

## **Meeting of the Board of Governors**

**4pm\* on Thursday, 9 October 2014**  
**in 1B27, Technopark, London Road, London SE1**

\* Pre Board presentation from 3.30pm on League Tables – operations and assessment of current position

### **Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest <i>Governors are required to declare any interest in any item of business at this meeting</i>		Chair
3.	<b>Chairman's Business</b>		
3.1	Minutes of meetings of 8 July 2014 (for publication)	BG.48(14)	Chair
3.2	Appointment of Joint Vice Chair (to approve)	BG.49(14)	Chair
3.3	Pro Vice Chancellor (Research and External Engagement) appointment (to ratify)	BG.50(14)	Chair
4.	Matters arising		Chair
5.	<b>Vice Chancellor's Report and Key Performance Indicators</b> (to note)	BG.51(14)	VC
6.	<b>Chief Financial Officer's Report</b> (to note)	BG.52(14)	CFO
7.	<b>University Strategy</b>		
7.1	Change programme updates (to discuss and note)	BG.53(14)	Prog. D
7.2	British University Egypt partnership (to approve)	BG.54(14)	VC
8.	<b>University Performance</b>		
8.1	Student acceptances (to discuss and note)	BG.55(14)	PVC(S&E)
8.3	Destination of Leavers of Higher Education survey report (to discuss and note)	BG.56(14)	PVC(S&E)
8.4	National Student Survey report (to discuss and note)	BG.57(14)	DVC

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|------|---|-----------|---------------------|
| 8.5  | Management accounts summary of 31 July 2014                   | BG.58(14) | CFO                 |
| 9.   | <b>Committee Business</b>                                     |           |                     |
| 9.1  | Reports on decisions of Committees (to note)                  | BG.59(14) | Chairs of committee |
| 9.2  | Health and Safety Policy (to approve)                         | BG.60(14) | COO                 |
| 10.  | <b>Governance</b>   |           |                     |
| 10.1 | Risk – annual detailed review and risk appetite (to approve)  | BG.61(14) | CFO                 |
| 10.2 | Memorandum of Understanding – academies                       | BG.62(14) | Sec                 |
| 10.3 | Board annual business plan (to note)                          | BG.63(14) | Sec                 |
| 11.  | Any Other Business  |           |                     |
| 12.  | Date of next Board meeting: 4pm on Thursday 20 November 2014. |           |                     |

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Members: David Longbottom (Chair), Dame Sarah Mullally (Vice Chair), Prof David Phoenix (Vice Chancellor), Ilham Abdishakur, Steve Balmont, Jerry Cope, Douglas Denham St Pinnock, Ken Dytor, Prof Neil Gorman, Louisa Nyandey, Mee Ling Ng, Prof Hilary McCallion, Anne Montgomery, Andrew Owen, Diana Parker, Prof Shushma Patel, James Smith and Prof Jon Warwick.

With: Deputy Vice Chancellor, Chief Financial Officer, Pro Vice Chancellor (Students & Education), Pro Vice Chancellor (Research and External Engagement), University Secretary, Chief Operating Officer (for item 9.2) and Governance Manager.

Observer: Sharon Page, Governance Effectiveness Reviewer

	PAPER NO: BG.48(14)
Paper title:	Minutes of the meeting of 8 July 2014
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board
Purpose:	To approve the minutes of the past meeting as a correct record and to approve the suggested redactions for publication

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

### **Executive Summary**

The Board is asked to approve the minutes of its meetings of 9 October 2014 and the suggested redactions (in grey) for publication on LSBU's website.

Minutes of a Meeting of the Board of Governors  
held at 4pm on Tuesday, 8 July 2014  
in room 1B27, Technopark, London Road, London SE1

**Present**

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Prof David Phoenix	Vice Chancellor and Chief Executive
Ilham Abdishakur	SU President
Steve Balmont	
Douglas Denham St Pinnock	
Ken Dytor	
Prof Hilary McCallion	
Anne Montgomery	
Mee Ling Ng	
Louisa Nyandey	( <i>from minute 7</i> )
Andrew Owen	
Prof Shushma Patel	
James Smith	
Prof Jon Warwick	

**Apologies**

Prof Neil Gorman  
Diana Parker

**In attendance**

Prof Rao Bhamidimarri	Executive Dean, Faculty of Engineering, Science and the Built Environment ( <i>for minutes 37-40</i> )
Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Chief Financial Officer
Beverley Jullien	Pro Vice Chancellor (External)
Ian Mehrtens	Chief Operating Officer ( <i>for minute 34</i> )
Amir Rashid	Programme Director – Building for the Future ( <i>for minutes 1-23</i> )
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Manager

**Welcome and Apologies**

1. The Chairman welcomed Ilham Abdishakur to her first meeting of the Board of Governors following her election as Students' Union President.

# London South Bank University

2. Apologies for the meeting had been received from Prof Neil Gorman and Diana Parker.
3. The Board noted that the governance effectiveness review would commence in the autumn. The consultant for the review would be observing the meeting of 9 October 2014.

## **Declaration of Interests**

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

## **Minutes of the previous meeting**

5. The Board approved the minutes of the meeting of 22 May 2014 and the proposed redactions for publication (paper **BG.31(14)**).

## **Matters Arising**

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

*Louisa Nyandey entered the meeting*

## **Chairman's business - succession**

7. The Chairman updated the Board on succession planning for independent governors. Five independent governors, including the Chairman himself, were due to retire in July 2015 following the completion of two four year terms.
8. The search for candidates to replace the five governors would commence in autumn 2014, once the Chair designate had joined the Board. The Nomination Committee had previously considered the question of succession and had recommended that the following skills and experience would be needed: organisational change management; estates management; legal qualifications; commercial insight; non-executive directorship experience; and experience of leading large organisations. In considering candidates, the Nomination Committee would give due consideration to the diversity of the Board.
9. In view of the significant breadth of experience of the five retiring governors, the Board supported a phased transition. The Chairman agreed to discuss the succession process with each retiring governor.

### **Vice Chancellor's Report and Key Performance Indicators**

10. The Board discussed the Vice Chancellor's report and key performance indicators (paper **BG.32(14)**). The report included updates on the transition to Schools; senior staff appointments; the Confucius Institute and its move to Model Institute status; Science, Technology, Engineering and Maths (STEM) teaching capital funding allocation; the positive outcome of the Ofsted inspection of the Education Department; student recruitment; and the key performance indicators report.
11. The Board ratified the voluntary agreement dated 16 May 2014 between LSBU and HEFCE, which links institutional accountability and the automatic designation for student support.
12. The Board noted that the outcomes of the Destination of Leavers of Higher Education (DLHE) survey were positive. The University had improved the number of students in employment or further study by 8% and were now out of the bottom five but the figure for graduate employment had fallen to 51%. A full report would be presented to the Board meeting of 9 October 2014.
13. In relation to the Home Office's English language test inquiry, the Board noted that the Home Office had visited in May 2014 and satisfactory responses to their queries had been provided.

### **Chief Financial Officer's Report**

14. The Board discussed in detail the Chief Financial Officer's report (paper **BG.33(14)**), which included updates on the current financial position, the budget for 2014/15, five year forecasts for submission to HEFCE and proposed financial key performance indicators as part of the new corporate strategy 2015-2020.

### **Corporate Strategy, 2015-2020**

15. The Board discussed in detail the proposed corporate strategy, 2015-2020 (paper **BG.34(14)**). The strategy had been developed following discussions at the board strategy day of 1 May 2014 and following consultation with staff.
16. The strategy set out the vision for the University over the next five years to 2020 with three key outcomes: student success; real world impact; and access to opportunity. The three outcomes were supported by strategic enablers.

17. The Board approved the success measures as set out in the Corporate Strategy and attached in the appendix to these minutes. The Board noted that an additional success measure around student retention would be included.
18. The annual delivery plan for the strategy was in development and would be considered by the Board at its strategy day of 15 October 2015. It was noted that the absolute targets would be finalised for October as part of the delivery plan.
19. The Board approved the corporate strategy for 2015-2020 subject to review of the success measures around recruiting students from low participation neighbourhoods and being ranked as a good employer to ensure these reflected appropriate ambitions.

#### **Change Programme highlight report**

20. The Board discussed a highlight report on the change programme (paper **BG.35(14)**). In addition, the Board had received an informative pre-meeting presentation on the fifteen projects of the change programme.
21. The Board discussed the programme in detail. Governors were concerned about how the 15 projects inter-related as well as the escalation process for risks and the flow of benefits from each project.
22. The Board requested the Audit Committee to review the timing and the scope of the internal audit review into the change programme. The Board requested the Audit Committee to regularly review the progress and key risks and issues of the programme. The relevant committee of the Board would review any individual projects if they were not on target.
23. The Board noted the key findings and responses of the ATOS gateway review of the Edison project (formerly the IBM project).

*Amir Rashid left the meeting*

#### **Enterprise Update**

24. The Board received a presentation on enterprise activity, including commercial revenue generation, the progress of the Clarence Centre for Enterprise and Innovation against business case, Small and Medium Enterprise (SME) and community support and engagement, and student enterprise.

25. The Board noted that the research and enterprise departments were being integrated and that recruitment for an interim Director of University Enterprise was underway (paper **BG.36(14)**).
26. The Board requested a summary of progress in financial year 2013/14 towards the 16-20 project.

### **Budget, 2014/15**

27. The Board approved the budget for 2014/15, which had been reviewed in detail by the Policy and Resources Committee (paper **BG.37(14)**). The budget target was to deliver a £1m surplus, in line with the five year forecasts. In order to deliver this surplus the budget shows marginal income growth of 1.4% to £136.4m.
28. The Board noted that the budget included an assumed 2% pay rise for staff following the nationally negotiated pay rise of 2%.

### **HEFCE Annual Accountability Return**

29. The Board approved the Annual Accountability Return for submission to HEFCE (paper **BG.38(14)**), including five year forecasts, financial commentary, going concern review, strategy update, corporate risk register, and risk strategy.
30. The Board noted that in order to deliver the five year forecasts the key targets remained as follows:
  - i) Assumed growth in full time undergraduate student numbers to 2,750 in 2013/14 and then steady state;
  - ii) improvements in progression such that the graduation rate rises from 49% currently to 56% by 2018/19;
  - iii) additional income of (minimum) £16m p.a. by 2018/19 with a surplus of 20% (£3.2m);
  - iv) capital expenditure of £107m over the 5 year planning cycle (although this may need to be reviewed depending on actual financial performance over the period); and
  - v) no reductions in HSC funding beyond the 2014/15 budget.

### **Management accounts to 31 May 2014**

31. The Board noted the management accounts to 31 May 2014 which had been discussed in detail by the Policy and Resources Committee (paper



**BG.39(14)).** The full year forecast in the management accounts was a contribution of £1.5m against a budget of £2.5m.

### **Clearing Strategy**

32. The Board discussed the clearing strategy (paper **BG.40(14)**). Clearing is critical to achieving recruitment targets. As part of the proposed clearing strategy the University would seek to recruit to target at a minimum of 120 'A' level points and 160 BTEC points. A new Certificate of Higher Education option had been launched for some courses as a means of fairly helping applicants in to higher education and meeting income targets.
33. The Board noted the update on student recruitment which had been discussed in detail at the meeting of the Policy and Resources Committee. Full time undergraduate applications were ahead of the previous year by 8.25%.

### **Annual health and safety report, 2012/13**

*Ian Mehrtens entered the meeting*

34. The Board noted the annual health and safety report for 2012/13 (paper **BG.41(14)**), which had been delayed due to restructuring in the health and safety team.

*Ian Mehrtens left the meeting*

### **Reports from committee meetings**

35. The Board noted the reports from committee meetings (paper **BG.42(14)**). The Board noted that the Human Resources Committee had met on 18 June 2014.
36. The Board noted that meeting of the Policy and Resources Committee of 24 June 2014 had been inquorate. However, since the meeting the majority of members of the committee had indicated their support for the papers and the recommendations of the meeting.

**University Academy of Engineering /University Technical College**

*Rao Bhamidimarri entered the meeting*

37. The Board noted an update on the University Academy of Engineering South Bank and the University Technical College Brixton and their proposed relationship with the University (paper **BG.43(14)**).
38. The Board noted that the key benefits of sponsoring the academy and the University Technical College included raising aspirations of young people locally and creating pathways for them into higher education and employment.
39. Each school is a separate charitable company limited by guarantee. The Board approved the proposed relationship with the two schools, which would allow the University to exert influence over the schools through its right to appoint a majority of the members and directors of the Academy of Engineering and a majority of members and, in conjunction with the employer sponsors, a majority of directors of the University Technical College. The Executive did not expect to consolidate the balance sheet of either entity into LSBU's own accounts.
40. The Board noted that memoranda of understanding would set out responsibilities of LSBU and each school, and the reporting framework. The Board requested the role of LSBU's Audit Committee in relation to the two schools to be clarified.

*Rao Bhamidimarri left the meeting*

**Educational Character Committee annual report, 2013/14**

41. The Board noted the Educational Character Committee annual report for 2013/14 (paper **BG.44(14)**). The role of the committee and its relationship with the Academic Board would form part of the governance effectiveness review.

**Risk strategy and appetite statement**

42. The Board approved the risk strategy (paper **BG.45(14)**) which formed part of the annual accountability return to HEFCE (minute 27 refers).
43. The Board would review the risk appetite statement in detail at its meeting of 9 October 2014, during its annual in depth discussion of risk.

**Corporate Risk Register**

44. The Board noted the corporate risk register which had been reviewed in detail by the Audit Committee (paper **BG.46(14)**).

**New Articles of Association**

45. The Board noted that the revised Articles of Association which had been approved by Special Resolution on 20 March 2014 had been approved by the Privy Council and were now effective.

**Declarations of Interest**

46. The Board authorised the additional interests declared by Steve Balmont.

**Any other business**

47. The Board noted that Pro Vice Chancellor (External), Bev Jullien was shortly leaving LSBU and this was her last Board meeting. The Board warmly thanked her for her contribution to the University and wished her success for the future.

**Date of next meeting**

48. The next Board meeting will be at 4pm on Thursday 9 October 2014.

The Chairman invited governors to a drinks reception in the Clarence Centre and closed the meeting.

**Confirmed as a true record:**

..... (Chairman)

**Appendix**

The success measures as set out in the Corporate Strategy, 2015-2020 were:

- We want our success to be recognised, so by 2020 we aim to be London's top modern university;
- Students will rate us in the top quartile of all universities – based on their experience of LSBU;
- 95% of our students will be in employment or further study within six months of graduating;
- We'll be one of the ten best universities in the country for supporting and fostering student start-ups;
- We will be in the top 50% of universities for both graduate employment and starting salaries;
- We'll be in the top 50% of universities for income and activity recorded in the government's Higher Education, Business and Community Interaction Survey;
- We'll be above benchmark for recruiting students from low-participation neighbourhoods, and for the number of these students achieving success in their chosen course of study;
- By 2020 we will have achieved 4 QS Stars - reflecting LSBU's status as a highly international university;
- We'll be ranked as a good employer compared to other organisations;
- We will grow our income by 25% to £170m annually, and deliver an operating surplus of 5% and an EBITDA margin (our ability to generate cash) of 15%; and
- Student satisfaction ratings with our facilities and environment will be in the top quartile of UK universities.



# Committee Action Points

03 October 2014

15:18:35

Committee	Date	Minute	Action	Person Res	Status	
Board	08/07/2014	12	DLHE report to Oct Board	VC	On agenda	<input checked="" type="checkbox"/> Completed
Board	08/07/2014	18	Annual delivery plan to October strategy day	VC	On agenda	<input checked="" type="checkbox"/> Completed
Board	08/07/2014	22	Audit committee to review timing and scope of internal audit review of change programme	Programme Director	On audit committee agenda	<input checked="" type="checkbox"/> Completed
Board	08/07/2014	22	Audit committee to regularly review progress and key risks and issues of the change programme	Programme Director	On committee forward plan	<input checked="" type="checkbox"/> Completed
Board	08/07/2014	40	Clarification on role of Audit Committee and Board with the two schools	Secretary	Discussed by Audit Committee at its meeting of 25 September 2014. Paper on the relationship on Board agenda - 9 October 2014	<input checked="" type="checkbox"/> Completed
Board	08/07/2014	26	Summary of progress towards 16-20 target to future Board meeting	PVC - E	An update will be provided to the November Board after Paul Ivey, PVC(R&E) has started.	<input type="checkbox"/> Completed

Committee	Date	Minute	Action	Person Res	Status
Board	08/07/2014	43	Risk appetite to Oct Board meeting	CFO	Progress is being made on developing this. Full discussion will take place at November 2014 meeting.

Completed

	PAPER NO: BG.49(14)
Paper title:	Appointment of Joint Vice Chair
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board
Purpose:	To appoint Jerry Cope as Joint Vice Chair

Matter previously considered by:		
Further approval required?		On:

### **Executive Summary**

1. Jerry Cope was appointed as an independent governor from 1 September 2014. This appointment is in the expectation that Mr Cope succeeds as Chairman of the Board on 1 August 2015, subject to approval by the Board as a whole at its meeting in July 2015. It is proposed that Mr Cope is appointed as Joint Vice Chair of the Board for the academic year, 2014/15.
2. The current Vice Chair, Sarah Mullally, will continue to serve as Joint Vice Chair for the year.

	PAPER NO: BG.50(14)
Paper title:	Appointment of Pro Vice Chancellor (Research and External Engagement)
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Prof David Phoenix, Vice Chancellor
Board sponsor:	David Longbottom, Chairman of the Board of Governors
Purpose:	To ratify the appointment of Prof. Paul Ivey as Pro Vice Chancellor (Research and External Engagement)

Matter previously considered by:	PVC selection panel	On: 30 July 2014
Further approval required?	No	N/A

### **Executive summary**

1. Following a thorough search and selection process the PVC Selection Panel recommended the appointment of Professor Paul Ivey as Pro Vice Chancellor (Research and External Engagement). As this position is a senior post the Board is requested to ratify this appointment.

### **Process**

2. As part of the restructuring of the University the role of Pro Vice Chancellor (External), was amended and entitled Pro Vice Chancellor (Research and External Engagement). The PVC Research and External Engagement will help define and take the lead in implementing the University's strategy for research and enterprise, setting high standards and promoting a culture of excellence and ambition.
3. Following the resignation of Bev Jullien as Pro Vice Chancellor (External), the Chairman and Vice Chancellor agreed the selection panel, process and appointment for the post of PVC (Research and External Engagement) which is set out below.



4. Saxton Bampfylde was appointed to lead the search for the PVC. The Chairman, the Vice Chancellor, the Chair of the Educational Character Committee, the Chair of the Human Resources Committee and an external member (Professor Neil Gorman, VC at Nottingham Trent University) sat on the selection panel.
5. Final interviews took place on 30 July 2014. Four candidates were interviewed.

**Appointment of Professor Paul Ivey and Pro Vice Chancellor (Research and External Engagement)**

6. Following the recruitment and selection process and based on the criteria in the job description the Selection Panel recommend that Professor Paul Ivey, currently Pro-Vice-Chancellor, Research, Enterprise and Business Engagement at Birmingham City University, is appointed as Deputy Vice Chancellor of London South Bank University.
7. A short biography of Professor Ivey is attached in appendix 1 for information.

**Commencement of Employment**

8. Professor Ivey has indicated that he will be able to start at the beginning of November 2014.

**Recommendation**

9. The Board is requested to ratify the appointment of Professor Paul Ivey as Pro Vice Chancellor (Research and External Engagement) of London South Bank University.

**Appendix 1**

Professor Paul Ivey joined Birmingham City University in November 2013 as Pro-Vice-Chancellor, Research, Enterprise and Business Engagement. Paul led on the University's strategy on business and employer engagement and the strengthening of the University's connections to the City and region. He also had lead responsibility for research, innovation and knowledge exchange development; the expansion of the University's commercial activities and the oversight of the University estates function.

Educated at the Duke of York's Royal Military School and starting his professional career in 1972 as a marine engineering apprentice followed by service at sea with Texaco, Paul studied at Sussex University and was awarded B.Sc. Engineering and Applied Sciences with a Major in Mechanical Engineering (1983) and Doctor of Philosophy (1988). In addition to Texaco he has worked for General Electric Aircraft Engines in the US, the Universities of Sussex, Cranfield, Hertfordshire and Coventry, published 98 contributions including books, research papers and patents, directed research studies totalling £13.5M funded by the EPSRC, Rolls-Royce, the UK Government and the European Union, and has supervised 25 Doctoral studies.

Paul was previously Professor of Aerospace Engineering and Executive Dean of the Faculty of Engineering and Computing at Coventry University. Prior to that he worked at the University of Hertfordshire as Head of School for Aerospace, Automotive and Design Engineering and was Professor of Turbomachinery at Cranfield University. He holds a visiting Professorship with the Emirates Aviation College in Dubai, is a founding judge for the Tamayouz award for Iraqi architects and an honorary Fellow of the Jordanian Royal Scientific Society. Between 1993 and 2001 he was a County Councillor standing twice for election to the UK Parliament.

	PAPER NO: BG.51(14)
Paper title:	Vice Chancellor's Report
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Jennifer Hackett, Executive Assistant to the Vice Chancellor
Executive sponsor:	Prof David Phoenix, Vice Chancellor
Purpose:	To update the Board on University matters

<b>Executive Summary</b>	
<b>Context</b>	This report provides an update on key University matters since the last Board meeting
<b>Question</b>	On which significant matters does the Board need to be updated?
<b>Conclusion &amp; Recommendation</b>	<p>This report covers:</p> <ol style="list-style-type: none"> <li>1. LSBU restructuring, change programme and communications</li> <li>2. Staff appointments and pay award</li> <li>3. UK/ EU Recruitment International Recruitment and UKVI</li> <li>4. Key Performance Indicators</li> <li>5. Times League Table</li> <li>6. Stakeholder and External Engagement</li> <li>7. Estates and University Developments</li> <li>8. Fundraising</li> <li>9. Office of the Independent Adjudicator</li> <li>10. Ofsted inspection</li> <li>11. University Successes</li> </ol> <p>The Board is requested to note the report.</p>

Matter previously considered by:	Board of Governors	At each meeting
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**London South Bank**  
University

Further approval required?	No	N/A

**Vice Chancellor's Report: October 2014**

**LSBU restructuring, change programme and communications**

1. The new Schools formally launched on the 1<sup>st</sup> August and the Deans, supported by the DVC are starting to develop a clear vision for each of the Schools. In addition Executive Leads continue to work with their areas of responsibility to further define the vision, remit and role for each of the Professional Service Functions. The faculty office review which aims to look at how the Schools are best supported by the Professional Service Functions is underway and business partnering arrangements are being developed for internal customers.
2. As processes are streamlined this is expected to generate some efficiency gains, even after investment in areas that are under resourced. To help protect existing staff roles I have put a freeze on appointment of new staff to non-academic roles unless the requirements are seen as highly specialized. All such roles will first be considered internally.
3. The corporate strategy and delivery plan have been developed and senior managers have had the opportunity to engage in discussion and debate via the Leadership Forum to ensure a shared understanding of institutional priorities. Following discussion at the Board of Governors away day on 15<sup>th</sup> October the process of local delivery planning will commence. Plans will be reviewed by the Executive in January followed by consideration of workforce requirements and financial requirements in semester two.
4. A communications plan has been agreed to ensure that staff are fully engaged with the Change programme and are kept up to date with progress against the corporate strategy. Communications activity includes a bi-weekly VC's update dedicated to the Change programme, a series of all staff Executive road shows and stakeholder change networks. Opportunities for staff to lead and be involved with change projects have been flagged in advance and open sessions held by programme management to discuss possible seconded roles, with positive take up so far. We will shortly be seeking change champions to help increase awareness and to provide a vehicle for internal challenge and development.
5. The change programme focuses on activity that does not fit within business as usual but which is important to delivery of our strategy. The reporting framework to University Board has been discussed and is supported by Audit Committee. As the individual projects become more developed they are being structured around five clear themes that align with the corporate strategy and

with Audit Committee around data, HR Committee around people, Educational Character Committee around academic character and strategy and P&R with respect to resources and assets. Oversight of the total programme will be reported to the Board and Audit committee will monitor risk and via internal audit satisfy itself the process is robust.

