing the unrestricted income from 2015/16.

This income was not allocated pending a review of fundraising and will be allocated in 2017/18.

The University held another £1,356,061 of charitable funds. Of this £1,253,201 was held for a variety of restricted purposes. £102,859 was unrestricted.

Of the unrestricted fund, £41,896 was allocated to scholarships; the Library and Learning Resources; and for the Academy of Sport. The remaining £60,543 held will be allocated to University programmes and scholarships during 2017/18.

3) Report on Matters Arising from University Policy on Gift Acceptance

The aim of this policy is “to ensure that the University’s reputation and operation are not adversely affected by its acceptance of financial or other donations and that due diligence is maintained in regard to the acceptance of donations to the University”.

The key points of the policy are:

- “We do not accept gifts, grants or commercial sponsorship for University activities where the funding comes from an individual or organisation whose activities are counter to the recipient area of the University
- We do not enter into relationships which the University believes might compromise the independent status of LSBU or bring the name of LSBU into disrepute. We establish our principles including academic freedom independently or any funding opportunities.
- Donations, grants or commercial sponsorship are only accepted in accordance with the requirements of the UK Bribery Act 2010.
- We do not accept donations above £1000 from current students (or known related parties) without the express permission of the Vice Chancellor.”

The Alumni and Development team has not been informed of or identified any gifts, grants or commercial sponsorship which have been accepted or solicited in breach of this policy.

4) Changes to the Alumni and Development team

Throughout the financial year 2016/17 the Alumni Relations team and the Development Senior Manager reported into the Head of Communications and PR. This restructure afforded an opportunity to consider the requirements of a fundraising programme at LSBU.

With the departure of the sole fundraiser in January 2017 all fundraising activity was put on hold pending the arrival of the Chief Marketing Officer. In June and July 2017 a restructure was proposed and approved, introducing two new fundraising roles to the team and expanding the resourcing allocation to Alumni Relations. The two teams were merged and a new position of Head of Alumni and Development created.

In Q1 and Q2 of 2017/18 priorities were the appointment of six new starters, a piece of consultancy work with More Partnership on the future of fundraising at the University and the approval of a strategic direction for fundraising and charitable funds. This will be submitted to Finance, Planning and Resources Committee and Board of Governors approval in May 2018.

5) Fundraising Performance Comparison with UK HE Sector based on Ross-CASE Survey Report 2015/6

During the most recent period available for which comparative data is available (2015/16) LSBU was 12th of 40 Post-92 universities for fundraising, down from 7th. We were above the averages for 1990s¹, Million Plus and Alliance Group universities.

The percentage of alumni who are donors was 0.44% of contactable alumni. This was the 7th highest of Post-92 universities, down from 1st; the median was 0.07%. Fundraising teams beginning 2005-09 (then including LSBU) benchmarked 0.27%.

With regard to the number of alumni who are donors – LSBU had 459; the 5th highest of Post-92 universities, down from 2nd. The median was 41.

| | CONFIDENTIAL |
|--------------------|---|
| Paper title: | Executive Director of HR Report |
| Board/Committee | Finance, Planning and Resources Committee |
| Date of meeting: | 27 February 2018 |
| Author: | Mandy Eddolls, Executive Director of HR |
| Executive/sponsor: | Mandy Eddolls, Executive Director of HR |
| Purpose: | Discussion |
| Recommendation: | The committee are asked to note the report. |

1.0 Gender Pay Gap:

- 1.1** Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are required to publish details of our gender pay gap as at March 2017, along with bonus pay gap for the previous 12 months.
- 1.2** We commissioned an external organisation to complete the audit (Xpert HR), and it was completed in line with the UCEA guidelines.

1.3 Results:

Gender Pay Gap:

| | LSBU | ONS (All Employees) | HESA 2015/16 |
|------------------|-------|------------------------|-----------------|
| Mean Pay Gap | 6.7% | 17.4% | 15.5% |
| Median Pay Gap | 5.4% | 18.4% | 14.3% |
| Mean Bonus Gap | 50.9% | 71% | N/A |
| Median Bonus Gap | 64.7% | 44% | N/A |

Gender Pay Quartiles:

| | LSBU | Xpert HR All Sample |
|--|---------|------------------------|
| Band A (standard hourly rate lower quartile) | 38.2% M | 50.2% M |
| | 61.8% F | 49.8% F |
| Band B (standard hourly rate at or below media) | 51.7% M | 57.7% M |
| | 48.3% F | 42.3% F |
| Band C (standard hourly rate at or below upper quartile) | 52.1% M | 63.1% M |
| | 47.9% F | 36.9% F |
| Band D (standard hourly rate above upper quartile) | 49% M | 69.0% M |
| | 51% F | 31.0% F |

- Note – ONS data not available, benchmark data not as robust but best available for this year, covering 186 employers with 222,440 employees.

1.4 Narrative

- 1.4.1 Whilst the elimination of any gender pay gap is the objective, our results since 2009 have shown both an improving situation and one that compares favourably against the sector, and very favourably against all employees.

- 1.4.2 Much of the foundation work for the better than sector results was done between 2007 and 2011, when an extensive factor based job evaluation project rated all jobs, reduced the grading and spine points and reduced the number of automatic increment points.
- 1.4.3 This resulted in lower paid manual and administrative staff being upgraded and receiving additional pay increases – the majority were women. This additional money, (c8% on paybill), spent early, is a significant factor in our better than sector results.
- 1.4.4 Further work has been done since then to harmonise terms and conditions (though still not complete parity) and significantly, harmonises Hourly Paid Lecturer's Terms and Conditions with those of academic staff.
- 1.4.5 The introduction of the Academic Framework provides an objective methodology for assessing academic work and development – many universities still do not have such an objective methodology. It sets out clear and measurable objectives on how to develop an academic career.
- 1.4.6 This has led to 66% of Academic promotions since 2015 being awarded to women, and our Professoriate is now 49% women.
- 1.4.7 A move from an old-fashioned approach to flexible working for Professional Services Staff, to a more modern approach, has increased our ability to recruit and retain staff that require flexibility to meet family commitments. This has a disproportionate beneficial effect for women, who still predominate this group.
- 1.4.8 The small number of bonuses paid (11 male, 9 female) means that it is difficult to interpret whether there is a systemic issue as the sample size is small.

1.5 Challenges

- 1.5.1 Work still needs to continue to eliminate the gap, though this lies less in the structural framework of pay and more in the recruitment and development of women into senior roles.
- 1.5.2 The largest and successful claim in Higher Education was an adverse male to female variance, where comparator analysis showed that male maintenance staff were paid unfairly compared to female administrative staff, costing the University of Wales £500K, and we need to ensure any review of gender looks at both angles. This will be particularly important as we move some of our maintenance staff back onto University terms and conditions in the current insourcing project in Estates.

1.5.3 We are still a long way from having an agile working climate, supported by good mobile technology, and this needs to be developed further, both to ensure the recruitment and retention of female workers, but also to drive efficiency and employee engagement.

1.5.4 Feedback from our unsuccessful bid for Athena Swan accreditation highlighted significant issues with the number of women on Executive and Operations Board (less than 22% are women), a need to review flexible working and to improve maternity provision (which has now been done).

1.5.5 We need to rethink our approach to senior recruitment, including the identification of talent within the organisation.

1.6 Publishing

1.6.1 I believe that the tone of our communications on this should not be apologetic, but at the same time should note that further significant work needs to be done to address getting women into senior roles.

1.6.2 A meeting will be held during February to update our Trade Unions.

1.6.3 In line with UCEA Guidelines, we will publish on our website during w/c 5 March 2018, with a narrative linked to our usually very popular events for International Women's Day, which this year is on 8 March.

1.6.4 Marketing will seek to promote our good findings with mainstream press and THE.

1.0 Organisational Effectiveness

1.1 Each School and PSG's senior management teams have met with the VC and members of the Executive over the last two months to review their effectiveness.

1.2 Basic HR metrics were reviewed – turnover, absence, diversity statistics, absence, employee engagement etc. – to highlight any obvious issues.

1.3 Internal and external challenges and opportunities were also identified and the impact on the shape and size of the workforce discussed.

1.4 Each group will develop its own action plan but some common themes arose:

- Succession planning and high turnover in PSG's;
- Need to focus on digital and technology skills and our capacity to manage in a regulatory framework;

- Developing innovations in agile ways of working to maximise space and staff efficiency;
- Workforce challenges including recruitment and retention, balanced with the need to modernise the shape of the academic workforce and solve the apparent conundrum of high staff costs and lower than ideal student contact time.