6. The programme is generally progressing to plan and a more detailed update is provided later on the agenda.

### **Staff appointments and pay award**

7. The DVC and five deans are now in post. We have been unable to recruit a Dean for Law and Social Sciences hence are currently advertising for a second time. Professor Mike Molan continues to cover this area until an appointment is made. We are also taking the opportunity to advertise for the Dean/PVC of Health and Social Care with interviews expected in November. The search agent being used is Saxton Bampfylde.
8. We were also unable to recruit for the Dean of Business so to ensure delivery of the schools vision Professor Mike Molan has been confirmed as Dean/PVC for the next two years. As previously reported he will support the DVC on issues related to the portfolio and retention where we wish to make progress and to enable focus on the School I have transferred management of the Change Programme Director to myself. In the School he will be supported by Roland Kaye, a consultant on fixed term part time contract who will lead on initially developing the vision then next calendar year preparing for, and obtaining accreditation. Roland has previously worked as Dean of Business at the Open University as well as doing work in similar roles at BPP and a number of moderns. He has a track record in obtaining accreditation.
9. We have recruited for the PVC Research and External Engagement role and Professor Paul Ivey is due to start on 1st November. Paul is currently PVC for Research, Enterprise and Business Engagement at Birmingham City University and will provide senior academic leadership for enterprise, internationalization, partnerships, student recruitment and marketing.
10. Following consultation with the HR Committee in June the Executive ratified the UCEA agreed pay award of 2% for all staff in the JNCHEs group (grades 2 – 10) and Senior Managers (grades 11 and 12) who achieved relevant ratings in 2013. This has been factored into the budget for 2014.

**UK/ EU Recruitment**

11. A full report is on today's agenda. For the first time the University enforced a floor of 120 points A level (EEE) and 160 points BTec. I am pleased to report that even with this floor we have seen an increase in the number of offers accepted with over 3100 undergraduate full time acceptances by the end of the cycle. There has historically been c10-20% non -attendance hence, whilst we are still analysing enrolments, it is expected that we will be close to the 2750 target.
12. There have been shortfalls in some of the STEM related areas, especially engineering. The portfolio review we are undertaking will seek to energise the offer in these areas and during the course of the year we will focus activity in these areas. The areas that have under -performed with undergraduate recruitment seem to have performed well with postgraduate and international hence, whilst the data has yet to be analysed, there are no immediate resource concerns.
13. ABB equivalent students, which at LSBU are mainly BTec remain lower than I would like and this is one of the factors contributing to our low grade point average. We will also therefore be increasing our efforts to attract these students moving forward.

**International Recruitment and UKVI**

14. We have managed to see increases in international enrolments compared to this stage last year and a more detailed report is included. We need to ensure we continue to carefully monitor our visa refusal rates as the government has now lowered the level allowed from 20% to 10% which puts a number of moderns at risk of losing their licence. At LSBU the value appears to reach c5% which would indicate robust performance.
15. As previously reported the current government have made statements in the House regarding concerns around fraud relating to English language testing. I previously reported to the Board that we had successfully passed our audit and in addition I had asked for a review of all our students with TOEIC or ECT awards as these are the qualifications that had been questioned. The UKVI have subsequently written to LSBU identifying 55 students they are seeking to block from entry to the UK and have asked for a meeting which I will attend on the 17<sup>th</sup> October. Of these 55 only 12 are current students, 3 were due to repeat year and the others are making satisfactory progress. 11 of these are on the list we had reviewed and which I reported on previously. We have in all cases adhered to VISA requirements and all would have been made offers

before claims of fraud were raised. We have no evidence these students have themselves been involved in fraudulent activity.

### **Key Performance Indicators**

16. The attached report (Appendix A) provides the latest results at September 16<sup>th</sup> 2014.

The financial figures in section 1 have been amended to update the management account forecast figures to the figures from the draft accounts. New results have been included for Student satisfaction, Staff/student ratio and the % of Firm Acceptances, and all of these have been RAG rated according to the criteria agreed by the Board in October 2013. Further background is given below

#### ***Employability***

17. Improving performance in the DLHE survey will have an impact on the university's league table position, with the concomitant impact on student recruitment and the financial stability of the institution. There has been a significant improvement in this years' survey versus the previous year for students in employment or further study six months after graduation (85.5% vs 77.5%). There remains a considerable amount of work to be done though as this still places LSBU 118<sup>th</sup> out of 123 Universities in England if ranked. I will be seeking to target a minimum of 90% on this measure as we move forward which will place us just within the top 100.
18. Also of concern is the proportion of students gaining what are considered to be professional and graduate level outcomes. This has fallen and sits at c51% of the total cohort, which is the measure often used by league tables. A more detailed analysis is on todays' agenda.
19. On a positive note our average under -graduate starting salary remains one of the best of all moderns at £24,500 which implies that those graduates in work are sought after.
20. It is also of note that we currently have over 1000 employers paying to send c4500 students to LSBU for study. This data is difficult to analyse nationally but is likely to make us one of the leading choices for employers with sponsored students on a range of courses including HNCs and HNDs as well as Foundation, Bachelors and Masters degrees, with the largest groups being in Health and Engineering.

#### ***University Finance***



21. Gearing for the University shows the relationship between external borrowing and discretionary reserves. The movement to a red RAG rating for this month is driven entirely by a reduction in reserves following receipt of the FRS17 report and, as a result, the inclusion of an increased LPFA pension deficit on the face of the balance sheet. Our external borrowing continues to reduce in line with agreed plans.

### **NSS**

22. In 2014, LSBU achieved our highest response rate in the NSS survey, increasing on the 2013 figure by 4%, to 75% of the eligible cohort (in comparison with a sector average of 71%). Student satisfaction at LSBU has improved overall in 5 of the 7 main categories however satisfaction has decreased in the Overall Satisfaction section by 2% to 80%. We remain below the sector average scores in all key areas except Personal Development however an action plan for 2014 – 15 has been developed to increase scores. Activity includes targeting all courses with overall satisfaction rates below 70%, increasing communication between staff and students and enhancing the current 'You said –We did campaign' to reflect action taken as a result of the survey. A more detailed analysis is on today's agenda.

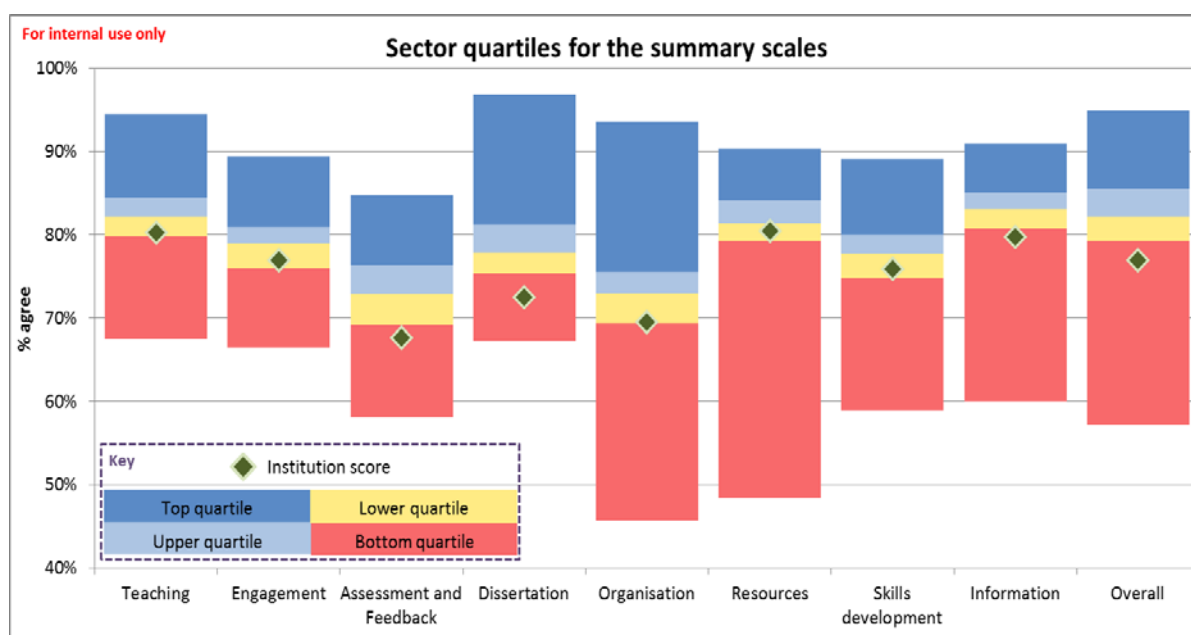
	Teaching	Assessment & feedback	Academic support	Organisation & management	Learning resources	Personal development	Overall Satisfaction	Students' Union
<b>Minimum</b>	78	55	71	61	67	73	71	31
<b>Lower quartile</b>	85	68	79	75	83	81	83.25	59
<b>Median</b>	87	72	82	79	86	83	86	67
<b>Upper quartile</b>	89	75	83	82	89	85	89	74.75
<b>Maximum</b>	96	88	95	95	95	94	96	94
<b>Sector</b>	87	72	81	78	85	82	86	67
<b>LSBU</b>	83	68	74	72	83	83	80	59
<b>London post-92 mean</b>	83	71	77	75	84	82	82	62
<b>London mean</b>	85	70	78	77	85	80	84	65

### **Postgraduate Taught Experience Survey**

23. Launched in 2009, the HEA's annual Postgraduate Taught Experience Survey (PTES) is the only sector-wide survey to gain insight from taught postgraduate students about their learning and teaching experience. Satisfaction with courses increased by 1% from last year (77% compared to 76%) as did

satisfaction with experience (76% compared to 75%) however propensity to recommend LSBU to friends and family has decreased since last year (66% compared to 68%). To ensure an increase in scores next year results have been passed to programme leaders so they can see monitor problem areas and we are confident that remedial action from the NSS survey will benefit postgraduate provision.

24. Areas of concern mirror those within the NSS for undergraduate student satisfaction.



### Times League Table

25. The Sunday Times published the 2015 Times and Sunday Times University League Table on 21<sup>st</sup> September 2014. LSBU dropped 4 places to 122 out of 123 (down from 118 out of 121 in 2014). NSS scores have improved marginally as has good honours, but falls in scores for completion rates, UCAS entry points and graduate prospects have offset that improvement. LSBU's overall score has remained static, but our position has worsened as other universities have improved and/or entered the league table above us.
26. This is the last league table to be published based on last years data and work has been on-going to ensure this years data better reflects the university's position. The main priority has to then be improvement to the NSS scores.

Indicator	Score			Rank		
	2015	2014	Change	2015	2014	Change
Student satisfaction	77.7	76.6	↑ 1.1	112	111	↓ -1
Research Quality	2.7	2.7	→ 0	89	90	↑ 1
UCAS entry points	233	242	↓ -9	122	115	↓ -7
Graduate prospects	49	56	↓ -7	121	93	↓ -28
Good Honours	59.7	53.5	↑ 6.2	97	109	↑ 12
Completion rate	72.4	76.1	↓ -3.7	118	112	↓ -6
Staff student ratio	24.2	23.7	↑ 0.5	120	114	↓ -6
Services/facilities spend	1250	1110	↑ 140	98	103	↑ 5
<b>Overall</b>	<b>353</b>	<b>353</b>	→ 0	<b>122</b>	<b>118</b>	↓ -4

## Stakeholder and External Engagement

27. It has become clear over recent months that as a University we need to raise our external profile in areas such as sponsored study, where we are strong. There is an increasing tendency for funding provided by government (though HEFCE) or by employers to be based on targeted requirements. By focusing on our highly applied work or what could perhaps be termed technical education I believe there is an opportunity to capitalize on our strengths. Some examples of activity in this area are given below.

### ***Appointment of Ketchum***

28. The University has engaged Ketchum for a fixed term to provide public affairs advice and support to the University. The purpose is to enhance the University's understanding of the changing political landscape in Higher Education and to advise on influencing and taking advantage of those changes; and to assist in raising the profile of the University in specific areas of activity including applied learning and business engagement.

### ***LSBU consultation responses***

29. Throughout summer we responded to a number of national consultations and reviews.
- Secured entry in The Parliamentary Review: A Year in Perspective - a publication which aims to raise standards through showcasing best practice across sectors. The publication was launched in September and 500 LSBU stakeholders will receive copies.
  - Submitted views to the One Nation: Labour's Plan for Science consultation. We proposed: further investment in pre-university education to deliver the technical skills that equips schools leavers, in particular

female students, for STEM careers; introducing government funded STEM PhDs for those willing to teach maths and science in schools whilst they study, restoring the Education Maintenance Allowance and offering enhanced payments for those studying STEM subjects.

- Published an article in the Guardian regarding Labour's plans for technical universities and technical degrees.
- Responded to a consultation on proposals to move HNDs/HNCs to further education. Our submission concluded that the proposals would have a negative effect in a number of ways including:
  - significant detrimental effect on the University's income
  - detrimental effect on skills and professional development in key areas which have a direct impact on the local community (construction and building services engineering)
  - a disproportionately higher impact on mature learners
  - potentially disproportionately higher impact on BAME students.

### ***STEM Teaching Capital funding scheme***

30. As I reported we have submitted a bid for £2.02M to HEFCE under the STEM Teaching Capital funding scheme which if successful, will require the University to contribute a 1:1 match in funding. The proposal has the overarching theme of 'Engineering for Inclusivity', and comprises three strands – Engineering (covering Design, Mechanical, Electrical, Chemical, Civil and Petroleum Engineering), Building Engineering (linked to the sustainability theme), and an Integrated Life Sciences Centre (supporting a range of science, engineering and technological programmes linked to health and wellbeing). The investment is linked to planned increases of student intakes of about 170 STEM undergraduate students in total (so around 500 additional students studying STEM subjects once we've had 3 intakes). The total of £4.04M of funding would be spent in the 1st April 2015 – 31st March 2016 financial year, and the outcome of the bid will be announced in December 2014.

## **Estates and University Developments**

### ***Model Confucius Institute***

31. The University has received £800,000 to redevelop the Caxton House building as a new Model Institute for the LSBU Confucius Institute for Traditional Chinese Medicine. The building will house a new clinic for acupuncture, exhibition space, conference room and event space. Work is scheduled to start in January with completion in late spring.

# **London South Bank University**

## ***University Academy of Engineering***

32. The University sponsored Engineering Academy opened on 8<sup>th</sup> September with 85 students opting to join the Academy as Year 7 pupils. The Academy has a specialism in engineering within the STEM framework and provides pathways for young people from South London into the University's STEM related programmes. The date for the formal opening of the Academy is to be confirmed.

## ***South Bank Engineering UTC***

33. I reported to the Board at the 8<sup>th</sup> July meeting that the University is progressing with the development of the UTC with specialism in engineering for medical and building sectors. In line with the UTC's objective of actively involving the industry, we have secured co-sponsorship from Guys and St Thomas NHS Foundation Trust, Purico and Skanska. The site in Brixton has now been confirmed and the architectural design is progressing. We are in the process of establishing a company under the Multi-Academy Trust.

## ***The National Bakery School***

34. Work on the redevelopment of the National Bakery School was completed under budget and on time for the start of term. Responses from staff and students have been very positive. £700,000 of the targeted £900,000 has already been raised and the fundraising programme is continuing. There will be a formal opening of the School in due course.

## ***Clarence Centre for Enterprise and Innovation***

35. The Centre was formally opened on 22 September by University Chancellor Richard Farleigh.

## ***LSBU and Southwark Council***

36. LSBU and Southwark Council have agreed a Collaboration Agreement to assist in the development of joint working in areas including the attraction of external funding and support for education and skills development.

## ***Fundraising***

37. During 2013/14 LSBU received £1,348,000 in philanthropic income as defined by the sector standard, the Ross-CASE survey of giving to Higher Education. During the most recent period for which figures are available (2012/3) LSBU

once again remained in the top 10% of Post-92 universities for fundraising. We were well above the averages for 1990s, Million Plus and Alliance Group universities and in line with the former 1994 Group. For the measure “% of Alumni who are donors” (LSBU 0.8%) we performed substantially better than the benchmark for 1990s, Million+ and University Alliance Universities (under 0.25%) and below the Russell Group (2%) and 1994 Group (1.4%). We were substantially above the benchmark for institutions which commenced fundraising between 2005 and 2009 (benchmark £100k).

38. This year we started to reach beyond our alumni base - at top fundraising institutions non-alumni account for around 30% of donations whilst at LSBU this is currently around 6%. We have secured our largest gift to date from an individual non-alumnus donor, £250,000 from entrepreneur Dr Rami Ranger. The space in the Clarence Centre which houses the University’s Graduate Entrepreneurs has been named the Dr Rami Ranger MBE Centre for Graduate Entrepreneurship and there will be a substantial fund to support student entrepreneurship at the University. The space was formally opened by The Rt Hon Theresa Villiers MP on 3 October.

### **Alumni Relations**

39. The focus of our Alumni Relations programme continues to be re-engaging with past graduates; maintaining engagement with newer graduates; and building relationships with current students before they graduate (through joint events like the SU music night, sports day and pub quiz, and initiatives like the new graduation video). This year we ran 18 alumni events and additionally worked with academic departments to assist with and market events other to alumni. Events included a reception at Home House, a dinner to launch a new Chapter in China and our first House of Lords event with 200 attendees. Our alumni offered over 80 enterprise leads, 200 mentors, 300 placements, 60 case studies and 20 talks to students. A new mentoring programme was launched in the autumn.

### **Ebola Guidance**

40. LSBU have published guidance in the event of a suspected outbreak of Ebola virus. This has been developed in conjunction with a number of internal stakeholders and Public Health England. The guidance is reviewed as the situation changes and any updates provided to staff and students.

### **Office of the Independent Adjudicator**

41. Following the Office of the Independent Adjudicator (OIA) Report, we are making a move to reduce student complaints as well as improve the current complaint process submissions, mainly academic appeals remain very high, for 2013 the OIA dealt with 157 complaints against LSBU against an average for this size institution of average 21. The majority of submissions are being found to be unjustified but it damaging in terms of costs and reputation as well as to student perception hence more needs to be done to understand and resolve these issues.
42. As a first step, we will be looking to appoint eight Conciliators to work across each School to deal with complaints at grass-roots level, both speeding up response times and finding informal resolutions (where possible). These will not be new posts, existing staff will have the opportunity to take up these responsibilities and the process will be simplified to ensure they are in place as soon as is possible.

### **Ofsted inspection**

43. In June, LSBU's education department was inspected by Ofsted. We have now received the inspection report which was very positive about our students, teaching and learning, quality assurance and management. Positive comments included:

“Leaders have tackled the key issues for improvement from the previous inspection with determination to ensure good outcomes for trainees. Teamwork is a significant strength. Innovative approaches are followed by the new senior leadership team to improve teacher education for the benefit of pupils across the partnership. To fulfil London's specific cultural and linguistic needs in building up a local teaching force with expert skills, the partnership has designed work-based undergraduate courses for teaching assistants for September 2014.”

The provision has been judged 'good' and the department is now recruiting for PGCE trainees alongside providing new undergraduate and master's-level courses for London schools.

### **University Successes**

#### **Happold Brilliant Award 2014**

44. London South Bank University has been awarded the Happold Brilliant Award 2014 in recognition of excellence in the teaching of building services

engineering. The Happold Brilliant Award recognises outstanding teaching in the field of building services engineering. Administered by the Chartered Institution of Building Services Engineers (CIBSE), it is sponsored by the Happold Trust, a charity set up to promote education, training and research in the construction industry fields of engineering, design, technology and architecture. The award judges said:

"The Department has a wide suite of building service engineering courses available and continues to offer courses at every stage and to every level, allowing students to step off at any point or progress further if they choose. This large offering and the option to follow different pathways has been commended and shows a great example of opening up education to all".

### **Staff successes**

45. In July Professor Tariq Sattar, Course Director, BEng Mechatronics and his research group won two awards at the International Conference on Climbing and Walking Robots in Poland. The first award was Innovation Award 2014 for practical innovation in the field of robotics and also the runner up prize for the Best Technical Paper.

### **Student successes**

46. Graphic designer, Malcolm Garrett has selected LSBU Engineering Product Design graduate, George Mabey for the Design Council's Ones to Watch project. This year, the Design Council celebrated its 70<sup>th</sup> birthday and to mark the occasion, they are running a campaign titled 'Ones to Watch', targeted at future talented up-and-coming designers. The project will follow the progress of 70 graduates who represent the future of British design - which the judges will be scouting for throughout the next few months.
47. Rim Saada a third year PhD student has been awarded first prize for her technical excellence and outstanding presentation in the field of Fluid Separation Processes at an event organised by the Institution of Chemical Engineers (IChemE). Rim received the award at the annual research event entitled "What's New in Fluid Separations" organised by the IChemE Fluid Separations Special Interest Group (FSSIG) at AstraZeneca, Macclesfield.
48. Five students from the Faculty of Engineering, Science and the Built Environment successfully represented LSBU at the 2014 Global Social Venture Competition held in Osaka, Japan. We are one of six universities internationally who take part in the competition and this year the team led by our students won all the prizes including the best business plan.