3.0 Industrial Relations

- 3.1** We are continuing to see communications from UCU that are inflammatory and often counter to what we hear directly from the majority of staff. The latest 'Bulletin' made widespread allegations of bullying, both institutionally and at an individual level in Schools.
- 3.2** The only example of institutional bullying referenced was the email from Pat Bailey to academic staff to ensure that they are using electronic diaries, which we consider a reasonable management instruction.
- 3.3** Individual bullying claims relate primarily to staff in BEA and HSC. We are working with the Deans to assess whether there are issues in those schools and have issued a stress survey to all staff, in line with HSE guidelines, to assess the levels of stress across the organisation and this will also give results split by school and PSG.
- 3.4** There are increasing tensions within UCU, with senior officers openly disagreeing with each other, and this makes collaboration difficult.

4.0 Health, Wellbeing and Diversity

- 4.1** We have been awarded the Mayor of London's Healthy Workplace Excellence Level award – the only University to achieve this.
- 4.2** We have received HEFCE Catalyst Funding for our work on Prevent and our Head of HR Compliance, Ed Spacey, has been invited to speak nationally and internationally, with the Government lauding his work as best practice.
- 4.3** We have been named by Business in the Community as a top employer for Race and have been placed in the Top 10 of VERCIDA's awards for BAME Employers of 2017, alongside Lloyds Bank, Sainsburys, Bloomberg and the BBC.

5.0 HR Operations

- 5.1** We have had a number of operational issues. Whilst it is to be expected that, with a new system and the resultant move away from manual workarounds,

process errors previously hidden would now be exposed, the level of error is much higher than expected.

- 5.2** Recruitment has shown the highest number of process failings, including poor record keeping and information flow to payroll. This has resulted in unfavourable audit findings for both financial and UKVI purposes, which have been discussed by the Audit Committee.
- 5.3** A number of HR staff have left the organisation as a result.
- 5.4** The operations team is now wholly focussed on these issues and extensive audits are now in place to ensure compliance.

| | |
|-------------------------------|--|
| | CONFIDENTIAL |
| Paper title: | ICT Strategy update |
| Board/Committee | Finance, Planning and Resources Committee |
| Date of meeting: | 27 February 2018 |
| Author: | David Mead, Director of Academic Related Resources |
| Executive/Operations sponsor: | Ian Mehrtens |
| Purpose: | Information |
| Recommendation: | The committee is requested to note |

1. Background

1.1 In February 2017 the Finance, Planning and Resources Committee received and noted a paper that sets out the strategic approach for the delivery of ICT within LSBU. This paper covers the progress made in the last year since that initial paper and also provides a high level overview of the plans for the next 12 to 18 months for the ICT Strategy.

1.2 The University's Corporate Strategy key outcomes includes providing students with an individual learning experience. Therefore, we have an ICT Strategy that is working towards students enjoying accessible, seamless and tailored digital interactions that continually enhance their learning and whole University experience. This means that our ICT needs to deliver:

1.2.1 Personalisation – intelligent use of data to provide bespoke and joined up services. Our students have one view of the University and its services.

1.2.2 Virtual collaboration and learning allowing students to be involved in their learning wherever they are. Digital collaboration extends to Alumni students, providing a space for ongoing peer support and promotion of the LSBU brand. Digital platforms allow us to have an **international** reach.

1.2.3 Ease of navigating the University experience through greater digitised service options, reducing the overhead of administering face to face and phone interactions. We recognise that a student will measure their experience of transacting with the University alongside their most recent experience of

transacting with other organisations, for example on-line banking or shopping.

1.3 The University's Corporate Strategy key outcomes also includes strategically investing in the creation of first class facilities and ensuring they are underpinned by services which are responsive to academic needs and outcome focused. Therefore the ICT Strategy focuses on access to responsive, simple to use, reliable technical products and services that continually supports their ability to provide the best service they can for students. This means that our ICT needs to deliver:

1.3.1 The **ability to work flexibly** anywhere at any time within a secure technical environment.

1.3.2 **Reduced data silos** means School professionals have the joined up information they need about students to provide the best service for them and we are able to make better analytical use of data and best practice to plan for future services.

1.3.3 **Ease** of navigating the workplace through greater digitised service/transaction options reducing the overhead of administrating face to face and phone interactions.