## LSBU Corporate Key Performance Indicators (2011/12 - 2013/14)

Report Production Date: 16th September 2014

Financial Sustainability						
KPI	2011/12	2012/13	2013/14		YoY up down	
	Actual	Actual	Target	Actual (Draft Accounts)		
<b>Student Numbers &amp; Contracts</b>						
1	Recruitment against HEFCE contract	Within tolerance	Within tolerance	Within tolerance band	within tolerance	➔
<b>Income</b>						
2	NHS contract income (£)	On target	On target	£25.9m	£25.2	⬇
3	International student income	£9.6m	£8.8m	£9.4m	£8.5	⬇
4	Research (non-HEFCE) income (£)	£2.4m	£2.2m	£2.4m	£2.3	⬆
5	Enterprise income (£)	£10.0m	£8.4m	£9.0m	£7.5	⬇
6	Total Income (£)	£138.3m	£137.9	£137.6m	£134.8	⬇
<b>Surplus</b>						
7	Total Surplus (% of income)	4.7%	4.00%	1.8%	2.4%	⬇
<b>Other Financial Indicators</b>						
8	Cash Balance (£)	£69.1m	£60.0 m	£48.2	£53.0m	⬇
9	Gearing Ratio	0.31	0.27	0.26	0.29	⬇
10	Days liquidity	203	176.6	139	157.1	⬇
11	Staff Costs as a % of Income	<i>new indicator</i>	<i>new indicator</i>	55%	55.8%	⬇

The Student Experience						
KPI	2011/12 (Actual)	2012/13 (Actual)	2013/14 (Target)	Current Performance (RAG)	YoY	
<b>Student Satisfaction</b>						
12	Overall Student Satisfaction - UG (NSS) *	80%	82%	86%	80%	⬇
13	Overall Student Satisfaction - PG	78%	76%	80%	77%	⬆
<b>Student Retention &amp; Progression</b>						
14	FTUG Year 1 Progression (%)	63%	65%	65%	65%	⬆
15	Graduating in intended period (FTUG 3/4yrs) (%)	52%	51%	65%	51%	⬇
<b>Value Added</b>						
16	Employment of graduates (DLHE return)* (Employed, or studying, or both)	78.1%	77.4%	85%	85.50%	⬆
17	No. of first degree students obtaining 1st or Upper 2nd class degrees *	56.0%	58%	62%	58%	⬆
<b>Resource Measures</b>						
18	Spend per student (£) * (Academic Services)	£940 <small>(Complete UG 2013)</small>	£900 <small>(CUG 2014)</small>	£1,000	£971 <small>(CUG 2015)</small>	⬆
19	Spend per student (£) * (Services & Facilities)	£1,062 <small>(Times GUG 2012/13)</small>	£1,110 <small>(SundayTimes/Times GUG)</small>	£1,150	1,110	⬆
20	Staff:student ratio *	22.4:1 <small>(2010/11 HESA)</small>	23.7:1 <small>(2011/12 HESA)</small>	21:1	24.2:1 <small>(2012/13 HESA)</small>	⬇

Institution Reputation and Esteem						
KPI	2011/12 (Actual)	2012/13 (Actual)	2013/14 (Target)	Current Performance (RAG)	YoY	
<b>League Table Ranking</b>						
21	The Times / Sunday Times	111 (of 116) <small>(2012/13 Table)</small>	118 (of 120) <small>(2014 Table)</small>	< 110	111	⬆
22	The Guardian	104 (of 120) <small>(2013 Table)</small>	113 (of 119) <small>(2014 Guide - June 13)</small>	< 110	112 (of 116) <small>(2015 Guide - June 14)</small>	⬇
23	The Complete University Guide	109 (of 116) <small>(2013 Table)</small>	119 (of 124) <small>(2014 Table - April 13)</small>	< 110	120 (of 123) <small>(2015 Table - May 14)</small>	⬇
<b>Subject League Tables (The Guardian)</b>						
24	No. of subjects in top 75% nationally	5 (of 17)	3 (of 21)	5 (of 21)	3 (of 25)	⬆
25	No. of subjects in top 50% of post-1992	3 (of 17)	2 (of 21)	7 (of 21)	2 (of 25)	⬆
26	No. of subjects in top 25% of post-1992, London	3 (of 17)	4 (of 21)	4 (of 21)	2 (of 25)	⬇
<b>Student Perceptions</b>						
27	% of Firm acceptances against enrolment target from FTUG students prior to clearing	<i>new indicator</i>	<i>new indicator</i>	75%	75.6%	⬆
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	74:26	79:21	80:20	79:21	⬆
29	Financial support from donors (cash received, £)	£1.5m	£1.35m	1.4m	1.35m	⬆
30	Alumni Engagement: Number of placement, volunteer & mentor opportunities for students	<i>new indicator</i>	<i>new indicator</i>	500	520	⬆
<b>Staff Perceptions</b>						
31	Staff Turnover rate	<i>new indicator</i>	21%	18%	21%	⬆

<b>KPI Notes: Measure Overview</b>	<b>Data date &amp; Source</b>	<b>Notes</b>
1-11 Financial performance	Nov to Aug: LSBU Management Accounts	Forecast data updated after each month end period Draft figure prior to audit & final after accounts sign
<b>Student Satisfaction</b>		
12 Overall Student Satisfaction - UG (NSS)	Aug 14: Ipsos Mori National Student Survey	Satisfaction has fallen by 2%
13 Overall Student Satisfaction - PG	Sep 14: LSBU PG Taught Survey	Satisfaction has increased by 1%
14 FTUG Year 1 Progression (%)	Oct/Nov 14: LSBU Cognos PAT Reports	
15 % Graduating in intended period (FTUG 3/4yrs)	Oct/Nov 14: LSBU Registry Analysis	
<b>Value Added</b>		
16 Employment of graduates (% Employed, Studying, or both)	July 14: Hefce DLHE survey	An improvement to 85.5%
17 No. of first degree students obtaining 1st or Upper 2nd class degrees *	Oct/Nov 14: LSBU Registry Analysis	
tbc No. of first degree students obtaining 1st or 2nd class degrees	Oct/Nov 14: LSBU Registry Analysis	
<b>Resource Measures</b>		
18 Spend per student (£) * (Academic Services)	April/May 14: 'Complete University Guide'	
19 Spend per student (£) * (Services & Facilities)	Sep 14: Times 'Good University Guide'	
20 Staff:student ratio *	Aug 14th: publication of HESA data for 12/13	
<b>League Table Ranking</b>		
21 The Sunday Times / Times	September 14: The Sunday Times Newspaper	
22 <a href="#">The Guardian</a>	June 14: The Guardian Newspaper	
23 <a href="#">The Complete University Guide (formerly The Independent)</a>	April 14: Complete University Guide website	
<b>Subject League Tables (The Guardian)</b>		
24 No. of subjects in top 75% nationally	June 14: The Guardian Newspaper	
25 No. of subjects in top 50% of post-1992	June 14: The Guardian Newspaper	
26 No. of subjects in top 50% of post-1992, London	June 14: The Guardian Newspaper	
<b>Student Perceptions</b>		
27 % of Firm acceptances against enrolment target from FTUG students prior to clearing	August 2014, Recruitment Analysis	2080 Firm Acceptances were received by the 12th August, against a SNC target of 2750
28 Early : late applications (% of FTUG enrolments arising from early/late applications)	Oct/Nov 14, Registry Analysis	
29 Financial support from donors (cash received, £)	Oct/Nov 14, Development Office	
30 Alumni Engagement: Number of placement, volunteer & mentor opportunities for students	August 14, Development Office	P&R Report notes 200 mentors, 300 placements & 20 student talks
<b>Staff Perceptions</b>		
31 Staff Turnover	HR Database Analysis	

	PAPER NO: BG.52(14)
Paper title:	Report from the Chief Financial Officer
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Richard Flatman, Chief Financial Officer
Executive/Operations sponsor:	Richard Flatman, Chief Financial Officer
Purpose:	To update the Board on financial matters.

<b>Executive Summary</b>	
<b>Context</b>	This report provides an update on matters which contribute to the future financial sustainability of the University.
<b>Question</b>	On which significant financial matters does the Board need to be updated?
<b>Conclusion &amp; Recommendation</b>	<p>This report covers:</p> <ol style="list-style-type: none"> <li>1. Headline financial KPI targets;</li> <li>2. Current financial position;</li> <li>3. Year end audit status;</li> <li>4. Organisation restructure;</li> <li>5. Risk and control;</li> <li>6. Audit of 2012-13 HEFCE-funded student outturn data;</li> <li>7. Pensions;</li> <li>8. Procurement; and</li> <li>9. Summer intern programme.</li> </ol> <p>The Board is requested to note the report which provides a progress update on financial matters.</p>

Matter previously considered by:	Board of Governors	At each meeting
Further approval required?	N/A	On:

## Report from the Chief Financial Officer: October 2014

### 1. Headline financial KPI targets

The corporate strategy was presented to Board in July and approved. There is now an explicit link to the 5 Year financial forecasts in the section on strategic enablers and in particular goal 8 on resources and infrastructure as follows:

**“We will grow our income by 25% to £170m pa and deliver an operating surplus of 5% and an EBITDA margin (demonstrating our core profitability) of 15%”**

The key targets are as follows:

By 2020 we will have delivered:
<ul style="list-style-type: none"><li>• 25% growth in income from £136m to £170m</li></ul>
<ul style="list-style-type: none"><li>• An operating surplus of 5% (£8.5m pa on income of £170m)</li></ul>
<ul style="list-style-type: none"><li>• EBITDA margin (EBITDA/income) of 15% (equivalent to EBITDA of £25.5m pa on income of £170m)</li></ul>

These are embedded in the KPI set which will be discussed in more detail at the Board strategy day later this month. The KPI set also includes lower level financial targets eg. research income, enterprise income and income from international students.

### 2. Current financial position

The management accounts to 31 July 2014 are included in the Board papers for noting.

The accounts show a full year forecast surplus of £3.1m after inclusion of the FRS17 report in relation to the LPFA pension scheme. The year-end audit is progressing well and no adjustments have to date been identified.

The previous report to Board in July which was based on the management accounts to 31 May showed a forecast surplus at that time of £1.5m. We further reported at that time that we were working hard to ensure that we delivered a result as close as possible to original budget of £2.5m but that delivering this was challenging for the following reasons:

- Recruitment was below target
- A downward adjustment of £1m+ was made in year following receipt of the HEFCE grant letter in March

- Unbudgeted costs (£1m) relating to new senior appointments, re-structure and the Edison project are included in year.

At that time a realistic assessment was that the financial surplus would be in the region £1.5m-£2m although this assumed full utilisation of contingency and no adverse impact of FRS17.

The accounts show a result at the upper end of that estimate. In addition, whilst the £1.5m re-structuring provision has largely been utilised we have been able to release other contingencies including the operating expenditure contingency £0.5m and a further £0.5m in relation to FRS17.

However, due to the nature of the current funding arrangements with HEFCE there is always a risk of clawback of the HEFCE grant. A 'contract range' concept is no longer operated and it is not possible therefore to eliminate the clawback risk prior to closing the accounts because:

- student reassessment activity in September and October 2014 is relevant to 13/14 funding, and
- HEFCE will also adjust our funding in light of other institution's data to ensure that all their funding is distributed to institutions and none returned to Treasury.

We have made significant changes to our data collection and analysis to give ourselves greater assurance that we are correctly implementing HEFCE rules around resits and the timing of resits. Currently for 28% of our 2013/14 students we have not got sufficient assurance that they met HEFCE funding rules. We would expect this number to reduce to about 17% once we have analysed all the September resit examinations if the current cohort is consistent with previous years and so this is the financial clawback that has been recognised in the financial accounts. We estimate however that each 1% movement is equivalent to £150K of grant clawback and so the Board should be aware that there remains a risk to the full year forecast surplus. The final submission to HESA will take place at the end of October and we will keep the Board up to date in the event that any material adjustment to our surplus is considered necessary.

### **3. Year end audit status**

The year-end statutory audit is progressing well. Grant Thornton, our external auditors, have now almost completed their field work as part of their audit of the year end accounts. The Finance team were well prepared and a full set of draft accounts was made available at the start of the audit. As a result the audit has gone smoothly and GT have been able to complete most of their work during their two weeks onsite. No issues regarding process or potential adjustment to the draft result have arisen to date and no matters of significance were raised by the external auditors at the recent audit committee.

#### **4. Organisation re-structure**

The restructure in terms of both Schools and new Professional Service functions has created specific challenges in terms of our information architecture. The Schools restructure has required co-ordinated changes to our Agresso accounting system, our QL Student record system and our Fees matrix. These changes were required at year end to ensure we did not disrupt our statutory reporting processes but at the same time could not impact the University ability to enrol students during Clearing into the new schools restructure.

The Professional Service functions restructure also required a careful handover in terms of budgets, reporting lines and automated workflows to ensure that there was minimal disruption to our internal customers and resources have been dedicated to ensuring that the EDISON Team, the Change Team and new Directors have been fully briefed in terms of procurement regulations, budgetary control, and investment processes to ensure that they have been able to progress their plans within the University's cost constraints.

An FMI (Finance and Management Information) induction day is planned for 9 October for new senior staff including members of the Executive and Deans.

#### **5. Risk and control**

##### *Internal audit*

The internal auditors (PwC) have now completed their programme of work for 2013/14 and are making good progress on the 2014/15 programme. Highlights, as reported to the September audit committee include the following:

- The most recent continuous audit report focusing on financial controls for the period from 1/5/14 to 31/7/14 reported no exceptions. All areas were RAG rated green. This is the second consecutive quarter that all areas have been green rated and reflects the fact that tight financial control processes are consistently being followed. In particular, processes have improved in the areas of general ledger journal back up, monthly review of reconciliations and journal postings, tighter control on authorisation of sales invoices and improved controls in payroll around starters, leavers, payments to hourly paid lecturers and overtime payments.
- Agreed terms of reference to extend the continuous audit work programme to cover student data
- A low risk report classification for the University's risk management processes. Further work has been done in liaison with PwC regarding a potential approach to risk appetite. This will be discussed first with the

Operations Board and presented to the October meeting of Audit Committee for consideration.

- A positive annual internal audit opinion confirming adequate and effective arrangements for risk management, control, governance and value for money. Importantly, the direction of travel is also positive. There were no critical recommendations and the total number of recommendations in year reduced from 28 to 19 – with reductions in all risk rating categories.

#### *Statement on Internal control*

The statutory accounts include a full compliance statement on internal control. A detailed report was submitted to September Audit committee setting out the assurance sources underpinning the statement. This will be reviewed again at October committee as the statement relates to the period up to signing of the accounts.

#### *Risk management*

The purpose of risk management is to identify, evaluate and ensure that effective processes are established to manage the risks linked to delivery of key strategic objectives. A thorough review of the corporate risk framework has been undertaken to ensure that risks are aligned to the new corporate strategy 2015-20.

Risk management has been reviewed in detail by the internal auditors and categorised as low risk.

We are progressing the debate on risk appetite and will take some proposals to October Audit Committee.

#### *Financial Regulations*

Revised financial regulations were reviewed and approved by Policy and Resources Committee

### **6. Audit of 2012-13 HEFCE-funded student outturn data: reporting of student completion status**

HEFCE have advised us they would like to audit the University's 2012-13 HEFCE-funded student outturn data: reporting of student completion status. The aim of the audit is to gain assurance over the reporting of the HEFCE-funded student outturn position in the HESA 2012-13 data, and to ensure the accuracy of the data submitted to HEFCE and HESA for funding purposes in this area. We have had further discussions with HEFCE about their audit. We are trying to progress the audit quickly so that we can benefit from any insight into HEFCE's

concerns before we submit HESES14. The audit seems to be closely focused on FUNDCOMP (the field that records the student's completion status with respect to that year), which is disappointing as we would have liked to demonstrate the progress we have made on all areas of the Student Record. Whilst overall we have a positive story to tell about FUNDCOMP (as we have invested a lot of effort into improving our approach over the last three years), there are specific weaknesses in the 2012/13 data. We have addressed these issues in 2013/14 but we cannot rule out some potential HEFCE grant recalculation as a result of the weaknesses in 2012/13.

## **7. Pensions**

The FRS17 report for the LPFA support staff pension scheme has now been received and the results incorporated into the year-end statutory financial accounts. The real discount rate has reduced from 2.2% at 31 July 2013 to 1.5% at 31 July 2014 resulting in an increase in the value of the scheme deficit on the face of the balance sheet from £62m to £76.5m. The pension assumptions underpinning the valuation have now been reviewed in detail and approved by Audit Committee. The current service cost and the level of contributions paid remain relatively stable at £4.2m and £4.8m respectively.

The CFO attended the most recent LPFA HE forum and it was evident that, unlike LSBU, few institutions have as yet negotiated contributions and signed up to agreed rates for the next 3 years. Others are still being asked to provide evidence of secure income streams.

The discussion regarding the longer term issue of revised employer categorisation continues. The next meeting is scheduled later in October at London Met with Shoosmiths LLP present.

## **8. Procurement**

The Procurement Services team have now successfully implemented their first phase of change to develop a mature and pro-active procurement function. The ongoing development and success of Procurement at LSBU led to the team being shortlisted for the Outstanding Procurement team category at The HE Leadership and Management Awards (THELMA) 2013; being a case study in the UUK Efficiency Exchange paper 'Procurement as a Strategic Asset', and being ranked 5th out of 120 HE institutions in its Procurement maturity assessment.

Procurement Services continues to have challenging development plans. A new Procurement Strategy is currently being drafted to align with the new Corporate Strategy. The strategy will primarily focus on how the service will: a) Focus on Student Needs and Values; b) Empower Staff and c) Be Agile, Innovative and Efficient. The team's organisation structure will be reviewed to align with the



current University restructure programme and change projects. This may lead to both strategic and operational Procurement being centrally managed and delivered by the Procurement Services team. A detailed 5 year Strategic Delivery Plan will support the new Procurement Strategy.

## **9. Summer intern programme**

The team within Finance and Management Information have continued to collaborate across the University and the Summer Internship scheme that we launched in 2013 in partnership with the Business School has now grown from 6 Finance students to 17 students across a number of disciplines. This has given our 2<sup>nd</sup> year students direct experience of working within Finance, Marketing and ICT and has given us the opportunity to feed back to the Schools on the development of their graduate attributes.

	PAPER NO: BG.53(14)
Paper title:	Change Programme update
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Amir Rashid, Programme Director
Executive/Operations sponsor:	David Phoenix, Vice Chancellor
Purpose:	To provide an update on the change programme covering: <ul style="list-style-type: none"> <li>• High level dashboard / roadmap by theme</li> <li>• Programme risks and issues</li> </ul>

<b>Executive Summary</b>	
<b>Context</b>	The change programme is delivering a range of projects – i.e. interventions outside our business-as-usual, defined by time and scope – to achieve those aspects of the corporate strategy that represent significant change.
<b>Question</b>	How can reporting be improved to ensure clarity across a wide range of projects?
<b>Conclusion &amp; Recommendation</b>	<ul style="list-style-type: none"> <li>• That the Board approve the revised reporting arrangements</li> <li>• That the Board note performance and consider any areas where more detailed updates are required for the Board or relevant sub-committee</li> </ul>

### **Change Programme Themes**

The attached paper sets out how projects are structured around the programme themes:-

- What each theme means
- Why we are doing this
- Benefits at a high level

### **Governance and Reporting Model**

The proposed governance and reporting model is attached below– key points are:

# London South Bank University

- The Board will review overall progress of the change programme high level programme dashboard.
- The Audit Committee will review programme risks and issues.
- Projects will be grouped by theme (e.g. Academic Portfolio) and the relevant committee of the Board will review the project highlight reports for these themes.

Goal	Theme	Project	Subcommittee
Teaching and Learning	Developing the academic Portfolio	Portfolio Review	Educational Character
Employability		Curriculum Structure	
Internationalisation		Partnership	
Research and Enterprise		Developing Scholarships	
Student Experience	Support for the academic environment	Learning Pathway-Student Support	Educational Character
		Student Journey	
		Professional Service Models	
Underpinning theme	Informed decision making	League Tables	Audit
		Management Committee review	
		Performance Management	
		Data Quality	
Resources and Infrastructure	ICT and Infrastructure	Information Management	Policy & Resources
		ICT	
		Edison	
		Property	Property
People and Organisation	People	Leadership and Workforce Development	HR
		Communications	N/A

## Programme Status

Risks/issues that are rated as critical or high are reported to each Executive Change Programme Board and mitigations against risks are set and tracked by the programme management office.

At this stage the key issue relates to staff engagement and communications as these are critical to the successful delivery of change. The Programme Board recently approved a communications strategy and plan.

# London South Bank University

At this stage there are 17 distinct projects:

- 4 projects are at 'concept' stage (shaded grey on the dashboard)
- 4 projects are in the process of developing detailed project initiation documents
- 4 projects are in design (extensive analysis required for highly complex projects)
- 5 projects are in delivery.

Of the 13 projects that have completed the initial scoping phase, 9 are rated as green and 4 as amber – in terms of progress towards completion, against their agreed milestones.

## Key Successes

### Academic portfolio

- Portfolio review underway with a completion date for the initial review on-track for mid-November

### Support for academic environment

- Design phase 75% complete
- Pilot phase for use of Edison tools in place; dedicated project manager being recruited
- Delivery plan in place with framework for local delivery planning agreed
- High level operating model for Professional Services Model agreed

### ICT and Infrastructure

- Additional ICT capacity being put in place to deliver requirements from design phase
- Edison projects on-track
  - Predictive analytics technology in place and piloting has started
  - Virtual Learning Environment in place
  - Financial due diligence complete and costs re-baselined

### Informed decision making

- League table optimisation for Staff / Student ratio indicator has been undertaken to target
- Data Quality project has been developed due for sign off at Executive (14/10/2014)

# Change Programme update

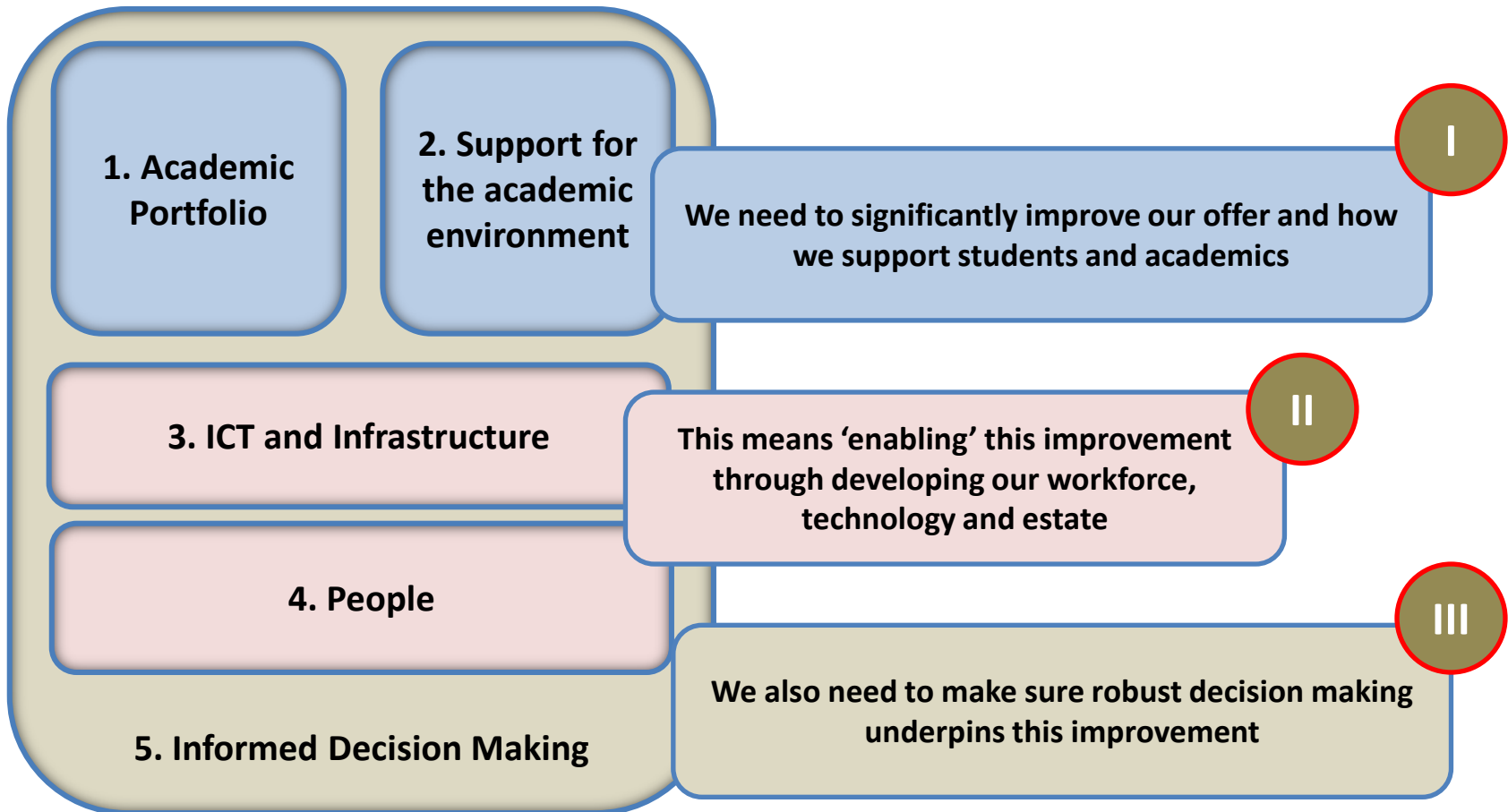
## October 2015

Amir Rashid, Programme Director

# **Change Programme**

## **Messaging**

## The 5 change programme themes



**This theme means that we will....**

- Review and redevelop our academic portfolio (teaching, research and enterprise) to ensure it better aligns with the market
- Build more overseas networks to grow our international numbers
- Ensure our courses are structured to enable graduates to become more confident and employable

**Why are we doing this?....By 2020 we have committed that....**

- 95% of our students will be in further employment or study within six months of graduating
- We will be in the top 50% of universities for both graduate employment and starting salaries
- Students will rate us in the top quartile of all universities based on their experience of LSBU
- We will grow our income by 25%

**What will the benefits be for students?**

- Students will be more employable as they will be able to apply for courses that better align with market need
- Courses will be structured so that employability has much greater prominence

**What will the benefits be for staff?**

- More confident students will mean more positive engagement with staff



<p><b>This theme means that we will....</b></p>	<ul style="list-style-type: none"><li>• <b>Make sure the way we deal with and support students is more ‘customer focused’ whilst streamlining the services that manage these interactions</b></li></ul>
<p><b>Why are we doing this?....By 2020 we have committed that....</b></p>	<ul style="list-style-type: none"><li>• <b>Students will rate us in the top quartile of all Universities based on their experience of LSBU</b></li><li>• <b>We’ll be ranked and externally recognised as a good employer compared to other organisations</b></li></ul>
<p><b>What will the benefits be for students?</b></p>	<ul style="list-style-type: none"><li>• <b>The student experience from initial application through to teaching and learning, graduation and beyond will be much better</b></li></ul>
<p><b>What will the benefits be for staff?</b></p>	<ul style="list-style-type: none"><li>• <b>Staff will work within an environment that delivers more efficient, effective services that allow for better staff development and career progression</b></li><li>• <b>Better student engagement will improve staff engagement and satisfaction</b></li></ul>

<b>This theme means that we will....</b>	<ul style="list-style-type: none"><li>• Put in place a clear strategy and 5 year plan for LSBU</li><li>• Put in place a framework that enables us to make decisions on how we plan and manage activity to deliver this plan; these decisions will be based on robust data and information</li></ul>
<b>Why are we doing this?....By 2020 we have committed that....</b>	<ul style="list-style-type: none"><li>• We will achieve 'success' as set out in the corporate strategy</li></ul>
<b>What will the benefits be for students?</b>	<ul style="list-style-type: none"><li>• We will be able to better manage the performance of the organisation and the service we deliver to students</li></ul>
<b>What will the benefits be for staff?</b>	<ul style="list-style-type: none"><li>• We will be able to better manage the performance of the organisation and the service we deliver to staff</li></ul>

**This theme means that we will....**

- **Make sure we put in place the right ICT in order that we can streamline our services**
- **Improve the physical environment so it meet our business requirements**

**Why are we doing this?....By 2020 we have committed that....**

- **We need an environment that will support us to will grow our income by 25%**
- **Student satisfaction ratings with our facilities and environment will be in the top quartile of UK universities**
- **We'll be ranked and externally recognised as a good employer compared to other organisations**

**What will the benefits be for students?**

- **The student experience from initial application through to teaching and learning and alumni will be much better**
- **Student engagement and satisfaction will improve**

**What will the benefits be for staff?**

- **Staff will work within an environment that deliver more efficient, effective services that allow for better development and career progression**
- **Better student engagement will improve staff engagement and satisfaction**

<p><b>This theme means that we will....</b></p>	<ul style="list-style-type: none"><li>• Put in place and deliver a plan to further develop and support our staff to ensure we have the right skills for the future and that staff and students adhere to the expected behaviours outlined in our behavioural framework.</li></ul>
<p><b>Why are we doing this?....By 2020 we have committed that....</b></p>	<ul style="list-style-type: none"><li>• We'll be ranked and externally recognised as a good employer compared to other organisations.</li></ul>
<p><b>What will the benefits be for students?</b></p>	<ul style="list-style-type: none"><li>• Staff will be more engaged and motivated which will provide for a much better student experience.</li></ul>
<p><b>What will the benefits be for staff?</b></p>	<ul style="list-style-type: none"><li>• Staff will be more engaged and motivated</li></ul>

	Project	Sponsor	Project Lead	RAG status	Overall status	Commentary	
Developing the academic portfolio	1	Portfolio review	Mike Molan	Simon Houlding	G	In delivery	
	2	Learning pathway: curriculum structure	Phil Cardew	TBD	G	PID in development	PID scheduled for discussion at Programme Board 13/01/14
	3	Partnerships, collaboration and reputation	Paul Ivey	TBD		HLS needs development	HLS scheduled for Programme Board 14/10/14
	4	Developing scholarship	TBD	TBD		HLS needs development	
Support for the academic environment	5	Learning pathway: student support	Pat Bailey	TBD	A	PID in development	PID scheduled for discussion at Programme Board 14/10/14
	6	Student journey	Pat Bailey	Paul Grosart	G	In design phase	On track
	7	Professional service models	Mike Molan	Paul Grosart	G	In design phase	On track
Informed decision making	8	League table	James Stevenson	Hannah Le Vay	A	In delivery	
	9	Management committee review	James Stevenson	Michael Broadway	G	PID in development	PID scheduled for discussion at Programme Board 14/10/14
	10	Corporate performance management of data	Richard Flatman	Hannah Le Vay	A	In delivery	Timescales for development of draft PIs are tight
	11	Data quality and management	Richard Flatman	TBD	G	PID in development	Recruitment of project manager in progress
ICT and infrastructure	12	Information management	Ian Mehrtens	Paul Grosart	G	In design phase	On track
	13	ICT strategy / architecture	Ian Mehrtens	ICT technical delivery	G	In design phase	On track
	14	Edison	Phil Cardew / Ian Mehrtens	Francois Contreiras	G	In delivery	ESE timescales rebaselined
	15	Property	Ian Mehrtens	Carol Rose		HLS needs development	
People	16	Leadership and workforce development	Mandy Eddolls	Cheryl King-McDowall		HLS needs development	HLS scheduled for Programme Board 29/10/14
	17	Communications	Phil Cardew	Louise Delaney	A	In delivery	

	PAPER NO: BG.54(14)
Paper title:	Academic Collaboration with the British University in Egypt
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Prof Phil Cardew, Pro Vice Chancellor (Students and Education)
Executive sponsor:	Prof David Phoenix, Vice Chancellor
Purpose:	To update the Board on progress made in establishing the collaborative partnership, and to seek a recommendation to progress with the project.

<b>Executive Summary</b>	
<b>Context</b>	<p>The University has validated courses at BUE for the last two years, having taken over validation in the areas of Petroleum and Chemical Engineering from the University of Loughborough.</p> <p>BUE approached LSBU with a view to widening this relationship to include their entire provision. Loughborough have signalled that, whilst they raise no concerns regarding BUE, they are content to hand over this validation to LSBU.</p> <p>The President of BUE, and other senior staff, met with the Vice Chancellor and members of the Executive in February to discuss the wider relationship. It was agreed, at that point, that if they wished to progress we would wish the relationship to be wider than simply the validation of courses, and to include research and enterprise collaboration (leading to the establishment of a joint research centre).</p> <p>Negotiations have continued on that basis and courses are being validated using our standard process. Prior to finalising the concept of the joint Centre, the Executive wish to update the Board, following from the Vice Chancellor's previous reports and seek approval for the more holistic collaboration outlined here.</p>

<b>Question</b>	Should LSBU continue with the development of this collaborative partnership, over and above the validation of courses at BUE?
<b>Conclusion &amp; Recommendation</b>	<p>The Executive were content that the Business Case provides a solid financial grounding for the partnership, and that our Collaborative Partnership processes were capable of assuring the security of academic standards in the award offered through BUE. If there is no growth in activity then as number transfer from Loughborough this partnership will cover 5000 students and is expected to generate an income of £1.9m by 2019. It is expected that as the collaboration develops we will also secure progression of students to LSBU for masters.</p> <p>Whilst the current political climate in Egypt remains volatile both the outgoing British Ambassador to Egypt and the Head of the British Council in Egypt advise in favour of progression. Both were absolutely clear in their support for BUE as an institution, and their respect for its governance and senior management.</p> <p>The aims of the collaboration are to extend joint working beyond pure validation and to develop a partnership around research and enterprise. Facilities will be provided in country by BUE. A Memorandum of Co-operation sets out LSBU's relationship with BUE, covering the development of joint PhD supervision of BUE staff seeking UK PhDs, and leading to further collaborative research engagement, with a view to the establishment of a joint research centre in Egypt. This will lead to a physical presence on the BUE campus.</p> <p>The proposal was supported by P&amp;R and the Vice Chancellor has subsequently signed an MoU outlining the basis for the collaboration. Executive recommend that the board now formally approves the development of a jointly badged centre as described in the attached paper.</p>

Matter previously considered by:	Executive  Policy and Resources Committee	On: 3 September 2014  On: 23 September 2014
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**London South Bank**  
University

Further approval required?	Board of Governors	On: 9 October 2014
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# Academic Collaboration with the British University in Egypt

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**Context:**

LSBU's Corporate Strategy 2015-20 presents the following aims in terms of the development of international partnerships:

- We will need to work with a range of partners to raise the international profile of the university. Such partnerships will be with like-minded organisations and be developed to enhance our research and enterprise activity. By using joint supervisory teams for postgraduate students we will enhance the number and quality of internationally co-authored outputs and work to develop progression routes from franchised activity onto UK based programmes.
- We will develop up to five overseas centres for research and enterprise based on our areas of strength and in partnership with like minded universities seek to appoint a number of joint international scholars of high repute so increasing the volume and quality of research outputs and enhancing our links with international business

It is envisaged that these partnerships will, in the first instance, focus on China and the Far East, the Middle East and GCC States and Africa.

LSBU and the British University in Egypt (BUE) have an existing validation partnership for two degrees in Petroleum Engineering and Chemical Engineering. This partnership started in 2012.

LSBU were approached by BUE in January 2014 requesting that LSBU become their primary validating partner replacing Loughborough University starting in September 2015. This expansion of the partnership will be much more than a simple validation, but will include joint research, student & staff exchange, joint curriculum development and knowledge transfer activities

It is recognized that this collaboration brings great opportunities for both parties, but also raises challenges in terms of effective strategic and operational management. The collaboration will require commitment and willingness to overcome these challenges, from both sides, but current experience (and the developing relationship between both parties) indicates that this willingness is there.

**Aims of the Collaboration:**

1. To foster an academic partnership between LSBU and BUE, for the mutual benefit of students and staff.

2. To provide the opportunity for BUE students to graduate with an LSBU award, upon successful completion of an approved programme of study (and achievement of an appropriate level and volume of academic credit).
3. To establish a mutual community of research and enterprise between both universities, enabling the development of a research culture, collaborative working, project development and the joint supervision of research students.
4. To facilitate opportunities for student and staff exchange, and to provide BUE students with the opportunity of studying in London (either for a defined time period within their BUE academic programme, or as part of an articulation arrangement, enabling entry [with, or without, advanced standing] onto a London-based course.
5. To promote the partnership to the mutual benefit of both universities, as an example of collaborative engagement that is sympathetic to the academic development, and cultural contexts, of international higher education.

### **Due Diligence Assurance**

LSBU and BUE signed a Memorandum of Understanding in 2013, as a part of the preparation for the validation of undergraduate degree programmes in Petroleum and Chemical Engineering.

LSBU's collaborative processes follow a standard range of checks, in these circumstances, focused around:

- Foreign and Commonwealth Office advice as to the stability of the country of partnership.
- The potential partner's license to deliver higher education courses by their government.
- Governance structures.
- Financial stability (including scrutiny of the last three years' accounts).
- Any reports emanating from other scrutiny processes.

BUE is a high quality well established university in Egypt. It has been delivering UK degrees validated by Loughborough University since 2005 and has been a part of QAA inspections with a good outcome for BUE. The University has a clear and well-established governance structure and a sound financial footing.

Given the potential instability surrounding operation within Egypt, apart from the usual FCO guidance notes (available on their web-site), LSBU sought direct guidance from the British Council and the British Embassy in Egypt.

Mark Stephens, Director of the British Council in Egypt, gave the following advice:

“The British Council has been here in Egypt for the past 75 year – throughout some fairly momentous political changes. During this time we have continued to operate and in many areas of our work we have seen substantial growth. Although the past 3 years in particular have not been the easiest, other than for a short period immediately following the stepping down of former president Hosni Mubarak, we have continued to operate. There has been substantial growth in all areas of our work these last 3 years and more Egyptians take a UK qualification than ever before. To give you an idea of the demand – last year more than 50,000 Egyptians took a UK

exam with us, up 38% on the previous year and a further 17,000 learn English with us.

We employ 280 staff of which approximately 100 are UK nationals, most of them teachers. I say all of this by way of reassurance and to let you know that despite what one reads in the papers, life here continues as normal for many people.

That said, the problems in Egypt that you see on the TV news are real. As the FCO advice makes clear, there are parts of Egypt that are off limits (not Cairo) and, like in many countries, one has to exercise care wherever you may be. The government is currently in a state of flux but Egypt is definitively open for higher education business and we're here to help where we can.

The BUE is located well away from any of the demonstrations and protest that one sees in the media and I know the university has good contingency plans in place in the event these are needed."

Phil Cardew and Philip Lockett (now Director of Collaborations, with oversight of the relationship) met with James Watt, British Ambassador to Egypt, during a visit to BUE in July. The Ambassador welcomed the partnership and gave the guidance that, as long as FCO advice were followed in terms of travel, he saw no escalated risk of collaboration with BUE.

### **Research and knowledge transfer**

The research collaboration will start by joint PhD supervision of Teaching Assistants on a part-time basis. Teaching Assistants will follow the standard LSBU processes for off campus PhDs. It is anticipated that 5 new Teaching Assistants per year will be recruited so the total number will rise to 25 over a five year period.

The initial target areas for the joint PhDs are:

- Sustainable and Renewable Energy Engineering;
- Chemical and Petroleum Engineering;
- Information Technology. T

These areas will expand into the other specialisms within the partnership.

The regular exchange of staff between LSBU and BUE will facilitate the development of joint research and collaborative bids for external grants. It will also allow for the development of other knowledge transfer activities.

### **Management and Governance of the partnership**

The Governance of the validation and delivery of taught courses and the admission and supervision of part time PhD students will follow existing LSBU processes and reporting mechanisms.

The co-ordination and development of the partnership on a day to day basis will be the responsibility of the Director of Collaborations, Philip Lockett.

A partnership steering group will be set up to oversee the effectiveness and development of the partnership. It will have representatives from the relevant

Schools and Central Services of LSBU. It will also invite BUE staff to attend as appropriate, this I likely to be via video conferencing. The partnership steering group will send regular reports on the development of the partnership to the Operations Board of the University.

The VC and one other member of LSBU staff will join the Board of Trustees of BUE

### Risks

The key risks associated with the partnership are:

Risk	Inherent risk	Controls	Residual risk	Action required
Political instability will cause BUE to close	3 2	BUE owner is required to ensure continuity of student education (Appendix 3)	2 2	LSBU to monitor political situation
Safety of LSBU staff is compromised	2 2	FCO travel advise and feedback from British Council and British Ambassador (Appendix 2)	2 1	LSBU to monitor security situation
Quality Failure of BUE	3 2	LSBU quality processes  Established QA processes at BUE	3 1	LSBU to develop new processes for large complex partnership management
Breakdown in relationships between BUE and LSBU	2 2	Senior staff from both institutions to meet regularly VC to join Board of Trustees of BUE	2 1	To develop partner management structures to ensure regular meaningful contact
BUE and LSBU fail to develop Research/ Enterprise collaboration	2 3	BUE need to develop their research culture to get be able to award Masters degrees and PhDs and improve their status	2 2	To develop a management infrastructure and incentives to promote this activity at both BUE and LSBU

	PAPER NO: BG.55(14)
Paper title:	Recruitment Update: UK, EU and International
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Tere Daly, Deputy Director, Marketing and Student Recruitment (UK/EU). Jennifer Parsons, Director of Internationalisation (International).
Executive/Operations sponsor:	Prof. Phil Cardew PVC (Students and Education)
Purpose:	To provide an update to the Board on recruitment for 2014 (updated figures will also be tabled at the Board meeting).

<b>Executive Summary</b>	
<b>Context</b>	Recruitment remains vital to the University's core objectives and income targets.
<b>Question</b>	Is the university on track to achieving its student recruitment target?
<b>Conclusion &amp; Recommendation</b>	<p>UK/EU and International recruitment are set to reach expected targets this year. Currently (24/9/14), 90.73% of full-time undergraduate students have engaged with the enrolment process.</p> <p>UK/EU recruitment has operated a strict regulation of entry at the lower end of the achievement range, reflecting a common standard across the University (UCAS tariff of 120 for A-Level and 160 for BTEC).</p> <p>The UK Visas and Immigration Service maintain oversight of refusal rates in the issuing of Certificate of Acceptance to Study, which they wish to remain under 10%. We are currently tracking at 3%, and whilst this may rise very slightly once returning students with Visa extensions are included, we remain confident of staying well under required limits.</p> <p>The Board is asked to note the paper.</p>

Matter previously considered by:	Policy and Resources Committee	
Further approval required?	N/A	On:

## **UK AND EU STUDENTS**

### **ACCEPTANCE SUMMARY – UNDERGRADUATE FULL-TIME STUDENTS**

#### **Application Comparison**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>% Change 2012/2014</b>	<b>% Change 2013/2014</b>
<b>LSBU Applications</b>	22,171	22,841	24,880	12.22%	8.93%
<b>UCAS Applications (Nationally)</b>	2,639,440	2,715,234	2,828,108	7.15%	4.16%
<b>Competitor Applications</b>	164,056	163,562	169,823	3.52%	3.83%

In the application cycle up to the beginning of clearing (August 13<sup>th</sup>) LSBU continued to perform ahead of the sector, and our direct competitor group (which, for the purposes of the University and Colleges Admissions Service is a group of post '92 London institutions). LSBU achieved a growth in applications over the 2013 cycle of 8.93% pre-clearing.

Clearing has been steady, with less 'peak' activity at the start, but with continued activity throughout the following weeks (which continues to-date, with a slight surge in interest as the cycle ends). In addition to the 2,834 students directly within the Student Number Control, we also have 106 ABB+ applicants providing a total of 2,940 against our target of 2,750. Not all will convert to enrolments hence we will continue to make offers over the next few weeks. The risk of over recruitment is diminished by the lack of control number in 2015 (i.e. it's a free market) hence numbers cannot be withdrawn for over recruitment although fines would be allocated.

Firm acceptances are up 14.09% ahead of the same time last year. The majority of schools have recruited positively, but there continues to be gaps in the STEM disciplines – a last minute recruitment push has commenced from the 15<sup>th</sup> September to help increase new applications to these programmes – this promotion links directly into the clearing applicant timeline, which will close on 30 September.

Enrolment is progressing with 2,495 (90.73%) of full-time undergraduate students having commenced or finished their enrolment. 2,199 students (79.96%) have full completed their enrolment.

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**Table One** – Comparison of total number of acceptances for UG FT against the control number

	Pre-Clearing		Clearing		Total Acceptances	
	Target	Firm Accepts	Clearing Accepts	Clearing Offers Pending	Total	Total % to Target
School of Applied Sciences	446	260	170	26	430	96.41%
School of Arts and Creative Industries	370	332	85	7	417	112.70%
School of Built Environment and Architecture	258	147	59	15	206	79.84%
School of Business	678	477	252	76	729	107.52%
School of Engineering	437	238	143	17	381	87.19%
School of Health and Social Care	71	63	4	0	67	94.37%
School of Law and Social Sciences	520	386	218	27	604	116.15%
<b>LSBU (SNC) - Total</b>	<b>2,780</b>	<b>1,903</b>	<b>931</b>	<b>168</b>	<b>2834</b>	<b>101.94%</b>

**Table Two** – Comparison of total number of acceptances for UG FT outside the control number

	Pre-Clearing		Clearing		Total Acceptances	
	Target	Firm Accepts	Clearing Accepts	Clearing Offers Pending	Total	Total % to Target
School of Applied Sciences	0	14	9	0	23	
School of Arts and Creative Industries	0	25	2	0	27	
School of Built Environment and Architecture	0	11	3	0	14	
School of Business	71	61	10	1	71	100.00%
School of Engineering	3	17	7	1	24	800.00%
School of Health and Social Care	751	709	95	3	804	107.06%
School of Law and Social Sciences	9	17	12	0	29	322.22%
<b>LSBU (SNC) - Total</b>	<b>834</b>	<b>854</b>	<b>138</b>	<b>5</b>	<b>992</b>	<b>118.94%</b>

### **UNDERGRADUATE PART-TIME**

Applications for UG PT have seen a steady increase over the past 12 weeks, with an uplift at 10.01% ahead of last year. Acceptances are positive, having already achieved target at 121.95% against target (excluding HSC). This is also against an inflated target, as the Admissions Summary Report target currently includes additional programmes, such as ACCA, which are also reported through Enterprise figures.

Currently 95.31% of applicants have commenced their enrolment.

**Table Three** – Comparison of total number of acceptances for UG PT

	Pre-Clearing		Clearing		Total Acceptances	
	Target	Firm Accepts	Clearing Accepts	Clearing Offers Pending	Total	Total % to Target
School of Applied Sciences	7	19	8	2	27	385.71%
School of Arts and Creative Industries						
School of Built Environment and Architecture	312	298	91	6	389	124.68%
School of Business	119	90	17	3	107	89.92%
School of Engineering	65	54	11	1	65	100.00%
School of Health and Social Care						
School of Law and Social Sciences	30	52	10	2	62	206.67%
<b>LSBU (PT-UG) - Total (excluding HSC)</b>	<b>533</b>	<b>513</b>	<b>137</b>	<b>14</b>	<b>650</b>	<b>121.95%</b>

**POSTGRADUATE FULL-TIME**

Applications for PG FT are marginally ahead of last year at 3.77% up year on year. Acceptances are however marginally down on last year, but at 115.51% against target (please note that the target listed in the Admissions Summary includes some franchise programmes i.e. the target for UELS is 17, not 100). This excludes HSC programmes.

Currently 75.92% of applicants have commenced their enrolment.

**Table Four** – Comparison of total number of acceptances for PG FT

	Pre-Clearing		Clearing		Total Acceptances	
	Target	Firm Accepts	Clearing Accepts	Clearing Offers Pending	Total	Total % to Target
School of Applied Sciences	63	40	7	0	47	74.60%
School of Arts and Creative Industries	22	6	0	0	6	27.27%
School of Built Environment and Architecture	112	141	16	2	157	140.18%
School of Business	84	152	11	2	163	194.05%
School of Engineering	28	62	3	1	65	232.14%
School of Health and Social Care						
School of Law and Social Sciences	181	120	8	3	128	70.72%
<b>LSBU (FT-PG) – Total (excluding HSC)</b>	<b>490</b>	<b>521</b>	<b>45</b>	<b>8</b>	<b>566</b>	<b>115.51%</b>



## **POSTGRADUATE PART-TIME**

Applications for PG PT are progressing well with an increase of 6.97% up year on year. Acceptances are also up, but only marginally year on year, with currently stand at 111.01% against target. This excludes HSC programmes.