2. How we our managing these challenges

Our approach to meeting the strategic challenges for ICT breakdown into three activity streams. These are:

- 2017/2020 LSBU Technical Roadmaps- working with all areas of the University we now have an agreed priority of ICT projects that we are delivering.
- Student Journey Experience- We are now at the early stages of a transformational programme of which technology will be a key enabler to improve the processes that follow the student journey from recruitment to alumni.
- ICT Operational Service Improvement Plan- we continue to implement industry standard service processes (known as ITIL) and working towards Customer Service and Service Desk accreditations.

2.1 Underpinning the above approach is the technical infrastructure of our estate and we are currently focusing on improving the performance of that infrastructure whilst ensuring we are getting value for money. The guiding principles for this are:

- Where appropriate all new software purchases will be procured as Software as a Service (SaaS). This requires less infrastructure for LSBU and reduces the cost of managing our estate.
- Where appropriate Software that cannot be procured as SaaS will be hosted via a cloud solution (currently IBM Softlayer). Again, this helps us to manage the cost of onsite infrastructure.

2.2 The capital funding for the Technical Roadmap was £2.5M in 17/18 and is £1M in 18/19. The following table sets out a sample of the projects being delivered as part of the Technical Roadmap.

| Project | Purpose | Status |
|--|---|---|
| Office 365 roll out | Greater storage space, latest applications and collaboration tools. | Student rollout- Complete. Staff- To complete March 18. |
| Student Dashboard | Profile of students for academics (photograph, course information, results) | To complete Feb 18. |
| Form digitisation | Digitise student and staff transactions where currently there is only part digital or paper processes in place. | Complete – 75 processes digitised (42,000 transactions per year) – Circa £150K efficiency through less manual intervention. |
| Asset Refresh | To continually update the student facing hardware across our estate. | 2016/17- 225 PCs/Macs upgraded. 140 Audio Visual Units upgraded. 2017/18 – Approx 180 PCs/Macs to be upgraded by July 19. Approx 20 Audio Visual Units upgraded. |
| Applications Anywhere/ Virtual Desktop | To provide all students and staff with access to their software remote from the physical campus. | Being scoped- project duration to be finalised. |

2.3 A proposal for seeking a capital fund will be considered by MPIC for a programme to look at the **Student Journey Experience**. This is more than an ICT programme as it will cover potentially very different ways of working. The ICT element of this programme will focus on 3 areas which are inter-related, these are:

- CRM (Customer Relationship Management) – This will enable a single view of the student which will in turn help us to achieve lean processes through reducing duplication of effort, bottlenecks and inaccuracy.
- Student Record System – This will update the capability we require and link to the CRM.
- Curriculum Management – This will give us the means to be more efficient in our planning and monitoring of the curriculum by providing better reporting and analysis.

3.0 Listening to the students voice

3.1 We have formalised student involvement in projects and digital services, working with the Student Union to establish a Student Digital Forum. This will provide a feedback loop for ICT’s key users, and coordinate involvement of students in project development and change management. The forum, working with the Informatics Society, will give us opportunities to work collaboratively with students on project delivery and help nurture future talent. The forum officially kicks off in March 18.

4.0 Managing cyber-security

4.1 Under pinning all of the ICT Strategy is the continual requirement that we are providing safe and secure services. From a technical perspective, all of our projects are scoped with this in mind and our technical architecture is continually risk assessed to ensure we are mitigating against any potential threats. In addition there are two capital-funded projects that further support our security, these are:

| Project | Purpose | Status |
|--------------------------------|--|---------------------------|
| Enterprise Mobility Management | Updating our tools that securely manage all LSBU devices (e.g. Mobile phones, Tablets), providing more capability across a range of devices. | Due to Complete August 18 |
| Role Based Access | To be able to further segment different types of users to establish greater access control and more personalisation of services. | Due to Complete August 18 |