Currently 88.45% of applicants have commenced their enrolment.

**Table Four** – Comparison of total number of acceptances for PG PT

	Pre-Clearing		Clearing		Total Acceptances	
	Target	Firm Accepts	Clearing Accepts	Clearing Offers Pending	Total	Total % to Target
School of Applied Sciences	43	46	7	2	53	123.26%
School of Arts and Creative Industries						
School of Built Environment and Architecture	211	239	35	4	274	129.86%
School of Business	147	122	16	2	138	93.88%
School of Engineering	17	24	4	0	28	164.71%
School of Health and Social Care						
School of Law and Social Sciences	136	103	19	2	122	89.71%
<b>LSBU (PT-PG) – Total (excluding HSC)</b>	<b>554</b>	<b>534</b>	<b>81</b>	<b>10</b>	<b>615</b>	<b>111.01%</b>

### **Conclusion - overall position:**

LSBU has maintained a steady application rate throughout the cycle and is on-track to achieve 2,750 full-time undergraduate numbers (including ABB+ applicants) as long as conversion rates from previous years are sustained this year. In some areas where full-time undergraduate applications are falling below target there are increases in part-time, postgraduate and international recruitment, which will help to off-set a drop in income from full-time students. Current figures would, then, support the view that we are likely to achieve desired income targets for student recruitment to sustain the approved budget for 2014/15. Given we introduced the threshold level of offers this would indicate a substantial increase in market share for students qualified above 120 points (A level) and 160 points (BTEC).

## INTERNATIONAL STUDENTS

### Semester 1 2014 Entry: Summary figures

	Sept 2013	Sept 2014	% change
Applications	5,532	7,038	27%
Offers	2,196	2,683	22%
Acceptances	1,199	1,426	19%
Firm accepts	824	1,074	30%
CAS issued	354	624	76%
Study Abroad	21	56	62%

In 2014/15, international recruitment has benefitted from being part of the Science without Borders scheme, recruiting UG Brazilian students. LSBU has been allocated 69 students for its first year of participation. The relationship with the Cambridge Education Group (CEG) has transformed during 2013/14, mainly due to staffing changes at CEG, which will see the number of students progressing onto LSBU programmes increase from 32 to over 70. Programmes which have had targeted academic involvement during the recruitment process have also seen success in 2014/15. An example of this is the MSc International Marketing suite which has had 42 CAS issued to date, in comparison to 9 (to date) in 2013. Study abroad continues to grow, from 25 Semester 1 students in 2013 to 56 in 2014.

The International Recruitment Team have been focussing on conversion activities, both face-to-face, in country, and through increased social media activities. This has proved highly popular and will be assessed at the end of the cycle for its impact on conversion numbers. Clearing has seen the International Office receive 133 applications, of which 25 have been unconditionally accepted. We are awaiting funds to mature for visa purposes for the rest of the students whom offers have been made to. Conversion of current undergraduate students to postgraduate courses has increased, aiding the growth in MBA applications in particular.

There have been decreases in some postgraduate areas, particularly in Engineering. The beginning of the cycle was affected as direct applicants were reluctant to apply for new course titles, as the courses were not fully approved. This should not have a long-term impact.

There are now 494 new international students enrolled for semester 1, with three weeks of enrolment to go. This represents a 34% increase to date from 2013.

## APPLICATION SUMMARY – INTERNATIONAL

Level	Target	AUF (2014)	AUF (2013)	% change	Firms AUF + ACF(2014)	Firms AUF+ ACF(2013)	% change
<b>Applied Science</b>	<b>22</b>	<b>34</b>	<b>35</b>	<b>-3</b>	<b>42</b>	<b>47</b>	<b>-11</b>
UNDERGRADUATE	13	18	18	0	19	18	6
POSTGRADUATE	9	16	17	-6	23	29	-21
<b>Arts and Creative Ind</b>	<b>54</b>	<b>78</b>	<b>51</b>	<b>53</b>	<b>82</b>	<b>54</b>	<b>52</b>
UNDERGRADUATE	39	68	37	84	68	38	79
POSTGRADUATE	15	10	14	-29	14	16	-13
<b>Built Env &amp; Arch</b>	<b>64</b>	<b>143</b>	<b>86</b>	<b>66</b>	<b>174</b>	<b>119</b>	<b>46</b>
UNDERGRADUATE	41	83	33	152	84	34	147
POSTGRADUATE	23	59	53	11	89	85	5
<b>Business</b>	<b>189</b>	<b>355</b>	<b>256</b>	<b>39</b>	<b>477</b>	<b>395</b>	<b>21</b>
UNDERGRADUATE	80	74	77	-4	80	80	0
POSTGRADUATE	109	281	179	57	397	315	26
<b>Engineering</b>	<b>101</b>	<b>184</b>	<b>201</b>	<b>-8</b>	<b>263</b>	<b>296</b>	<b>-11</b>
UNDERGRADUATE	57	116	91	27	122	99	23
POSTGRADUATE	44	68	110	-38	141	197	-28
<b>HSC</b>	<b>61</b>	<b>55</b>	<b>27</b>	<b>104</b>	<b>79</b>	<b>32</b>	<b>147</b>
UNDERGRADUATE	47	9	5	80	9	5	80
POSTGRADUATE	14	46	22	109	70	27	159
<b>Law and SS</b>	<b>96</b>	<b>225</b>	<b>168</b>	<b>34</b>	<b>309</b>	<b>256</b>	<b>21</b>
UNDERGRADUATE	12	28	17	65	30	19	58
POSTGRADUATE	84	197	151	30	279	237	18
<b>LSBU - Total</b>	<b>587</b>	<b>1,074</b>	<b>824</b>	<b>30</b>	<b>1,426</b>	<b>1,199</b>	<b>19</b>
UNDERGRADUATE	289	396	278	42	412	293	41
POSTGRADUATE	298	677	546	24	1,013	906	12

## ENROLMENT SUMMARY (to report date)

Academic year	Fully Enrolled	Enrolled with conditions	Total (to date)
13/14	304	64	368
14/15	424	70	494

International students will continue to enrol for another three weeks. International enrolment is currently tracking 34% ahead of 2013 Semester 1 enrolment.

## Certificate of Acceptance of Studies (CAS) REPORT TO DATE

CAS issued for new students (not continuing):

Academic session	CAS issued	LSBU programmes	Cambridge Education Group (CEG) Foundationcampus programmes	Visa refusals
Sept 13	432	354	78	Data not available
Sept 14	733	624	109	22 (3%)

- Students studying on a Foundation year at CEG come under the LSBU Tier 4 licence with the Home Office and as such count towards our refusal rates.
- When continuing student visa extensions are included the refusal rate is currently between 3-5%.
- 2013 has already been exceeded with one month to go.
- Not all enrolled new students will need a CAS. Some may have other valid visa status in the UK. In previous years around one third of new international students did not require sponsorship.

### Conclusion:

Recruitment for 2014 is meeting expected targets and may be on course to slightly exceed expectations. The system of admissions continues to be rigorous, and to maintain the expectations of the UK Visa and Immigration Service, with refusal rates for Certificate of Acceptance to Study remaining well within required limits.

	PAPER NO: BG.56(14)
Paper title:	Analysis of 2012-13 Destinations of Leavers from Higher Education (DLHE) Results
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Kirsty Palmer, Head of Employability Stephen Hackett, Director of Student Support & Employment
Executive/Operations sponsor:	Prof. Phil Cardew, PVC (Students and Education)
Purpose:	To set out the results of the DLHE survey from 2012-13 and make recommendations for improvements in the coming year.

<b>Executive Summary</b>	
<b>Context</b>	<p>Employability is one of the two key goals under Student Success in the Corporate Strategy for 2015-20. The plan sets out the aim of</p> <p><i>‘Ensuring students develop skills and aspiration to enter employment or further study and so become sought after by employers, or have the skills and confidence to start their own businesses, or develop a portfolio career’</i></p> <p>The key measurement for this aim is the Destination of Leavers from Higher Education (DLHE) survey, conducted annually approximately six months after students complete their LSBU courses. The long-term aim for this measure is to reach 95% in employment or study, with 60% of those in professional or graduate level outcomes. This measure refers to the Employment Performance Indicator group (EPI) which is made up of UK-domiciled, full-time, first-degree undergraduates and is the cohort used in the compilation of league tables.</p> <p>Improving performance in the DLHE survey will have an impact on the university’s league table position, with the concomitant impact on student recruitment and the financial stability of the institution. While a significant improvement has been made in this year versus the previous year (85.5%</p>

# London South Bank University

	vs 77.5%) there remains a considerable amount of work to be done to ensure that professional and graduate level outcomes are maximised.
<b>Question</b>	Does the Board have confidence that there is sufficient focus on improving our overall Employment & Study outcomes, and especially in boosting the proportion of students securing professional level work or graduate level study.
<b>Conclusion &amp; Recommendation</b>	The Executive recommends the paper to the Board, and invites consideration of actions and recommendations for their enhancement.

Matter previously considered by:	The outcomes have been widely discussed in a special presentation to staff.	
Further approval required?	N/A	On:

## **LSBU Destination of Leavers from Higher Education Results 2012-13**

### **Context**

1.1 Employability is one of the two key goals under Student Success in the Corporate Strategy for 2015-20. The plan sets out the aim of

*'Ensuring students develop skills and aspiration to enter employment or further study and so become sought after by employers, or have the skills and confidence to start their own businesses, or develop a portfolio career'*

1.2 The key measurement for this aim is the Destination of Leavers from Higher Education (DLHE) survey, conducted annually approximately six months after students complete their LSBU courses. The long-term aim for this measure is to reach 95% in employment or study, with 60% of those in professional or graduate level outcomes. This measure refers to the Employment Performance Indicator group (EPI) which is made up of UK-domiciled, full-time, first-degree undergraduates and is the cohort used in the compilation of league tables.

1.3 In 2012-13, the EPI cohort consisted of 2060 leavers. LSBU is required to survey at least 80% of these leavers and surpassed that mark, reaching over 82% during the survey window. This was the first time for three years that LSBU had successfully met its target for responses.

1.4 By deploying current and ex-students as phone canvassers, and ensuring that they were trained to the highest possible standard, the 'explicit refusal' rate (i.e. the percentage of people contacted who refused to participate in the survey) was reduced from 18% in the 2011-12 survey, to 3.7% in 2012-13, meaning the size of the cohort was 30% larger (1691 vs 1307 in the previous year).

1.5 The corporate target for the EPI group for 2012-13 was to achieve 85% in work or study. The actual figure achieved was 85.5%, an improvement of eight percentage points on the previous year's 77.5%. Professional and graduate level outcomes among that group reached 54%, a decrease on the year before, but this was expected owing to the larger cohort surveyed, and we believe represents a statistically robust picture of the work and study outcomes for LSBU's students.

1.6 The performance in the EPI cohort in 2012-13 gives confidence that both the ultimate 2020 target and the interim targets for 2016 can be reached.

1.7 While the EPI performance is improving, LSBU's main strength in the employment market comes in its part-time and post-graduate cohorts, where well over 90% of leavers are securing work and LSBU's performance holds up well against competitor institutions.

## **Performance against comparator institutions**

2.1 DLHE results, and particularly those of professional/graduate level outcomes, are used as part of a variety of league tables, which also take into account other factors. DLHE results alone are published by the Higher Education Statistics Agency (HESA) in July each year.

2.2 In July 2013, LSBU appeared at the bottom of table E1 (the EPI league table), scoring only 77.5% positive results. In July 2014, this had improved to 85.5%.which placed LSBU 118<sup>th</sup> of 123 universities in England with qualifying cohorts.

2.3 The overall average of the EPI in England was 91.9%. If LSBU achieved its target of 95% for 2020, and assuming the performance of other institutions remains flat, LSBU would place 20<sup>th</sup> in this table. The interim target of 90% in 2016 would place LSBU just inside the top 100 in the table. Given the relatively small cohort for LSBU, a movement in a few dozen student outcomes would be sufficient to achieve this target.

2.4 In general, whilst lower than we would like (and in comparison with the sector as a whole) LSBU's students do not compare too badly against students from similar institutions who are studying similar courses. The nature of LSBU's cohort (a higher proportion of BME and male leavers) does increase the scale of the challenge as these groups are known, statistically, to have challenges entering the labour market.

2.5 Compared to similar institutions' leavers, LSBU graduates are less likely to move away from their home area for work, and also less likely to take jobs in industries related, but not directly connected, to their course of study. London is a strong labour market for most of LSBU's offering, so the desire to remain close to home should not prevent the majority of LSBU's graduates succeeding. There will be challenges in Engineering and Science, where other areas of the country have more opportunities, but this should not prove insurmountable.

## **LSBU's Strengths and Weaknesses**

3.1 There were considerable variations in the performance of the seven schools, as set out in the table below.

3.2 The graduate level jobs figure in this table is calculated as a proportion of those people in full-time employment whose jobs are coded with Standard Occupational Classification in Levels 1-3. (The Standard Occupational Classification is a common classification of occupational information for the United Kingdom. Within the context of the classification jobs are classified in terms of their skill level and skill content. It is used for career information to labour market entrants, job matching by employment agencies and the development of government labour market policies.) When graduate level study is included, this figure increases to 54%. It is worth noting that in calculating league tables, typically this figure is calculated as a proportion of



the eligible population including those people not in work, resulting in typically a lower figure.

3.3 It is also worth noting that a much higher number of leavers secured graduate level employment in the 2013-13 survey versus the previous year (597 vs 413) but the larger cohort reduces this as a proportion. That said, it is encouraging that our leavers are finding these roles in an increasingly competitive job market.

	Total students in population	No of students surveyed (A)	% response rate	Engaged in other activities (B)	Total refused to participate ©		Total eligible population (A-[B+C])	Total in Work or Study		Graduate Level jobs	
Arts & Creative Industries	322	250	77.6%	15	10	4.0%	225	189	84%	65	38%
Applied Sciences	196	164	83.7%	12	10	6.1%	142	121	85%	31	31%
Built Environment & Architecture	122	97	79.5%	6	4	4.1%	87	77	89%	44	65%
Business	532	402	75.6%	12	4	1.0%	386	326	84%	92	33%
Engineering	170	144	84.7%	6	5	3.5%	133	97	73%	43	59%
Health & Social Care	329	302	91.8%	10	8	2.6%	284	260	92%	243	94%
Law & Social Sciences	352	332	94.3%	17	16	4.8%	299	260	87%	79	37%
<b>Institution Total</b>	<b>2023</b>	<b>1691</b>	<b>83.6%</b>	<b>78</b>	<b>57</b>	<b>3.4%</b>	<b>1556</b>	<b>1330</b>	<b>85.5%</b>	<b>597</b>	<b>51%</b>

3.4 As might be expected, LSBU's leavers in Built Environment and Architecture excelled in the job market this year, with 89% of them securing work, 65% of that at professional level. The booming construction sector in London combined with LSBU's strong reputation in Surveying and Real Estate should ensure that this growth continues in the coming year.

3.5 Health students also performed well (although a percentage point or so behind the competition), progressing into nursing and allied health professions in line with their studies.

3.6 Although prima facie, Health courses and Built Environment may appear to be poles apart, at LSBU, they both have strong connections to their industries, with work experience and work placements as an integral part of their studies. This is a model which will be rolled out across the university, in line with the corporate aim of making work-based learning available to all students. There are also examples in the part-time and postgraduate cohorts where the line-of-sight to work is similarly clear, and performance consequently excels.

3.7 As mentioned above, in general LSBU leavers perform in line with those of competitor institutions, but because of the high proportion of BME and male leavers, overall outcomes are lower. This is particularly reflected in Science, Engineering, Computing and Criminology, which are disciplines with overall poorer results in the labour market.

3.8 Engineering has overall the poorest results in the university, with just over 73% of leavers securing work or further study, although the third highest proportion of professional level outcomes, behind only Health and Built Environment. This reflects the weak labour market for graduate engineers in London and more work needs to be done to support students to relocate to other parts of the country or to consider alternative career paths which will use their skills. Overall in the UK, one-third of graduate engineers are not working in engineering, so there are opportunities in other industries.

3.9 LSBU's weaker performance in professional level outcomes remains a challenge. In many of the Business and Creative sectors, employers require degrees for roles which are not counted as professional level jobs (e.g. Marketing Assistant or Accounts Assistant). While graduates may be happy to take these roles and may consider them professional-level, it is not possible to code them as professional-level outcomes in the DLHE survey. This is a challenge for all universities in the changing job market, where the requirement for a degree is almost universal, save in the most unskilled work.

## **Strategy for improvement**

4.1 The new Employability Service, established in 2013, has already made considerable progress in improving the prospects of LSBU's students. Alongside delivering the DLHE survey and presenting the improved results, the service has also increased the number of employer visits on to campus, delivered over 200 employability sessions as part of curriculum activity and devised a targeted approach to working with final year undergraduates. All of these tactics have been recognised as being effective in similar institutions. For the coming year, there will more emphasis on these approaches with some additional tactics deployed.

4.2 The programme of skills sessions and targeted interventions based on course of study and potential sector for work will be increased. This will include increasing the number of Careers Fairs from four last year to eight in the coming year, increasing the number of sessions delivered on course to over 400 from 200 and increasing employer visits from 130 to 250.

4.3 In addition to this work, more students will be supported to find work placements, whether in the summer or for a full year, and more students will begin volunteering (1500 up from 700 the previous year). This work will link with our development of the 'Learning Pathway' within academic courses, which aims to develop 'real world' working experience for all students.

4.4 LSBU alumni and partners will be used as source of mentors for current students and potential job opportunities for both placements and full-time graduate opportunities. This will include an expanded Winter Internship programme to support those graduates who are struggling to find their first opportunity in the workplace.

# **London South Bank** University

4.5 Lastly, the local community will be mined for more job opportunities, both during and after studies. We believe that by adopting a recruitment agency approach with these employers, making it easy and straightforward for them to take on our students as interns and as graduates, we will be able to provide something of value for both parties.

4.6 We are also actively engaged in setting up a Recruitment Agency on campus, and in the process of procurement for this service.

	PAPER NO: BG.57(14)
Paper title:	National Student Survey 2014
Board/Committee	Board of Governors
Date of meeting:	9 <sup>th</sup> October 2014
Author:	Joanne Ellett, Academic Quality Project Manager and Phil Cardew, Pro Vice Chancellor (Students and Education)
Executive sponsor:	Prof. Pat Bailey, Deputy Vice Chancellor
Purpose:	This report provides a summary of the University's scores in the National Student Survey (NSS) 2014.

<b>Executive Summary</b>	
<b>Context</b>	<p>The report is prepared in support of the following goals within the Corporate Strategy:</p> <ul style="list-style-type: none"> <li>• Goal 2: Student Experience</li> <li>• Goal 3: Teaching &amp; Learning</li> <li>• Goal 8: Resources &amp; Infrastructure</li> </ul>
<b>Question</b>	How did LSBU perform in the National Student Survey, 2014?
<b>Conclusion &amp; Recommendation</b>	<ul style="list-style-type: none"> <li>• Student satisfaction at LSBU has <b>improved</b> overall in 5 of the 7 main categories.</li> <li>• Satisfaction has decreased in the Overall Satisfaction section by 2% to 80%.</li> <li>• Satisfaction has remained the same in Academic Support.</li> <li>• Since 2013 the sector as a whole has remained largely static with 12 of the 23 questions showing no change in score.</li> <li>• LSBU is below the sector scores in all key areas except Personal Development.</li> </ul> <p>The Board is asked to note the report and the actions outlined.</p>

Matter previously considered by:	University Executive	1 October 2014
Further approval required?	No	N/A

**Context:**

The National Student Survey is conducted, each year, by the market-research agency, Ipsos Mori, on behalf of the Higher Education Funding Council for England. The survey focuses upon all undergraduate and sub-degree students (including those directly funded by the NHS) who are completing their degree programmes in that year. To be eligible for return, a university (or any department or course, within a university) must achieve a threshold of 50% return, or 25 students (whichever is the higher).

In 2014, LSBU achieved our highest response rate in the survey, increasing on the 2013 figure by 4%, to 75% of the eligible cohort (in comparison with a sector average of 71%). This achieved our aim for participation.

The survey is divided into 6 key categories:

- Teaching
- Assessment and Feedback
- Academic Support
- Organisation and Management
- Learning Resources
- Personal Development

There is also an overall measure of satisfaction (question 22) and a measure of satisfaction with the Students' Union (question 23).

## **2014 Results** (see appendices 1 and 2 for details)

### **Overall Satisfaction**

Sector: 86% ◀	LSBU: 80% ▼
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Overall Satisfaction has seen a decrease of 2%, back to our 2012 score. This year the overall satisfaction in the sector remains at 86%.

Satisfaction is largely even across all key demographic and ethnic groups. The least satisfied students are White students at 74%. The highest level of satisfaction is seen in students from countries outside the UK and EU at 87%.

### **Teaching**

Sector: 87% ◀	LSBU: 83% ▲
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Satisfaction with teaching has increased from 82% to 83% (with a sector benchmark of 87%).

In their comments students highlight benefits of studying at LSBU which include enthusiastic lecturers and helpful staff. Students recognised the quality of the lectures and the specialist knowledge of their tutors, and, in particular, how this has been gained from our academics' experience of working in the appropriate sector. Students also acknowledged that their course has provided them with professional skills or further developed their existing career.

However, the disparity of skill between lecturers continues to be an issue, with students also complaining about poor quality lectures.

### **Assessment and Feedback**

Sector: 72% ▲	LSBU: 68% ▲
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Whilst we have seen an improvement in satisfaction of 1% in assessment and feedback, this continues to be the University's lowest scoring area (but nationally this is the lowest scoring section).

We have made improvements in 3 of the 5 questions under this section:

- more prompt feedback (up 3% to 63%);
- more help clarifying the things students did not understand (up 3% to 64%);
- more detailed comments (up 1% to 67%).

The other two questions have remained static, reflecting the sector in this regard.

However, we remain considerably below the sector score in the area of prompt feedback (under by 6%). This is our lowest scoring area of all NSS questions.

Student comments support the data with students still feeling that the results and feedback they receive on their coursework and exams is slow and poor. We have also seen increases in negative comments about the clarity of what is required of students in completing their assessments and unfair marking.

## Academic Support

Sector: 81% ▲	LSBU: 74% ▼
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Satisfaction with academic support has remained at 74% this year. We have improved in 2 of the 3 questions in this section, with the other score remaining static.

The highest scoring question in this section is 'I have been able to contact staff when I needed to', however at 78% this is still 9% behind the Sector average.

Student comments suggest the level of support from staff as the biggest influence on satisfaction or dissatisfaction. In 2014, many students commented positively about the academic advice they received but many also found academic staff unsupportive when they needed them and we have also seen a big increase in negative comments about the standard of academic advice received, thus highlighting a disparity in practice between staff.

## Organisation and Management

Sector: 79% ▲	LSBU: 72% ▲
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Satisfaction with organisation and management has improved by 2% since last year to 72%. Although we have improved in 2 of the 3 questions, we are still 7% behind the sector in this section.

We have seen significant improvements in the efficiency of students' timetables this year, up 5% to 79%.

Students believe their course is less well organised and running smoothly (down 1% on 2013 to 67%) and at 10% behind the sector score, this is where we are most behind other universities.

Student comments indicate that in many areas students are still dissatisfied with their timetables, citing:

- late release of information;
- locations of lectures changing at the last minute or no room being allocated.