5.0 Continual improvements to the ICT Service

We continue to improve the delivery of ICT Services to the University through a range of initiatives, included in these are the following:

| Initiative | Purpose | Outcome |
|--|--|---|
| Institute of Customer Service Survey | To measure our customer's view of the quality of service they receive. | Initial survey in December 16 gave a UK Satisfaction Index result of 57. The UK average for all sectors is 77 so we have had a clear focus set on reducing that gap. We now plan to take a follow up survey within the next 12 months to measure the impact of the initiatives below. |
| Risk Diagnostic | To baseline our level of risk across the various functions of our service. Facilitated by a third party. | Diagnostic completed in the summer of 2017. An action plan in place to mitigate any areas of risk identified. Reported to Audit Committee February 2018. |
| Implement Industry standard processes (ITIL) | To standardise our processes and improve our use of data to resolve incidents and resolve underlying technical problems. | ITIL is a maturity model – we are at a second stage of five, which means we have the right processes in place and are starting to imbed their consistant use. We expect to move to the third stage, demonstrating consistent adoption of processes, by June 18. |
| ICT Customer Service Training | Bespoke training for our staff that focuses on providing customer excellence within a technical environment. | Training completed December 2017. Impact will be monitored through the ICS survey mentioned above. |

6.0 Conclusion

6.1 Over the last 12 months we have worked on organising the University's technical requirements and we are now at a stage where we have a clear picture (be it dynamic) of the business needs that are then prioritised against Capital availability.

6.2 We have been able to deliver projects that start to have a positive impact on the student experience whilst developing our underlying infrastructure. There are more infrastructure projects to deliver in 17/18 that will give us a better foundation for meeting our strategic aims as outlined in section 1.2 of this report.

6.3 The Risk Diagnostic undertaken in 2017 gave us some comparison data with a wide range of industries. We are looking to get better benchmarking data of our operational delivery and our strategic direction, compared to similar Universities, as we recognise this is currently a gap for us. We have a strong focus on customer service and are running a range of initiatives, within the capacity that we have, to steadily improve the performance of our ICT Services.

| | |
|--------------------|--|
| | CONFIDENTIAL |
| Paper title: | 17/18 KPI report – strategic enablers |
| Board/Committee | Finance, Planning and Resources Committee |
| Date of meeting: | 27 February 2018 |
| Author: | John Baker – Corporate & Business Planning Manager |
| Executive sponsor: | Richard Flatman – Chief Financial Officer |
| Purpose: | To provide the KPI report as at the end of January |
| Recommendation: | The committee is requested to note the forecast and actual results in the cycle to date. |

Executive Summary

The forecast results for the financial indicators are taken from the December 2017 Management Accounts.

The low participation neighbourhood result for KPI 10 comes from the release of the HESA PI results from the 16/17 HESA returns data.

The Planning, Performance and Assurance Team is conducting a full review of the current KPI set ahead of the 18/19 cycle, and will present proposals in due course.

- The committee is requested to note the report

This page is intentionally left blank

| Report Date | | 18th December 2017 | | Past Performance | | | Benchmark | Target | Forecast | Result | DoT | | Ambition | 17/18 Rating Criteria | | |
|----------------------------|--|--------------------|---|------------------|-----------|-----------|----------------------------------|----------|----------|---------|-----|------------|-----------|-----------------------|------------------|--------------|
| Corporate Strategy Goals | 20/20 Success Measures | # | Key Performance Indicators | 14/15 | 15/16 | 16/17 | Aspirational Group 15/16 average | 17/18 | | | YoY | Exec. Lead | 20/21 | Green | Amber | Red |
| Teaching and Learning | Top 50% of universities for graduate employment / starting salaries. | 1 | Graduate level employment &/or Further study (EPI population) | 68% | 76.0% | 81.8% | 67.1 | 80% | | | | PVC (SE) | 80% | 80 % + | 77 - 79 % | < 77 % |
| Student Experience | Top quartile of all universities in NSS | 2 | NSS scores – overall satisfaction (First Degree respondents) | 82% | 82% | 82% | 82.4% | 84% | | | | DVC | 89% | 84 % + | 80 - 83 % | < 80 % |
| | | 3 | International Student barometer (% recommending LSBU) | | 77% | 77% | not available | 78% | | | | | 81% | 78% + | 75 - 77% | < 75 % |
| | | 4 | PGT experience (% satisfaction) | 74% | 74% | 74% | not available | 77% | | | | | 82% | 77 % + | 73 - 76 % | < 73 % |
| | | 5 | Student Staff Ratio | 16.4:1 | 17:1 | 16.5:1 | 17.6:1 | 17:1 | | | | | 18:1 | <=17 | 17 - 18 | > 18 |
| Employability | 95% students in employment / further study (EPI) | 6 | DLHE Positive Outcomes; employment or further study (EPI) | 90.2% | 90.8% | 94.6% | 92.0% | 95% | | | | PVC (SE) | 95% | 95 % + | 90 - 94 % | <90 % |
| | Top 10 UK universities for student start ups | 7 | Number of Student start ups | 30 | 50 | 65 (*) | 53.6 | 90 | | | | PVC (R&E) | 150 | 90 + | 85 - 89 | < 85 |
| Research & Enterprise | Top 50% UK for Research & Enterprise Income | 8 | Research Income (non Hefce) | £2.0 | £1.9 | £2.8 | £10.3 | £3.1 | £3.1 | | | PVC (R&E) | £6.0 m | £3.1 m + | £2.9 - 3.0 m | <£2.9 m |
| | | 9 | Enterprise Income | £8.1 | £7.8 | £9.2 | not available | £10.5 | £10.7 | | | | £19.0 m | £10.5 m + | £10 - 10.4 m | <£10 m |
| Access | Top London Modern for LPN recruitment | 10 | % recruits from low participation neighbourhoods (Young FT FD) | 7.7% | 8.4% | 9.2% | 6.8% | 8.2% | | 8.9% | | CMO | 9.0% | 8.2% + | 7.9 - 8.1 % | <7.9 % |
| | | 11 | % FT UG students (excluding HSC contract) recruited before Clearing | 71.8% | 71.8% | 71.1% | not available | 75% | 78.3% | | | | 90% | 75 % + | 71 - 74 % | < 71 % |
| | Exceed expectations on completion | 12 | First Degree Completion projection (at or above benchmark) | -7 % | -5.8% | -5.5% | -2.5% | -2% | | | | DVC | +3% | >=-2 % | -3 to -4 % | <-4 % |
| | | 13 | Year 1 progression | 73.1% | 77.2% | 75.0% | not available | 80% | | | | | 85% | 80 % + | 77 - 79% | <77% |
| | | 14 | Good Honours | 61.2% | 66.4% | 69.1% | 67.4% | 63 - 67% | | | | | 63 - 67% | 63-67% | 68-69% 61-62% | >69% <61% |
| | | 15 | PGT completion | 61.5% | 58.7% | 69% | not available | 70% | | | | | 85% | 70% + | 66-69% | < 66% |
| International | 4 QS Stars | 16 | QS Star Rating | 3 stars | 3 stars | 4 stars | not available | 4 | | 4 stars | | VC | 4 | 4 | 3 | 2 |
| | | 17 | Overseas student income (millions) | £11.2 | £9.8 | £11.2 | £31.9 m | £13.1 | £11.8 | | | | PVC (R&E) | £20m | £13.1 m + | £12 - 13 m |
| People and Organisation | Rated as a good employer | 18 | Appraisal completion % (Amongst all eligible staff) | 90% | 91% | 95.6% | not available | 100% | | | | EDHR | 100% | 100% | 95 - 99 % | < 95 % |
| | | 19 | Average Engagement Score as as % | | 58% | 62% | 70% | 66% | | | | | EDHR | 75% | 66% | 63 - 65 % |
| Resources & Infrastructure | Grow our income by 25% to £170m annually, deliver an operating surplus of 5% and an EBITDA margin of 15% | 20 | Surplus as % of income | 0.9% | 2.4% | 1.3% | 3.0% | 1.0% | 0.7% | | | CFO | 5.0% | 1 % + | 0.8 - 0.9 % | < 0.8% |
| | | 21 | Income (£m) | £140.8m | £138.2 | £144.5 | £202.8m | £150.5m | £144.0 | | | | £170.0m | £150.5 m + | £145 - 150 m | < £145 m |
| | | 22 | EBITDA margin (EBITDA expressed as % of income) | 9.2% | 11.8% | 12.0% | | 13.0% | 10.6% | | | | 15.0% | 13% + | 12 - 12.9% | <12% |
| | Student satisfaction with facilities & environment in top UK quartile | 23 | Student satisfaction ratings with facilities & environment (FD) | 87.7% | 90.0% | 87.2% | 86.5% | 90.0% | | | | COO | 90% | 90 % + | 86 - 89 % | < 86% |
| | | 24 | ICS Service Index % | 68% | 76% | 66% | - | 76% | | | | | 80% | 76% + | 72-75% | <72% |
| Overall | Top London Modern university (excl UAL) | 25 | Times - League table ranking | 120 / 127 | 120 / 128 | 106 / 128 | 98 | 103 | | | | VC | 85 | 103 or higher | 104 - 108 | 109 or lower |
| | | 26 | Guardian – League table ranking | 111 / 119 | 107 / 119 | 92 / 121 | 86 | 87 | | | | | 70 | 87 or higher | 88 - 92 | 93 or lower |
| | | 27 | Complete University Guide – League table ranking | 119 / 126 | 115 / 127 | 108 / 129 | 90 | 105 | | | | | 87 | 105 or higher | 106 - 110 | 111 or lower |