There is still the view that their course (and the University) is disorganised. This year we have seen an increase in comments about poor communication between staff and students.

## Learning Resources

Sector: 86% ▲	LSBU: 83% ▲
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LSBU has seen the greatest improvement in this of all the key sections, with the score improving by 3% this year to 83% (against a sector benchmark of 86%).

The question, “[t]he library resources and services are good enough for my needs” saw an increase of 5% from 2013 (79% to 84%), one of the two highest increases for individual questions.

We have seen improvement in all questions in this section, with student satisfaction with the general IT resources remaining the highest scoring at 88%.

Students are much happier this year with specialised equipment, facilities or rooms which are available to them (up by 4% on last year to 78% - sector up 2% to 82%).

Many students commented positively about the resources available to them at the library. However this opinion differed depending on the department, with some students demanding more access to books in the library.

## Personal Development

Sector: 82% ◀	LSBU: 83% ▲
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The score for personal development is up again on last year to 83% and is higher than the sector score which remains static at 82%.

We also score better than the sector in the area of improving students’ communication skills (LSBU 85% v. sector 84%)

## Students’ Union

Sector: 68% ◀	LSBU: 54% ▲
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The SU has seen an increase of 5% in overall satisfaction since last year, closing the gap on the sector in a year when the sector score for this question has seen no improvement. Students are less satisfied than the rest of the sector by 9%.

A high proportion of students still feel neutral about the SU (29%).



**Conclusions and Actions:**

It is disappointing that, whilst actions taken in specific areas are bearing some fruit, overall satisfaction has dropped back this year. It is very apparent that response to the survey is as much a matter of engagement as it is of direct circumstance and that the University is failing to engage the 'hearts and minds' of 20% of our students sufficiently. Whilst day-to-day responses and action-planning in preparation for the next National Student Survey will continue, it is apparent that wider action is needed to really begin to make traction in driving up the overall satisfaction rate.

Action planning for 2014-15 will concentrate upon:

- Targeting all courses with overall satisfaction rates below 70% and/or <3% below the Sector median for any Section of the survey, with direct intervention led by course leaders, and discussed with (and reported to) the appropriate Dean.
- Increasing communication between staff and students, on a wider scale, to foster a greater understanding of the survey and its aims, and more generally to ascertain the ways in which the student experience might be enhanced.
- Enhancing the current 'You Said – We Did' campaign to reflect action taken as a result of the survey. (Agree it and his comment)
- Around mid-October 2014, the Dean of each School will give a short presentation to 3<sup>rd</sup> year students on each of the courses, explaining the importance of the surveys, and asking for feedback on just 3 questions (overall satisfaction, best and worst things about LSBU); this will be followed up with a feedback presentation early in the new year.
- With slightly less urgency, similar interactions with Years 1 and 2 are also planned.
- The University's MEQ (Module Evaluation Questionnaire) provides feedback on specific modules, and the DVC is exploring with Deans how these data can be used most effectively to improve modules, courses, and the overall student experience.

**Appendix 1: LSBU NSS Results 2011-14**

**NSS Core Questions**

▲ = Better than 2013

▼ = Lower than 2013

◀ = Same as 2013

NSS core questions	LSBU NSS %				Sector %
	2011	2012	2013	2014	2014
<b>OVERALL SATISFACTION</b>  Overall, I am satisfied with the quality of the course	77	80	82	80 ▼	86 ◀
<b>TEACHING</b>	79	81	82	83 ▲	87 ◀
Staff are good at explaining things	83	85	87	86 ▼	90 ◀
Staff have made the subject interesting	75	77	79	79 ◀	83 ◀
Staff are enthusiastic about what they are teaching	80	81	82	84 ▲	88 ◀
The course is intellectually stimulating	79	81	82	82 ◀	86 ◀
<b>ASSESSMENT AND FEEDBACK</b>	62	68	67	68 ▲	72 ▲
The criteria used in marking have been clear in advance	72	76	75	75 ◀	76 ◀
Assessment arrangements and marking have been fair	69	73	72	72 ◀	77 ◀
Feedback on my work has been prompt	54	62	60	63 ▲	69 ▲
I have received detailed comments on my work	60	65	66	67 ▲	71 ▲

Feedback on my work has helped me clarify things I did not understand	55	62	61	64 ▲	66 ▲
<b>ACADEMIC SUPPORT</b>	<b>68</b>	<b>73</b>	<b>74</b>	<b>74 ▼</b>	<b>81 ▲</b>
I have received sufficient advice and support with my studies	67	71	73	74 ▲	79 ▲
I have been able to contact staff when I needed to	73	77	78	78 ▼	87 ▲
Good advice was available when I needed to make study choices	64	70	69	72 ▲	77 ▲
<b>ORGANISATION AND MANAGEMENT</b>	<b>68</b>	<b>71</b>	<b>70</b>	<b>72 ▲</b>	<b>79 ▲</b>
The timetable works efficiently as far as my activities are concerned	72	74	74	79 ▲	81 ▼
Any changes in the course or teaching have been communicated efficiently	66	70	69	70 ▲	78 ▼
The course is well organised and is running smoothly	65	69	68	67 ▼	77 ▲
<b>LEARNING RESOURCES</b>	<b>77</b>	<b>78</b>	<b>80</b>	<b>83 ▲</b>	<b>86 ▲</b>
The library resources and services are good enough for my needs	79	80	79	84 ▲	87 ▲
I have been able to access general IT resources when I needed to	83	84	85	88 ▲	88 ▲
I have been able to access specialised equipment, facilities, or rooms when I needed to	68	71	74	78 ▲	82 ▲
<b>PERSONAL DEVELOPMENT</b>	<b>79</b>	<b>81</b>	<b>82</b>	<b>83 ▲</b>	<b>82 ▼</b>
The course has helped me to present myself with confidence	78	81	80	81 ▲	81 ▼
My communication skills have improved	80	82	84	85 ▲	84 ▼

As a result of the course, I feel confident in tackling unfamiliar problems	78	80	81	82 ▲	82 ▲
<b>I am satisfied with the Students' Union (Association or Guild) at my institution</b>	N/A	48	54	59 ▲	68 ▼

### NSS Optional Questions

▲ = Better than 2013

▼ = Lower than 2013

◀ = Same as 2013

NSS Optional questions	LSBU NSS				Sector
	%				%
	2011	2012	2013	2014	2014
<b>Careers</b>	69	75	73	74 ▲	77 ▲
As a result of my course, I believe that I have improved my career prospects.	83	87	88	88 ▼	86 ▼
Good advice is available for making career choices.	62	70	66	69 ▲	73 ▲
Good advice is available on further study opportunities.	61	68	64	64 ▼	72 ▲
<b>Course Content and Structure</b>	72	73	73	73 ▼	79 ▲
All of the compulsory modules are relevant to my course.	80	80	81	81 ▼	83 ▼
There is an appropriate range of options to choose from on my course.	62	62	59	62 ▲	72 ▲
The modules of my course form a coherent integrated whole.	74	77	78	77 ▼	81 ▼
<b>Feedback from Students</b>	55	62	61	62 ▲	67 ▲

I have had adequate opportunities to provide feedback on all elements of my course.	71	75	77	79 ▲	83 ▲
My feedback on the course is listened to and valued.	50	56	56	55 ▼	61 ▲
It is clear to me how students' comments on the course have been acted upon	45	53	52	52 ▼	56 ▲
<b>Workload</b>	<b>61</b>	<b>67</b>	<b>67</b>	<b>67 ▼</b>	<b>69 ▼</b>
The workload on my course is manageable.	72	75	75	76 ▲	78 ▼
This course does not apply unnecessary pressure on me as a student.	56	63	63	62 ▼	66 ▼
The volume of work on my course means I can always complete it to my satisfaction.	54	61	61	62 ▲	60 ▼
I am generally given enough time to understand the things I have to learn.	61	70	70	69 ▼	70 ▼

**Appendix 2:**

**Overview of Overall Satisfaction by School**

**School of Applied Sciences**

	Overall I am satisfied with the quality of the course
<b>BSc (Hons) Bioscience</b>	65
<b>BSc (Hons) Forensic Science</b>	93
<b>BSc (Hons) Human Biology</b>	60
<b>BSc (Hons) Psychology</b>	87
<b>BSc (Hons) Psychology - Clinical</b>	90
<b>BSc (Hons) Psychology With Criminology</b>	60
<b>BSc (Hons) Sport And Exercise Science</b>	94
<b>FdSc Baking Technology Management</b>	65

**School of Arts and Creative Industries:**

	Overall I am satisfied with the quality of the course
BA (Hons) Arts Management	80
BA (Hons) Creative Writing	58
BA (Hons) Digital Film and Video	65
BA (Hons) Digital Photography	64
BA (Hons) Drama And Performance Studies	100
BA (Hons) English with Creative Writing	87
BA (Hons) Film Studies	69
BA (Hons) Multimedia Journalism	86
BA (Hons) Music And Sonic Media	50
BA (Hons) Theatre Practice: Creative Producing	40

**School of the Built Environment and Architecture**

	Overall I am satisfied with the quality of the course
BA (Hons) Architecture	77
BEng (Hons) Building Services Engineering	76
BEng (Hons) Civil Engineering	80
BSc (Hons) Architectural Technology	69
BSc (Hons) Civil Engineering	82
BSc (Hons) Commercial Management (Quantity Surveying)	83
BSc (Hons) Construction Management	88

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BSc (Hons) Property Management (Building Surveying)	77
BSc (Hons) Surveying	67
BTEC HND Building Services Engineering	73

## School of Business

	Overall I am satisfied with the quality of the course
BA (Hons) Accounting And Finance	96
BA (Hons) Business Administration	89
BA (Hons) Business Studies	85
BA (Hons) Marketing	86
BA (Hons) Professional Accounting	90
BSc (Hons) Business Information Technology (18 Months)	80
BSc (Hons) Information Technology - FT	82
FdA Accounting – LSBU	94
HND Business Studies	83

## School of Engineering

	Overall I am satisfied with the quality of the course
BEng (Hons) Chemical and Process Engineering	90
BEng (Hons) Computer Systems and Networks	100
BEng (Hons) Electrical and Electronic Engineering	84
BEng (Hons) Mechanical Engineering	81
BEng (Hons) Petroleum Engineering	69
BSc (Hons) Computer Aided Design	90
BSc (Hons) Engineering Product Design	100
BSc (Hons) Product Design	89
BTEC HND Electrical and Electronic Engineering	80
FdEng Electrotechnical Industries	100

## School of Health and Social Care

	Overall I am satisfied with the quality of the course
Advanced Diploma In Adult Nursing, Children's Nursing, Mental Health Nursing	82
BA (Hons) Social Work	59
BSc (Hons) Adult Nursing	71
BSc (Hons) Adult Nursing, Children's Nursing, Mental Health Nursing	80
BSc (Hons) Children's Nursing	47
BSc (Hons) Diagnostic Radiography	84

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BSc (Hons) Learning Disabilities Nursing	67
BSc (Hons) Mental Health Nursing	52
BSc (Hons) Midwifery	54
BSc (Hons) Occupational Therapy	64
FdSc Health And Social Care (Acute Hospital Care)	100
FdSc Health And Social Care (Maternity Support)	92
FdSc Health And Social Care (Mental Health Care)	100

## School of Law and Social Sciences

	Overall I am satisfied with the quality of the course
BA (Hons) Housing Studies	93
BA (Hons) Tourism And Hospitality	76
BA (Hons) Urban And Environmental Planning	100
BA/BSc (Hons) Social And Policy Studies Scheme	92
BSc (Hons) Criminology	96
FdA Early Years - Lambeth College	100
LLB (Hons) Law	92
LLB (Hons) Law With Criminology	100



# London South Bank University

	PAPER NO: BG.58(14)
Paper title:	Management Accounts summary (July)
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Ralph Sanders, Director of Planning, Information & Reporting
Executive sponsor:	Richard Flatman, Chief Financial Officer
Purpose:	To brief the Board on the 13/14 Financial result

<b>Executive Summary</b>	
<b>Context</b>	Financial Sustainability
<b>Question</b>	What was the Financial outcome of 13/14?
<b>Conclusion &amp; Recommendation</b>	<p>The full year forecast as of July 2014 is trending towards a contribution of £3.1M. This is an improvement of £1.5M on the previous month and would leave the University £0.6M ahead of budget and 24% ahead of the forecast we communicated to HEFCE in December 2013.</p> <p>The Board is requested to note the report.</p>

Matter previously considered by:	Operations	On: 16 September 2014
	Policy and Resources Committee	23 September 2014
Further approval required?	No	N/A

## Executive Summary

The full year forecast as of July 2014 is trending towards a contribution of £3.1M. This is an improvement of £1.5M on the previous month and would leave the University £0.6M ahead of budget and 24% ahead of the forecast we communicated to HEFCE in December 2013.

# **London South Bank**

## University

There were 27 distinct areas within the University and 15 of them delivered on Budget. ESBE, AHS and the Business School delivered ahead of Budget, Estates delivered the required additional contribution against Budget of £500K and Student Services delivered ahead of budget even after funding the Winter Internship programme and a significant increase in disability related expenses.

FUNI, HSC and the Bakery School missed their budget targets following the reduction in HEFCE grant, The Company Secretary's area missed its target due to unexpected IBM legal costs, Enterprise missed its target although Enterprise income grew as a whole for the University, ICT missed its target as a result of investing for the IBM programme and remains a key concern for 14/15, the Academy of Sport missed its target due to a delay in its expansion plans and the Executive Office missed its target due to the costs of the Change Programme.

## July 2014 Summary

1) This Executive Summary reports on the Financial position of London South Bank University as at 31 July 2014 and summarises the changes since the June Forecast

FYF < 5%	
FYF > 5% < 10%	
FYF > 10%	

2) RAG Status

YTD Income	-2.6%	YTD Staff	-2.5%	YTD Opex	2.1%	FYF Income	-2.1%	FYF Staff %	55.8%	FYF Opex	3.8%	FYF Contribution	24.2%
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3) Summary

The full year forecast as of July 2014 is trending towards a contribution of £3.1M. This is an improvement of £1.5M on the previous month and would leave the University £0.6M ahead of budget and 24% ahead of the forecast we communicated to HEFCE in December 2013. In terms of the RAG status, our income is 2.6% lower than 12/13, a reduction of £3.6m. Our staff costs are £2M lower than in 12/13 although £0.7M of this is due to Catering Staff being reclassified as Opex following the change in catering provider, giving us a net reduction of £1.3M and keeping us with our 55% target. Operating expenses are 2.1% higher than in 12/13 although as above £0.7M of this is due to staff movement. AHS, BUS & ESBE have delivered on budget although HSC and Enterprise have fallen short

4) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	12 / 13 Actual	13/14 Budget	Change %	June 13 / 14 FYF	Monthly Move	July 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Funding Council Grant	34.7	26.9	-22.6%	26.0	-0.2	25.8	-1.1	-3.9%	34.7	25.8	-8.9	-25.7%
Academic Fees & Support Grants	84.8	93.3	10.1%	90.2	0.1	90.3	-3.1	-3.3%	84.8	90.3	5.5	6.4%
Research Grants & Contracts	3.3	2.3	-30.3%	2.3	-0.0	2.3	-0.0	-0.6%	3.3	2.3	-1.0	-30.7%
Other Operating	15.0	14.7	-2.4%	15.5	0.6	16.1	1.4	9.6%	15.0	16.1	1.1	7.0%
Endowments & Interest	0.6	0.5	-12.6%	0.4	-0.0	0.3	-0.2	-33.1%	0.6	0.3	-0.2	-41.6%
<b>Income</b>	<b>138.4</b>	<b>137.6</b>	<b>-0.5%</b>	<b>134.4</b>	<b>0.4</b>	<b>134.8</b>	<b>-2.9</b>	<b>-2.1%</b>	<b>138.4</b>	<b>134.8</b>	<b>-3.6</b>	<b>-2.6%</b>
<b>in £'m</b>												
Staff Costs	77.1	77.3	0.3%	74.1	1.1	75.2	-2.2	-2.8%	77.1	75.2	-2.0	-2.5%
Depreciation	7.9	8.7	10.2%	8.6	-0.1	8.5	-0.2	-2.5%	7.9	8.5	0.6	7.4%
Operating Expenses	43.9	42.7	-2.9%	43.7	0.6	44.3	1.6	3.8%	43.4	44.3	0.9	2.1%
Interest Payable	3.4	4.8	39.2%	4.7	-1.0	3.8	-1.0	-21.0%	3.4	3.8	0.3	10.0%
Exceptional Items	0.0	1.7	0.0%	1.7	-1.7	0.0	-1.7	-100.0%	0.5	0.0	-0.5	-100.0%
<b>Expenditure</b>	<b>132.3</b>	<b>135.2</b>	<b>2.1%</b>	<b>132.8</b>	<b>-1.1</b>	<b>131.7</b>	<b>-3.5</b>	<b>-2.6%</b>	<b>132.3</b>	<b>131.7</b>	<b>-0.7</b>	<b>-0.5%</b>
<b>Surplus for the year</b>	<b>6.1</b>	<b>2.5</b>	<b>-58.8%</b>	<b>1.6</b>	<b>1.5</b>	<b>3.1</b>	<b>0.6</b>	<b>24.2%</b>				
<b>Surplus as % of income</b>	<b>4.4%</b>	<b>1.8%</b>		<b>1.2%</b>		<b>2.3%</b>						
<b>Surplus per student FTE</b>	<b>£426.6</b>	<b>£177.8</b>		<b>£114.4</b>		<b>£220.9</b>						
<b>Staff cost as % of income</b>	<b>55.7%</b>	<b>56.2%</b>		<b>55.1%</b>		<b>55.8%</b>						
									100.0%	100.0%		<b>YTD Staff Cost %</b>
									98.8%	100.0%		<b>YTD OPEX Cost %</b>
									100.0%	100.0%		<b>Total YTD cost %</b>

5) Forecast Summary

The key change in our forecast is due to significant movements within AHS, Student Support and Registry following a review of operating expenses. HSC, Enterprise and Estates also released additional income. In terms of provisions and contingencies, we released £0.4M of the FRS 17 provision and our £0.5M Opex contingency. This was slightly offset by the increase of £0.4M of bad debt provision following a review of our student debt.

6) Income Summary

2013/14 income was 2.6% down for the year and 2.1% short of budget. In terms of year on year reductions, there was a significant reduction in HEFCE grant following the move to the new Fee regime, this was compounded by a further reduction during the year as a result of a change in the scaling factor due to pressures on HEFCE's budget. This was slightly offset by significant improvements in both Home and EU UG and PG income. Overseas income fell by 4%, there was an 8.6% decline year on year in NHS contract income and a £1M drop in Research grant and Contract income. Income growth remains a key aspiration for the University.

## July 2014 Summary

### 7) Expenditure Summary

In terms of expenditure, Staff costs are £2M lower than in 12/13 and £2.2M lower than budget. £0.3M of this is due to a reduction in FRS 17 Provision, £0.2M is due to a reduction in restructuring costs both of which are held within FUNI and £0.7M is due to catering staff being reclassified as Opex, however there have been significant reductions in staff within HSC, BUS and AHS as the University transitions itself for new areas of student demand. These Academic reductions have been offset by increases in support staff and this will be an area of increased focus within 2014/15. In terms of Operating expenses there have been significant reductions in year on year expenditure in Financial costs, Bursaries and Student Recruitment costs. The reduction in Financial cost is due to the year on year reduction in the provision required for bad debt and the exceptional finance costs associated with separating the Student Union in 12/13. The reduction in Bursary costs is due to the reduction of SLC Bursary costs for Old Fee regime students. The reduction in Student Recruitment costs is due to a decrease in payments to Franchise partners which has been slightly offset by an increase in payment to Overseas Agents. There have been significant year on year increases in Estates and Computing costs as the University invests in its infrastructure although year on year investments in our Residences have slipped significantly. The increase in Other costs is due primarily to increased volume following the change in catering provider. Growth in operating expenses will have to be closely managed in 14/15

### 8) Risks and Contingencies

The Full Year Forecast still contains a number of risks but these will be realised in 14/15. The key risk concerns the HEFCE grant and whether there will be clawback, and there is on-going work within Registry confirming student FTEs

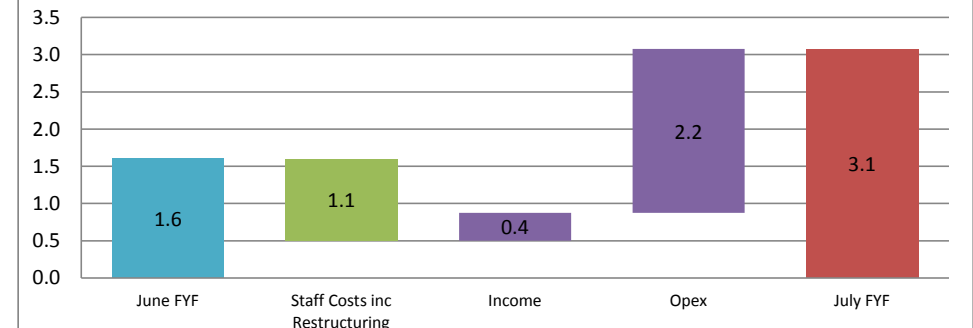
### 9) Contribution Analysis

The Full Year Forecast Contribution is £3M behind the comparable position in 12/13. It was always anticipated that 2013/14 would be more challenging given on-going financial uncertainty, pressure on student numbers and the continued reductions in government funding. As expected, recruitment proved challenging and LSBU fell marginally short of initial recruitment targets. This has been managed through effective cost control and the final surplus of £3.1M is higher than the original agreed budget surplus of £2.5M. Furthermore, the £3.1M is after accounting for unbudgeted revenue costs of £1M+ associated both with changed organisation structures and the Edison project.