This page is intentionally left blank

| | |
|---|---|
| | CONFIDENTIAL |
| Paper title: | KPI data for Schools |
| Board/Committee | Finance, Planning & Resources |
| Date of meeting: | 27 th February 2018 |
| Author: | Richard Duke |
| Executive/sponsor: | Pat Bailey |
| Purpose: | To provide information to the Committee on the performance of Schools against their KPIs. |
| Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver? | This links primarily to student experience and student outcomes, but also impacts indirectly on finances and league tables. |
| Recommendation: | The meeting is invited to comment on the data. |

Executive Summary

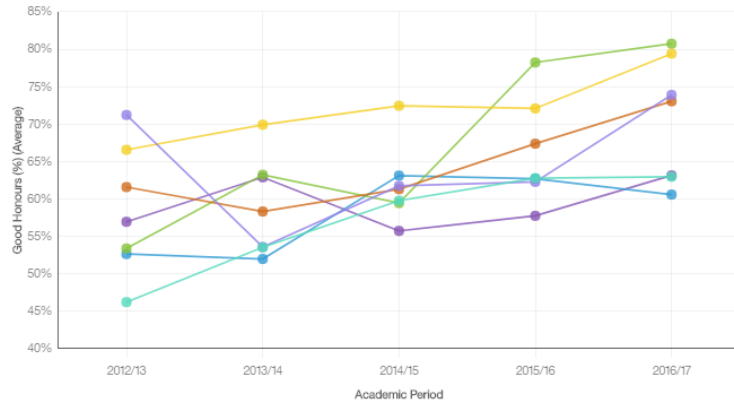
The following sheets summarize year-on-year performance of Schools against some of the most important KPIs for the future development of the University:

- Year 1-to-2 progression
- Overall satisfaction from the NSS
- Good honours achievement
- Graduate Employment or Further Study

The Committee is invited to comment on the data.

This page is intentionally left blank

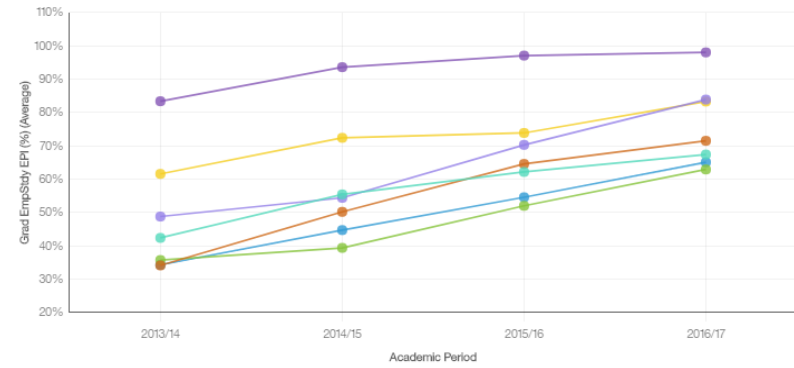
Good Honours % (all students)



School / PSG

- School of Applied Sciences
- School of Arts and Creative Industries
- School of Built Environment and Architecture
- School of Business
- School of Engineering
- School of Health and Social Care
- School of Law and Social Sciences

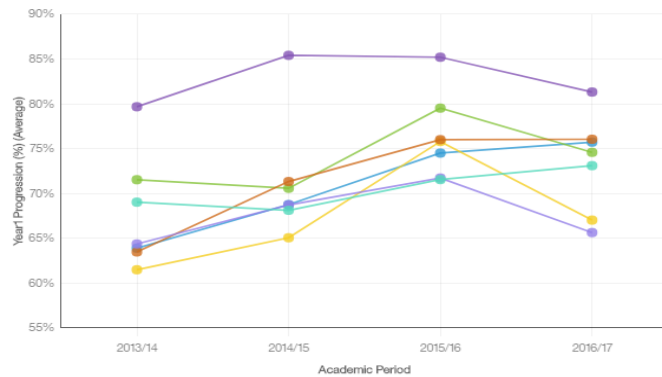
Graduate Employment or Further Study (FT, First Degree)