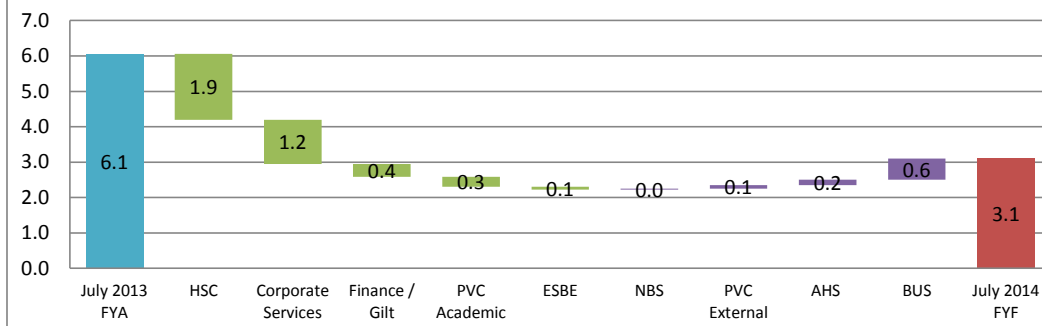
#### Monthly Movement in FYF



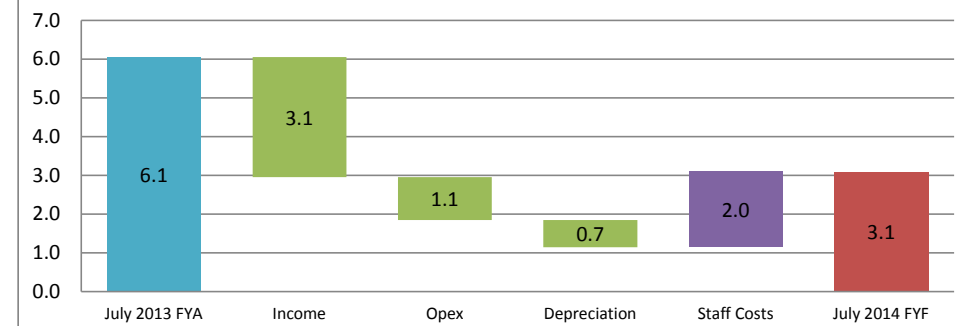
#### Monthly Movement in FYF



#### Annual Movement in FYF



#### Annual Movement in FYF



## July 2014 Summary

### Contribution Per Student and per Faculty Staff

	AHS		BUS		ESBE		HSC		Total Faculty	
	12 / 13 Actual	Jun 13 / 14 FYF	12 / 13 Actual	Jun 13 / 14 FYF	12 / 13 Actual	Jun 13 / 14 FYF	12 / 13 Actual	Jun 13 / 14 FYF	12 / 13 Actual	Jun 13 / 14 FYF
Income (£M)	28.2	27.1	21.5	21.2	35.3	35.0	35.6	32.9	120.5	116.1
Expenditure (£M)	15.8	14.5	13.5	12.6	22.7	22.5	21.6	20.8	73.6	70.3
Contribution (£M)	12.4	12.6	8.0	8.6	12.5	12.5	14.0	12.1	46.9	45.8
Contribution %	44%	46%	37%	41%	36%	36%	39%	37%	39%	39%
Student FTE	3,764	3,362	3,169	2,839	3,664	3,601	3,599	4,220	14,196	14,022
Contribution per FTE	£3,299	£3,740	£2,537	£3,041	£3,417	£3,462	£3,880	£2,868	£3,307	£3,265
Staff FTE	181	175	156	154	233	233	282	268	851	831
Contribution per Staff FTE	£68,656	£71,855	£51,663	£56,094	£53,647	£53,404	£49,582	£45,080	£55,128	£55,099

Change
-4.4
-3.2
-1.2

Total faculty income from continuing operations dropped by £4.4M as compared to 2012 / 13, the release by AHS of £0.6M from the balance sheet and £0.3M CEG income relating to previous years means that the net reduction is £5.3M. Faculty expenses fell by £3.2M compared to 12/13, £1.0M of this fall is due to decreased Bursary payments as the University transitions from the old fee regime to the new regime and the replacement of Bursaries with Fee Waivers. The net result is that faculty expenses have decreased by £2.2M year on year. In terms of profitability, AHS remained the most profitable faculty when measured in terms of return on income and contribution per student and it has improved these figures year on year. BUS has performed a significant turnaround with a year on year contribution improvement of £0.6M. If we discount for Space Charge then ESBE remained the largest absolute contributor to the University and was broadly flat year on year

Student FTEs have been taken from the a HESES recreation as of July 31 which shows a net growth of 220 FTE following second semester enrolment and continuing students completing. The biggest fall in student FTEs year on year are from AHS and BUS, whereas HSC would appear to have grown. The growth in HSC numbers would appear to be inflated due to modular enrolment. Student FTEs have declined during the year as students drop out. We have currently withdrawn 1,092 students representing 773 FTE (or 5.2%) from all courses for intake 13/14. This stands at £3.0M of "lost income" being the difference between the full fee and the final charge. This is 5.6% of the number of students which is a deterioration based on previous performance. In terms of Year 1 Full Time Undergraduate students, we have lost 354 students including both OS and Home/EU. This represents 9.7% of this cohort

#### Withdrawal Analysis

Academic year	Total Students	Total Withdrawals	% of Total Student bodies	Comparable at 30/06	
10/11	23,062	1,600	6.9%	1,487	6.4%
11/12	21,127	1,189	5.6%	1,059	5.0%
12/13	19,262	1,020	5.3%	973	5.1%
13/14	19,641	1,092	5.6%	1,092	5.6%

#### New Year 1 Full Time Undergraduate Withdrawal Analysis

	New FT Year 1 UG Students	Withdrawals	% of New UG FT
AHS	1,055	99	9.4%
BUS	728	90	12.4%
ESBE	915	87	9.5%
HSC	937	76	8.1%
LSBU	3,638	354	9.7%

#### 10 Budget Analysis

There were 27 distinct areas within the University and 15 of them delivered on Budget. AHS and the Business School delivered ahead of Budget and improved their year on year contribution for the year, Estates delivered the required additional contribution against Budget of £500K although its actual costs grew. This area will be a focus in 14/15 as we launch our Estates Strategy. Student Services delivered ahead of budget even after funding the Winter Internship programme and a significant increase in disability related expenses. FUNI, HSC and the Bakery School missed their budget targets following the reduction in HEFCE grant, The Company Secretary's area missed its target due to unexpected IBM legal costs, Enterprise missed its target although Enterprise income grew as a whole for the University, ICT missed its target as a result of investing for the IBM programme and remains a key concern for 14/15, the Academy of Sport missed its target due to a delay in its expansion plans and the Executive Office missed its target due to the costs of the Change Programme.

#### 13 Capital Expenditure Analysis

In terms of Capital Expenditure, the University invested £1.1M in July taking our total for the year to date to £10.7M. . The IBM project is the largest risk in terms of capital expenditure.

SMT Area: All

Cost Centre: All

REF MANSUM

Full Year Outturn Last Year (£)	Description	Note	YEAR TO DATE				Note	Variance Actuals to Last Year	
			2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£) %			(£)	%
(138,388,359)	<b>Total Income</b>		(134,753,977)	(137,646,818)	(2,892,841)	(2%)	(3,634,382)	(3%)	
77,115,681	<b>Total Staff Costs</b>		75,156,771	77,323,585	2,166,814	3%	1,958,910	3%	
7,870,225	<b>Total Depreciation</b>		8,453,650	8,670,254	216,603	2%	(583,425)	(7%)	
43,378,991	<b>Total Other Operating Expenses</b>		44,270,006	42,657,879	(1,612,127)	(4%)	(891,015)	(2%)	
3,433,426	<b>Total Interest Payable</b>		3,775,416	4,780,332	1,004,916	21%	(341,990)	(10%)	
533,560	<b>Total Exceptional Items</b>			1,720,979	1,720,979	100%	533,560	100%	
	<b>Total Internal Allocations</b>				-	()			
-6,056,476	<b>Contribution</b>		-3,098,134	-2,493,789	604,345	24%	(2,958,342)	(49%)	
55.7%	Staff costs as % of income		55.8%	56.2%					
4.4%	Contribution %		2.3%	1.8%					

	PAPER NO: BG.59(14)
Paper title:	Report on decisions of Committees
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsors:	Relevant committee chairs
Purpose:	To update the Board on committee decisions

Matter previously considered by:	As indicated	N/A
Further approval required?	No	N/A

### Summary

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

The Board is requested to note the reports.

In addition, the Board is requested to approve:

- Professor Patrick Bailey (DVC) and Professor Paul Ivey (PVC) are added as authorised signatories on all University held bank accounts and investment funds; and the removal of Beverley Jullien, Pro-Vice Chancellor as an authorised signatory following her recent resignation from the University; and
- Amended terms of reference of the Policy and Resources Committee – attached as an appendix

## Summary of Committee decisions

### Property Committee – 16 September 2014

The committee discussed:

- The long-term vision for the estate. Further discussion will take place at the April 2015 Board strategy day;
- K2 Heating, Air Conditioning and Ventilation Performance;
- General estates matters; and
- Elephant and Castle redevelopment plans.

### Policy and Resources Committee – 23 September 2014

The committee recommended to the Board for approval:

- British University Egypt partnership – paper **BG.54(14)**;
- Health and Safety Policy – paper **BG.60(14)**;
- Professor Patrick Bailey (DVC) and Professor Paul Ivey (PVC) are added as authorised signatories on all University held bank accounts and investment funds; and the removal of Beverley Jullien, Pro-Vice Chancellor as an authorised signatory following her recent resignation from the University; and
- Amended terms of reference – attached as an appendix for approval:
  - the committee recommends that the health and safety annual report is reviewed by the Board as a whole due to the collective responsibility of the Board to ensure, as far as is reasonably practicable, the health, safety and welfare at work of its staff and those affected by its activities.
  - staff members of the committee to be reduced to 1 from 2.

The committee approved the following documents for inclusion in the annual report:

- Primary responsibilities of the Board;
- Public benefit statement;
- Corporate governance statement

The committee approved:

- Amendments to the Financial Regulations;
- Amendments to the Travel, Subsistence and Expenses Policy subject to the removal of reference to governors in the policy. A separate letter will be drafted for governors.



The committee discussed:

- Key performance indicators – attached as part of the VC's report – paper **BG.51(14)**
- Student acceptances – paper **BG.55(14)**
- Management accounts to 31 July 2014 – summary included on the Board agenda – paper **BG.58(14)**

#### **Audit Committee** – 25 September 2014

The committee approved:

- a full compliance statement on internal control to be included in the statutory financial accounts;
- write off of £280,000 in tuition fee debtors;
- pensions assumptions;
- the Executive to conduct a mini-tender to appoint an independent speak up helpline

The committee discussed:

- The change programme risks and issues and reporting framework – paper **BG.53(14)**;
- The risk register – paper **BG.61(14)**;
- An report on anti-fraud, bribery and corruption:
  - one issue was raised in relation to misuse of a purchasing card. LSBU has been reimbursed and the employee is under investigation;
  - the ex-employee who had falsely amended student records in ESBE is facing prosecution under the Bribery Act. The students involved will be treated as witnesses and will not face prosecution;
- Speak up report – two issues were raised and have been dealt with by the Chair of the Committee
- LSBU's sponsored academies and assurances for the Board – paper **BG.62(14)**

#### *Internal audit*

The committee considered internal audit reports on:

- Continuous auditing which was green across all areas of the control environment;
- Terms of reference for continuous auditing of student data;
- Risk management which was rated as low risk;
- Internal audit annual report – this report provided a positive assurance statement. The internal audit opinion is that LSBU has adequate and effective arrangements in place to address the risks that management's objectives are not achieved in respect of risk management, control, governance and value for money. Further

details will be provided in the Audit Committee annual report to the Board which will be presented at the Board meeting of 20 November 2014.

The committee noted:

- The revised Audit Code of Practice as part of the new Memorandum of Assurance and Accountability with HEFCE

## Appendix

### Policy and Resources Committee

#### Terms of Reference

##### 1. Constitution

1.1 The Board of Governors has established a committee of the Board known as the Policy and Resources Committee.

##### 2. Membership

2.1 The Policy and Resources Committee and its chair shall be appointed by the Board, from among its own members.

2.2 Membership shall consist of:

- the Chairman of the Board;
- the Vice Chancellor;
- the Chair of the Human Resources Committee;
- the Chair of the Property Committee;
- up to four additional independent governors;
- one student governor; and
- ~~two~~one staff governors.

2.3 A quorum shall consist of at least three independent governors.

2.4 The chair shall be an independent governor and shall normally be Vice Chair.

2.5 Members of the committee shall not be members of the Audit Committee.

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

##### 3. Frequency of meetings

3.1 Meetings shall normally be held prior to a Board meeting.

#### **4. Authority**

- 4.1 The Committee advises the Board of Governors on the University's performance, financial reporting and controls, proposed investments and constitutional and legal matters.
- 4.2 For investment in the estate the Committee is advised by the Property Committee. The Policy and Resources Committee will have the authority to recommend approval of business cases to the Board.

#### **6. Secretary**

- 6.1 The secretary to the Policy and Resources Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

#### **7. Duties**

##### *Performance*

- 7.1 The committee shall review the performance of the University in the light of its strategy, objectives, business plans and budgets and ensure that any necessary corrective action is taken by the executive.
- 7.2 At each meeting, to monitor progress against the KPIs as approved by the Board from time to time and to hold the Executive to account.
- 7.3 To recommend to the Board of Governors any change in KPIs that the Committee considers to be required to reflect changes in strategy or objectives.
- 7.4 To review any proposals of a strategic nature to extend LSBU's undertaking into new activities or geographic areas and report to the Board.
- 7.5 To review any proposals of a strategic nature to cease to operate all or any material part of LSBU's undertaking.

## *Financial Reporting and Controls*

- 7.6 To review and pass to the Board of Governors for approval true annual accounts, duly audited in accordance with the Companies Acts.
- 7.7 To receive, consider and present to the Board of Governors annual estimates of the current year's budget and the allocation of resources.
- 7.8 To monitor regular reports on University income and expenditure showing a comparison of these against the annual budgets.
- 7.9 To consider the financial plans for future years; to advise the Officers of the University on strategies: and to recommend to the Board of Governors the financial plans to be submitted to HEFCE.
- 7.10 To advise on the provision of resources and services for the University.
- 7.11 To review and recommend to the Board pay awards
- 7.12 To consider amendments to the University's financial regulations and their effect on current practice and recommend to the Board for approval.
- 7.13 To approve investment and treasury policies.
- 7.14 To approve investment policies for charitable funds and to receive an annual report on expenditure.
- 7.15 To receive an annual report of all donations above £25,000 and to monitor adherence to the Gift Acceptance Policy
- 7.16 To approve the posts authorised as signatories in relation to banking facilities; and to report to the Board as and when there is a change of postholder.
- 7.17 To recommend to the Board the opening or closing of University bank accounts.
- 7.18 To review and recommend to the Board approval of capital finance.
- 7.19 To review and recommend to the Board approval of borrowing raised on the security of the University's assets.

7.20 To review and recommend to the Board approval of lease finance arrangements with a capital value greater than £250,000.

#### *Transactions and Contracts*

7.21 To review proposed investment in capital projects above £1m and recommend to the Board.

7.22 To review budgeted contract expenditure above £2m and recommend to the Board.

7.23 To review unbudgeted contract expenditure above £0.5m and recommend to the Board.

#### *Estates*

7.24 To review proposals to dispose of land or buildings.

#### *Students*

7.25 To consider and recommend tuition fees to the Board of Governors.

7.26 To receive regular reports on student recruitment.

#### *Students' Union*

7.27 To consider and recommend to the Board of Governors proposed amendments to the Students' Union constitution.

7.28 To review true annual accounts, duly audited in accordance with the Companies Acts.

7.29 To receive a six monthly report on the Students' Union's income and expenditure.

7.30 To approve in principle the appropriate budget for the Students' Union, including the grant from the University to the Students' Union and to include these in the draft University Budget recommended to the Board.

7.31 To consider and determine all matters relating to the University's relationship with the Students' Union. If any matter has significant implications then the Committee to inform the Board on a 'reporting by exception' basis.

### *Articles of Association*

7.32 To review proposed changes to the Articles of Association and recommend to the Board for approval.

### *Subsidiary Companies*

7.33 To review regulations for the appointment of directors and the composition of boards of subsidiaries of LSBU.

7.34 To review the Schedule of Matters Reserved to subsidiary company boards.

7.35 To receive an annual report on enterprise activity.

### *Policies*

7.36 To approve high level corporate policies which require consideration by governors (and are not of an operational nature).

7.37 To review annually the Matters Reserved to the Board and the Statement of Primary Responsibilities.

### *Legal Compliance and Litigation*

7.38 To receive reports from the Executive on any material non-compliance with legislation.

7.39 To review litigation involving over £0.5 million or otherwise material to the interests of LSBU and recommend to the Board for decision.

### *Insurance*

7.40 To consider and approve the level of insurance provision at regular intervals and report material changes to the Board of Governors.

### *Health and Safety*

~~7.41 To consider the annual health and safety report.~~

## **8. Reporting Procedures**

7.1 The minutes (or a report) of meetings of the Policy and Resources Committee will be circulated to all members of the Board.

*Approved by the Policy and Resources Committee on 23 September 2014*

*Approved by the Board of Governors on \* 2014*



	PAPER NO: BG.60(14)
Paper title:	Draft Health and Safety Policy
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	Dr. Markos Koumaditis and Ed Spacey (Safety, Compliance and Business Continuity Team)
Executive/Operations sponsor:	Ian Mehrtens, Chief Operating Officer
Purpose:	To approve the draft Health and Safety Policy

<b>Executive Summary</b>	
<b>Context</b>	<p>The attached document was recommended for approval by the Policy and Resources Committee on 16 September.</p> <p>In addition the document was previously consulted on by key players across the University from 23 May to 5 June, and the Health and Safety Joint Committee in June 2014.</p>
<b>Question</b>	How the University meets its obligation to have an up to date Health and Safety Policy?
<b>Conclusion &amp; Recommendation</b>	To approve the draft health and safety policy

Matter previously considered by:	Operations	On: 16 September 2014
Further approval required?	Board of Governors	On: 9 October 2014.

## **Executive Summary**

The University is required to have a Health and Safety Policy under the Health and Safety at Work etc. Act 1974. The existing policy adopted in 2010 is out of date, and it is vital that we have a new document. In addition the Academy of Sport is undergoing an external Quest Audit in late October, and the auditors will need to see that we have an appropriate policy in place.

The new policy intends to be aspirational and set the University on a journey to excellence in this area. This is a much broader goal than simply meeting the bare minimum of legislative requirements. The policy document is designed to make reference to wider procedures, in order to enable the flexibility to change day to day process according to emerging best practice, and the changing structure of LSBU.

The policy is deliberately much shorter than the 2010 version. This is because it has been designed to give people key information which they can relate to, and focuses on the needs of a wide audience. It also accords with the wishes of the Vice Chancellor (Health and Safety Joint Committee Meeting March 2014) where the need for succinct documentation was outlined

A new Safety, Compliance and Business Continuity Team was created in May 2014, with a view to transforming the approach to health and safety, improving process and training, and delivering results. The last health and safety annual report, submitted to the Board of Governors on 8th July 2014, highlighted a range of initiatives and areas for development which this team will drive.

The new Health and Safety Policy meets all the requirements of the Act, has been consulted on extensively across the University, benchmarked externally across the sector and also compared to model Health and Safety Executive Policies.

The new Safety, Compliance and Business Continuity Manager has substantive and extensive experience of successfully delivering professional health and safety services and implementing transformational change across a range of organisations.

It is on the basis of the above facts that this policy is recommended for approval.

## **Health and Safety Policy**

### **1.0 Introduction and Purpose**

This document sets out the vision and high performing aspiration of London South Bank University in its approach to health and safety, and an intent to produce clear, concise, meaningful information, which is appropriate to all.

It aims to enable staff, students and visitors to go about their business or studies safely, and the University to provide an excellent environment for all its stakeholders. In achieving this, London South Bank University accepts its obligations under the Health and Safety at Work etc Act 1974 and other statutory provisions.

The Health and Safety Policy is issued upon the authority of the Board of Governors. This document is supported by health and safety procedures which can be found on the staff gateway: <https://www1.lsbu.ac.uk/staff/services/hss-policies>.

### **2.0 Health and Safety Policy Statement**

London South Bank University accepts its responsibilities for health and safety and will take all reasonable and practicable steps to safeguard all persons affected by its activities. The requirements of health and safety legislation will be adhered to and will set the very minimum standards of health and safety performance.

All employees, and students (as a condition of enrolment) are expected to share this commitment to health and safety by complying with policies and procedures, exercising due care and attention and by understanding that they too have obligations to themselves and one another.

The University will seek to ensure that:

- a. a high commitment to health and safety amongst all employees, and students is encouraged through an active consultation and ongoing communication process;
- b. systems are in place to enable people to be empowered to raise health and safety concerns with management;
- c. the necessary expertise, resource, management structure, procedures and risk assessments are in place to ensure effective management of health and safety throughout the university;
- d. all work, teaching, communal areas, plant and equipment meet approved safety standards;

e. suitable and appropriate training is provided to maintain safe working practices.

The Health and Safety Policy will be reviewed as necessary, but as a minimum each year.

**Signed**

**Vice Chancellor**

**Date**

### **3.0 Organisation of Health and Safety**

Health and safety is everyone's business.

Effective health and safety management can only be achieved through co-operative effort at all levels of the organisation. Good health and safety goes hand in hand with high standards of quality and service.

#### **3.1 The Board of Governors**

As employer, the Board of Governors has a duty to ensure, so far as is reasonably practicable, the health safety and welfare at work of its staff and those affected by its activities, including students and visitors. The Board of Governors has a key collective role in providing health and safety leadership, receiving an annual report on the performance of health and safety and is notified of any major incidents.

#### **3.2 Vice Chancellor**

The Vice Chancellor, as “duty holder”, has day to day responsibility for ensuring this policy is put into practice. This responsibility is delegated to the Chief Operating Officer in his absence.

The Vice Chancellor has overall responsibility for health and safety and shall:

- ensure that appropriate systems are in place and adequate resources are available to provide for the effective management of health and safety;
- advise the Board of Governors on its statutory health and safety obligations;
- ensure that line managers know and accept their responsibilities regarding health and safety and make arrangements to ensure that these responsibilities are adequately discharged;
- ensure adequate consultations with appropriate support services and employee representatives, trade unions and other interested parties prior to the introduction of any change which may affect the health and safety of employees;

- ensure effective communication channels exist to spread such information concerning health and safety which may affect University employees;
- report to the Board of Governors on the University's performance in the management of health and safety.

### **3.3 Health & Safety Lead Officer**

The Vice Chancellor appoints the Chief Operating Officer to:

- take a leadership role to co-ordinate the University's activity with regards to health and safety and ensuring legislative compliance, advise on resource requirements and support continuous improvement.

### **3.4 Responsibilities of Executive, Deans, Directors and Heads of Professional Services**

Under the direction of the Vice Chancellor, all Executive Members, Deans, Directors and Heads of Professional Services and all equivalent officers must make adequate provision for the effective management of health and safety within their area of responsibility.

To achieve this, they will be responsible for ensuring that:

- all their staff and students know and accept their individual responsibilities regarding health and safety, and have the necessary authority, training and resources to discharge them;
- an adequate programme is established and maintained to ensure the reduction of accident potential, ensure compliance with legal and university procedures and to deal with reporting incidents;
- there is effective communication and adequate consultation concerning health and safety with members of staff, students and their representatives;
- they are aware of the principal hazards and risks present in the areas under their control, that appropriate risk assessments of all hazardous items, areas and activities have been undertaken, and that work is being carried out in accordance with specified controls and safe working practices;
- where necessary the advice of the Safety Compliance and Business Continuity Team is sought on any health and safety matter;
- risk based health and safety meetings are appropriately constituted and provide minutes of their meetings to the Joint Health and Safety Committee;

- staff and students comply with health and safety policies, procedures and codes of practice. Failure to do so may result in disciplinary action being taken;
- contractors are required to supply the University with appropriate risk assessment and method statements. All contractors engaged conduct their work in accordance with the terms and conditions of the contract, health and safety legislation, university procedures, codes of practice and without endangering the university's employees, students or others. Failure to comply with the above may result in termination of the contract;
- health and safety is considered in planning and budgeting and that resources are used effectively and in proportion to local risks;
- arrangements are in place for regular monitoring, auditing and review of health and safety performance;
- any matter brought to their attention relating to health and safety receives prompt and appropriate action. Any matter found to be in breach of statutory requirements which cannot be effectively dealt with at their own level is escalated upwards appropriately.

### **3.5 Responsibility of the Executive Director of Human Resources**

The Executive Director of Human Resources is responsible for ensuring systems are in place to monitor and take action to improve workplace sickness levels, the operation of the Occupational Health Service and Employee Assistance Programme and all related data.