School / PSG

- School of Applied Sciences
- School of Arts and Creative Industries
- School of Built Environment and Architecture
- School of Business
- School of Engineering
- School of Health and Social Care
- School of Law and Social Sciences

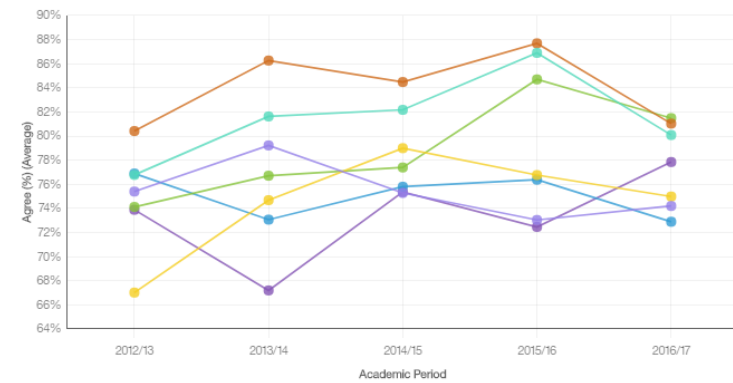
Year 1 to Year 2 Progression (FT, First Degree)



School / PSG

- School of Applied Sciences
- School of Arts and Creative Industries
- School of Built Environment and Architecture
- School of Business
- School of Engineering
- School of Health and Social Care
- School of Law and Social Sciences

NSS Overall Satisfaction (all students)



School / PSG

- School of Applied Sciences
- School of Arts and Creative Industries
- School of Built Environment and Architecture
- School of Business
- School of Engineering
- School of Health and Social Care
- School of Law and Social Sciences

Good Honours (all students)

| Good Honours (%) | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|---------|---------|
| School of Applied Sciences | 53% | 52% | 63% | 63% | 61% |
| School of Arts and Creative Industries | 53% | 63% | 59% | 78% | 81% |
| School of Built Environment and Architecture | 67% | 70% | 72% | 72% | 79% |
| School of Business | 62% | 58% | 61% | 67% | 73% |
| School of Engineering | 71% | 54% | 62% | 62% | 74% |
| School of Health and Social Care | 57% | 63% | 56% | 58% | 63% |
| School of Law and Social Sciences | 46% | 54% | 60% | 63% | 63% |

Graduate Employment or Further Study (FT, First Degree)

| Grad EmpStdy EPI (%) | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|---------|
| School of Applied Sciences | 34% | 45% | 55% | 65% |
| School of Arts and Creative Industries | 36% | 39% | 52% | 63% |
| School of Built Environment and Architecture | 62% | 72% | 74% | 83% |
| School of Business | 34% | 50% | 65% | 72% |
| School of Engineering | 49% | 54% | 70% | 84% |
| School of Health and Social Care | 83% | 94% | 97% | 98% |
| School of Law and Social Sciences | 42% | 55% | 62% | 67% |

Year 1 to Year 2 Progression (FT, First Degree)

| Year1 Progression (%) | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|---------|
| School of Applied Sciences | 64% | 69% | 75% | 76% |
| School of Arts and Creative Industries | 72% | 71% | 80% | 75% |
| School of Built Environment and Architecture | 62% | 65% | 76% | 67% |
| School of Business | 63% | 71% | 76% | 76% |
| School of Engineering | 64% | 69% | 72% | 66% |
| School of Health and Social Care | 80% | 85% | 85% | 81% |
| School of Law and Social Sciences | 69% | 68% | 72% | 73% |

NSS Overall Satisfaction (all students)

| Agree (%) | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|---------|---------|
| School of Applied Sciences | 77% | 73% | 76% | 76% | 73% |
| School of Arts and Creative Industries | 74% | 77% | 77% | 85% | 81% |
| School of Built Environment and Architecture | 67% | 75% | 79% | 77% | 75% |
| School of Business | 80% | 86% | 84% | 88% | 81% |
| School of Engineering | 75% | 79% | 75% | 73% | 74% |
| School of Health and Social Care | 74% | 67% | 75% | 72% | 78% |
| School of Law and Social Sciences | 77% | 82% | 82% | 87% | 80% |

This page is intentionally left blank