### **3.6 Responsibilities of Supervisory Staff**

Every member of staff who manages or directly supervises the work of others is responsible for their health and safety. Employees who are direct line managers of staff are required to:

- ensure all new employees reporting to them are made aware of the University Health and Safety Policy, the names of key staff with specific health and safety responsibilities, fire evacuation and first aid arrangements;
- ensure health and safety matters brought to their attention are dealt with expediently and appropriately. In cases where issues cannot be rectified by them within two working days, supervisory staff should identify and communicate an expected timescale for resolution;

- ensure adequate supervision of employees within their own area of responsibility and staff completion of appropriate health and safety training, including mandatory training as necessary;
- ensure risk assessments are undertaken where appropriate for areas and activities within their remit, staff receive Display Screen Equipment Assessments, and are aware of how to report any accidents;
- promote active participation in health and safety matters amongst staff and include health and safety as a standing agenda item at staff meetings;
- suspend activities if health and safety is being compromised, and seek advice from Line Management or through the Safety Compliance and Business Continuity Team;
- as part of the annual performance management process ensure suitable and sufficient appraisal of staff, to ensure they are able to undertake their duties without harm to themselves or others, and identify safety training needs.

### **3.7 Duties of all Employees**

Under the Health and Safety at Work Act etc 1974 all members of staff are legally responsible for looking after their own health and safety and that of others with whom they are working.

They must:

- comply with all local and university health and safety policies and procedures, follow any health and safety instructions provided by line managers, and attend appropriate health and safety training, including mandatory training as necessary;
- report any accidents, defects, unsafe circumstances (e.g. near misses) or work related ill health of which they become aware, using the appropriate reporting systems;
- ensure that their working methods or areas do not present unnecessary or uncontrolled risks to themselves or others;
- make use of items and protective equipment provided for health and safety reasons. Never to intentionally or recklessly interfere with or misuse any equipment provided for health and safety or fire fighting;
- be aware of fire precautions, evacuation arrangements and first aid provision for their area.

- inform their line manager if they are not confident that they are competent to carry out a work activity safely, rather than compromising their own safety or the safety of others.

Failure to comply with the University's policies and procedures may lead to disciplinary action.

### **3.8 Responsibilities of Students**

It is a condition of enrolment that students agree to abide by the University health and safety policy and procedures, particularly in relation to emergency preparedness and general safe behaviour. Students must also adhere to the authorised opening and closing times of any University building, and comply with instructions from security personnel or university staff.

The University expects that all students play an active role in managing health and safety risks by:

- making use of items and protective equipment provided for health and safety reasons. Never to intentionally or recklessly interfere with or misuse any equipment provided for health and safety or fire fighting;
- being aware of fire precautions, evacuation arrangements and first aid provision for their area, and complying with the need to evacuate a building in the event of an emergency alarm, or being requested to do so by security or university staff;
- considering health and safety risks prior to undertaking practical activities and discussing them with their tutor. Reporting health and safety incidents and accidents to their tutors or a member of staff;

#### **3.8.1 Students should not normally bring children (i.e. anyone under 18) to the campus. (Also see paragraphs 4.1-4.3 and Appendix A.)**

Failure to comply with the University's policies and procedures may lead to disciplinary action under the Student Disciplinary Code

### **3.9 Contractors**

The University has a legal responsibility to ensure contractors provide a service to the University without endangering employees, students or visitors.

In addition the University is obliged to inform contractors of any foreseeable risks that may affect them whilst on University premises. Colleagues who employ contractors are responsible for ensuring that contractors are competent to carry out the work safely. All contractors undertaking work for the University must be



registered as a part of the approved list of contractors. This list is under the management and maintenance of the Procurement Manager.

Contractors are required to:

- comply with all statutory requirements and legal obligations placed upon them in the course of their work, and all University health and safety processes;
- ensure they attend any required induction meeting, prior to commencing work;
- carry out work in accordance with the risk assessment and method statements, both of which should be provided to the client prior to commencing the work;
- employ persons who are competent to carry out their duties without risk to the health and safety of themselves and others;
- when appointing sub-contractors to carry out all or part of the work, check their level of competence and ensure they comply with the same standards of work and requirements;
- report accidents to the appropriate member of staff immediately.

#### **4.0 Authorised Visitors**

Authorised visitors should report to the Security Staff on duty or Receptionist on arrival at LSBU. They will be issued with a visitors badge, which must be returned to Reception upon departure. Organised larger events may utilise a structured pre booking system or “sign in” on the door, where visitors receive a form of badge wristband or lanyard.

Children (Also see Appendix A)

- 4.1 Access for children and young people (i.e. anyone under the age of 18) is by specific authority set out by a special entry form. This is issued by name to each child or young person only when accompanied by a responsible adult, and authorised by appropriate staff within the University, as per the separate policy on this topic. Where the numbers are such that issuing a form to every child/young person presents a problem, a list of names may be attached to a single special entry form.
- 4.2 The University member of staff in charge of the visit should ensure that a suitable risk assessment has been completed in advance of the visit.

4.3 It must be emphasised that children and young persons must remain with the responsible adult at all times during their stay. The responsible adult should observe the conditions set out on the special entry form, and register at reception as per the authorised visitors process in paragraph 4.0 above.

## **5.0 Use of premises by External Bodies**

The authorised hirer of University premises will be required to comply with the commercial hire terms and conditions, arrival safety briefing and event details sheet.

For any use over and above a standard classroom based activity, a copy of the appropriate Risk Assessment should be submitted to the Safety Compliance and Business Continuity Team for any comments, at least one week in advance.

## **6.0 First Aid**

The University has a robust system in place to make first aid provision to staff, students and anyone using the premises. The Safety Compliance and Business Continuity Team maintains lists of all first aiders and appointed persons.

Full details of first aid arrangements are available in the relevant policy found on the staff gateway at <https://www1.lsbu.ac.uk/staff/services/hss-policies>.

## **7.0 Hazardous Substances**

Any person who introduces or manufactures a source of hazard in the University has a duty towards the control of the hazard and the eventual safe disposal of the hazard. Accurate records must be maintained. The main source of information will be the Material Safety Data Sheets (MSDS) supplied by substance manufacturers / suppliers. The supply of such information is a legal requirement. Information on chemical substances must be stored and made available to staff and students who may use such substances and/or be affected by their use.

When working with hazardous substances risk assessments must be undertaken before work commences, and hazards removed or controlled where possible. Full details on the arrangements for the Control of Substances Hazardous to Health (COSHH) are available from the relevant document on the staff gateway <https://www1.lsbu.ac.uk/staff/services/hss-policies>.

Persons working with hazardous substances must undertake all necessary training as required.

## **8.0. Health and Safety Joint Committee**

The above committee meets three times per year to be consulted on health and safety and is chaired by the Vice Chancellor or his nominee. Terms of reference and membership details are available from the Governance Team.

## **9.0 Trade Unions**

The University recognises the importance of Trade Unions in the creation of an effective health and safety management system and is committed to consultation and dialogue, in order to achieve this aim. The process of formal consultation on matters of University Health and Safety Policy is made through the Health and Safety Joint Committee. Risk based Health and Safety Committees provide opportunity for further consultation and contribution to the effective management of health and safety.

## **10.0 Safety Compliance and Business Continuity Team**

The Safety Compliance and Business Continuity Team is responsible for:

- promoting a positive health and safety culture throughout the University and developing and auditing the University's health and safety management system;
- and all policies and procedures to manage the effective control of health and safety risks;
- providing specialist health and safety, fire safety and information and support to all parts of the University, including the dissemination of good practice;
- advising the University on its statutory obligations relating to health and safety, fire safety and providing health and safety reports to the Health and Safety Joint Committee;
- establishing and maintaining effective procedures for fire and other emergencies and the evacuation of buildings;
- providing systems for the investigation and reporting of accidents, work related diseases, near misses and dangerous occurrences, and making recommendations to prevent recurrence;
- recommending appropriate training for employees in health and safety matters.

## Authorised Child / Young Persons\* Entry Form

### Special Conditions:

University buildings are not to be used by children or young persons\*. The conditions laid down emphasise the role of the responsible adult.

Access is restricted to the areas scheduled below, together with corridors, stairways and lifts giving access to those areas. Also toilets and similar facilities under supervision.

1. This form must be completed in advance of the visit (whenever possible).
2. The form must be produced on request e.g. by Security staff and must be handed over by the responsible adult to security / reception staff before leaving the University premises.
3. There must be strict compliance with all University, area and school rules.
4. The child / young person and the responsible adult must enter and leave the building by the main entrance ensuring they have been signed in and out.
5. The child / young person must be accompanied at all times by the responsible adult.
6. **At no time** should the child / young person be allowed access to a laboratory, store, workshop or classroom which has equipment or activities that are a potential hazard. Access is also restricted in the LRC and in all University libraries (except for returning learning materials).
7. Any child / young person found alone will be placed in care of the local police.
8. It must be emphasised that for events such as – Open Days; Conferences / Seminars; School visits to the University etc. a separate risk assessment process is required.
9. Access under normal circumstances is permitted for up to **one** hour. Visits requiring attendance of more than one hour **must** be authorised by the Safety Compliance and Business Continuity Team (except for Open Days; Conferences / Seminars; School visits).
10. Dispensation may be given for young students / university facility users enrolled with LSBU.
11. An LSBU Student / Enrolment form negates the need for this form.

Authorised Child / Young Persons\* Entry Form

\*Child / young person means anyone under the age of 18 years.

**The following sections must be completed fully.**

**Section 1: Details of child / young person and responsible adult**

Name of child / young person:

Name of responsible adult:

Mobile telephone number of responsible adult:

**I understand that the child / young person named is present in the University in my custody.**

Signed:

University campus:

**Section 2: Details of visit and authorising person  
(Departmental Health and Safety Co-ordinator)**

Name:

Position:

Date of Visit:

Time of visit (24 hour clock):

Access permitted only to the following areas:

Area(s) / Room(s):

Signature:

	PAPER NO: BG.61(14)
Paper title:	Risk Register
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	John Baker, Corporate and Business Planning Manager
Executive sponsor:	Richard Flatman, Chief Financial Officer
Purpose:	To update the Board on the Corporate Risk Register

<b>Executive Summary</b>	
<b>Context</b>	<p>The Corporate Risk Register is a dynamic live document managed within the 4-Risk web platform.</p> <p>This record presents the details of all identified corporate risks, along with their assessments of impact and likelihood, and related control and actions as at the 16<sup>th</sup> September.</p> <p>The following summary pages present the risks against a one page matrix of impact and residual likelihood, and also details all changes and action progress updates since the last presentation of the register to Audit Committee in July.</p> <p>The risks have now been linked to the objectives of the new Corporate Strategy, and the Register now presents the risks in this format.</p>
<b>Question</b>	Is the Board content with the action being taken to assess, manage, and present corporate risk?
<b>Conclusion &amp; Recommendation</b>	The Executive recommends that the Board discuss this report

Matter previously considered by:	Operations Board	16 <sup>th</sup> September
	Audit Committee	25 <sup>th</sup> September
Further approval required?		

# LSBU Corporate Risk Register cover sheet: Risk overview matrix by impact & residual likelihood

**Date:** 17th September 2014

**Author:** John Baker – Corporate & Business Planning Manager

**Executive Lead:** Richard Flatman – Chief Financial Officer

	2: Loss of revenue if recruitment targets not met (PC)	1: Failure to position the university to effectively respond to changes in government policy & the competitive landscape (DP)	4 Critical <i>fail to deliver corporate plan / removal of funding or degree awarding status, penalty / closure</i>	<b>Impact</b>
397: Effectiveness of delivery impaired as institution goes through restructuring process (DP)	6: Ineffective data systems provide Management Information that is not meaningful and reliable, either for internal decision or for external reporting (RF) 14: Potential loss of NHS contract income (WT) 305: Data not used / maintained securely (IM) 362: Poor staff engagement (DP) 3: Increasing pensions deficit (RF) 402: Income from 20:20 Programme unrealised (PB)	37: Potential impact of estates strategy delivery on financial position (RF)	3 High <i>significant effect on the ability for the University to meet its objectives and may result in the failure to achieve one or more corporate objectives</i>	
	398: Academic programmes do not remain engaged with technological and pedagogic developments which support students and promote progression and achievement (PC)		2 Medium <i>failure to meet operational objectives of the University</i>	
			1 Low <i>little effect on operational objectives</i>	
<b>3 - High</b> <i>The risk is likely to occur short term</i>	<b>2 - Medium</b> <i>This risk may occur in the medium to long term.</i>	<b>1 - Low</b> <i>This risk is highly unlikely to occur</i>		
	<b>Residual Likelihood</b>			
Executive Risk Spread: VC – 3, DVC – 1, CFO – 3, PVC-S&E – 2, COO – 1, PVC/Health – 1, ExD-HR – 0, US - 0				

**Changes since presentation at June Audit Committee meeting detailed below:**

<i>Risk reference</i>	<i>Risk area</i>	<i>Changes made</i>
Goal 3: Real World Impact - Teaching & Learning: Ensuring teaching is highly applied, professionally accredited & linked to research & enterprise		
398 (PC)	Academic programmes not engaged with technology or pedagogic dev.	IBM project action renamed to EDISON and action re-allocated to Francois Contreiras. New action added relating to implementing the TEL strategy objectives.
Goal 4: Real World Impact - Research & Enterprise: Delivering outstanding economic, social and cultural benefits from our intellectual capital.		
402 (PB)	2020 income growth through Research & Enterprise	Risk allocated to Pat Bailey pending Paul Ivey joining LSBU as PVC Research and External Engagement.  Pipeline Action re-allocated to Yvonne Mavin on interim basis now that Bev Jullien has left. Update note is on 4-risk platform: summary: Following amendments to Raiser's Edge, cross university system now in place for creating and recording status of all commercial opportunities, which is exported into excel to enable calculation of expected value to LSBU over total project lifetime. Action kept open to ascertain that pipeline in place satisfies action requirements of 5 year long term timescale.  Interim Appointment action now marked as complete now that Gurpreet Jagpal, currently Deputy Director of UCL Advances, is to join LSBU in this role in September.
Goal 7: Strategic Enabler - People & Organisation: Attracting proud, responsible staff, & valuing & rewarding their achievements.		
1 (DP)	Response to environment change	Progress notes added updating on progress to date with senior appointments: 4 of 6 Deans, and DVC and ED-HR now appointed, and due to commence roles shortly.  New controls added – appointment of Ketchum as external strategic consultant & production of Horizon scanning reports by Mike Simmons - Director of Strategic Stakeholder Engagement.
362 (DP)	Staff Engagement	OSDT action closed, and documents have been provided. The current OD strategy highlights actions that are required to be taken in order to address issues that will in turn have a positive impact on Employee Engagement as an outcome measure. I have provided a document that indicates 'Least positive survey areas' and demonstrated how these will be addressed in the 'OD Strategy'.  New actions added for Louise Delaney, Change Programme Comms Manager, relating to implementing the Comms strategy for the Change Programme.
397 (DP)	Restructuring impact on service	2 New Actions – Creation of report format for Creating the Schools project Opportunities ,Risks &



		Issues for Ops Board, and high level action tracker for transition activities and gaps.
Goal 8: Strategic Enabler - Infrastructure: Investing in first class facilities and outcome focused services, responsive to academic needs.		
2 (PC)	Recruitment & income targets including International	Partnership strategy action now allocated to Tere Daly. International strategy re-allocated to Jenni Parsons pending arrival of Paul Ivey.
3 (RF)	Pensions deficit	No changes made.
6 (RF)	Ineffective data	Master Data Action Progress update from David Swayne, prior to leaving LSBU. The IBM project has analysed student data using the master data management tool and highlighted a number of issues that need to be resolved. Francois is responsible for the implementation of the MDM tool, but Andrew Fisher is the business lead for that piece of the work and is taking the day-to-day decisions, Kind regards. David. Action now allocated to Francois Contreiras. FMI Restructure action now complete.  New action around development of PID for ICT strategy / architecture project for Ian Mehrtens
14 (JE)	Loss of NHS income	No changes made.
37 (RF)	Estates strategy £ impact	No changes made. (Action update notes present on 4-Risk system reported previously)
305 (IM)	Data Security	Risk title amended to data access and storage for clarity as regards risk #6.  New action around awareness raising of issues and enforcement action through Line Management for staff non-compliance – via staff Organisation and People .  Action on mobile devices recorded as complete. Part 2 update from OSDT. The University does have is the online resource on Data Protection implemented in 2010. To date 1969 staff have been given access to the data protection e-learning portal and 136 staff have completed and passed. Action part 3 now completed - Rob McGeechan, ICT. “RM confirmed that all new laptops purchased by LSBU since October ‘12 are encrypted with Sophos software before being issued to staff. A program to install the security retrospectively on existing equipment is ongoing and due for completion before the end of 2014. The delay is due to a dependency on staff making devices available to be updated but after the year end no access to LSBU services will be allowed for unencrypted laptops. MobileIron is the standard tool now used to remotely manage and configure any mobile phones or tablets that access University data or systems, both University and privately owned. “

## Corporate Level - Risk Register

<b>Date</b>	18/09/2014
<b>Risk Status</b>	Open
<b>Corporate Objective</b>	A 15-20 #3 Real World Impact - Teaching & Learning: Ensuring teaching is highly applied, professionally accredited & linked to research & enterprise
<b>Risk Area</b>	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
398	Academic programmes do not remain engaged with technological and pedagogic developments which support students and promote progression and achievement  <b>Risk Owner: Phil Cardew</b>  <b>Last Updated: 18/09/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> LSBU does not effectively exploit the learning potential of new technologies. Curriculum do not adapt sufficiently to give students the knowledge and skills valued by employers Support mechanisms do not provide some students with the learning support they need to navigate and succeed in the learning environment.</p> <p><b>Effect:</b> Retention does not meet the targets within the 5 year forecast. Employability of LSBU graduates does not improve. Market appeal of courses is impaired</p>	2 3 <b>Medium</b>	Delivery of the Teaching Enhanced Learning Strategy (TEL) through Academic Board and related committees.	2 2 <b>Medium</b>	<p>Actively pursue the long term objectives of the TEL strategy:</p> <ol style="list-style-type: none"> <li>1. Promote active learning methods that go beyond a 'filing cabinet' use of a VLE;</li> <li>2. Promote electronic submission, assessment and feedback;</li> <li>3. Promote aspects of staff development focused towards developing effective and technology enhanced learner-centred approaches to curriculum design, learning and assessment;</li> <li>4. Support all staff in professional development and other learning and teaching activities;</li> <li>5. Identify common technologies and develop information repositories;</li> <li>6. Actively engage students in the further development of the VLE and in evaluating the use of technology in support of learning.</li> </ol> <p><b>Person Responsible: Phil Cardew</b> <b>To be implemented by: 30/09/2015</b></p> <hr/> <p>Implement 'Exceptional Student Experience' aspect of the EDISON Investment program to deliver a step change in the institutional use of personal in year data to drive communications to students concerning their academic performance.</p> <p><b>Person Responsible: Francois Contreiras</b> <b>To be implemented by: 31/07/2015</b></p>

## Corporate Level - Risk Register

<b>Date</b>	18/09/2014
<b>Risk Status</b>	Open
<b>Corporate Objective</b>	A 15-20 #4 Real World Impact – Research & Enterprise: Delivering outstanding economic, social and cultural benefits from our intellectual capital.
<b>Risk Area</b>	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
402	<p>New income expectations from 16/20 programme are not met</p> <p><b>Risk Owner: Phil Cardew</b></p> <p><b>Last Updated: 21/08/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> Academic staff Fail to engage with research and enterprise activities that have potential to deliver additional income. Enterprise department encounter resistance from academic staff to a more commercial approach or are not able to provide the support or development required. The outcome of the REF is not as positive as was hoped.</p> <p><b>Effect:</b> Income growth expectations of the 5 year forecast are unrealised. Research funding opportunities are harder to come by. A market based approach to costing academic activity to slow to develop.</p>	<p>3 2</p> <p><b>High</b></p>	<p>Reports on the 16-20 Challenge Programme (Financial &amp; Narrative) will be provided to each Executive Meeting to aid constant scrutiny of this initiative and review of progress against 5 year income targets.</p> <hr/> <p>Enterprise Business Plan &amp; strategy submitted for approval annually to SBUEL Board (which has 2 Non-Executive Directors) for monitoring &amp; quarterly updates provided at LSBU Board meetings.</p>	<p>3 1</p> <p><b>Medium</b></p>	<p>16/20 Pipeline: research, identify, prioritise &amp; develop a range of major long term Research &amp; Enterprise investment opportunities with potential to generate significant income and contribution over 5 years, progress to be reported to Executive monthly.</p> <p><b>Person Responsible: Yvonne Mavin</b></p> <p><b>To be implemented by: 31/07/2014</b></p>

## Corporate Level - Risk Register

<b>Date</b>	18/09/2014
<b>Risk Status</b>	Open
<b>Corporate Objective</b>	A 15-20 #7 Strategic Enabler - People & Organisation: Attracting proud, responsible staff, & valuing & rewarding their achievements.
<b>Risk Area</b>	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
1	<p>Failure to position the university to effectively respond to changes in government policy and the competitive landscape</p> <p><b>Risk Owner: David Phoenix</b></p> <p><b>Last Updated: 18/09/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Changes to fees and funding models</li> <li>- Increased competition from Private Providers</li> <li>- Government policy changes and SNC cap removal</li> <li>- Failure to anticipate change</li> <li>- Failure to position (politically)</li> <li>- Failure to position (capacity/structure)</li> <li>- Failure to improve League Table position</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Further loss of public funding</li> <li>- Loss of HEFCE contract numbers</li> <li>- Failure to recruit students</li> <li>- Business model becomes unsustainable</li> </ul>	<p>4 3</p> <p><b>Critical</b></p>	<p>Ketchum appointed to advise LSBU on the ongoing changes to the political environment for higher education &amp; its external communications in response to these changes.</p> <hr/> <p>Financial controls (inc. forecasting/modelling, restructure) to enable achievement of operating surplus target</p> <hr/> <p>Regular scrutiny of press packs by Board &amp; Executive to monitor Institutional Esteem, and direct PR activity as appropriate.</p> <hr/> <p>A horizon scanning report produced by the Director of Strategic Stakeholder Engagement is provided to each meeting of the Executive.</p> <hr/> <p>Maintain relationships with key politicians/influencers, boroughs and local FE</p> <hr/> <p>Annual review of corporate strategy by Executive and Board of Governors</p> <hr/> <p>Student Access &amp; Success Strategy for 14/15 through OFFA</p> <hr/> <p>Modelling work regularly updated to establish a fee position net of fee waivers less than £7500 for the 12/13 entry cohort, using allocation of fee waivers and bursaries as required.</p>	<p>4 1</p> <p><b>High</b></p>	<p>Realign academic offering to market through restructuring of Faculties into Schools, and appointment of 6 new Deans of School.</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 29/08/2014</b></p> <hr/> <p>Full review of organisational processes to ensure clarity of roles and functions, and alignment with key deliverables of Corporate Delivery plan.</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 31/07/2015</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
362	Poor staff engagement with University	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>•Bureaucracy involved in decision making at the University</li> <li>•No teamwork amongst departments at the University</li> <li>•Staff feeling that they do not receive relevant information directly linked to them and their jobs</li> <li>•Poor pay and reward packages</li> <li>•Poor diversity and inclusion practises</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>•Decreased customer (student) satisfaction</li> <li>•Overall University performance decreases</li> <li>•Low staff satisfaction results</li> <li>•Increased staff turnover</li> <li>•Quality of service delivered decreases</li> </ul>	3 3 <b>High</b>	<p>Departmental Business Planning process</p> <hr/> <p>Direct staff feedback is encouraged through the "asktheVC@" email address and through feedback forms on intranet and 'developing our structures' microsite.</p> <hr/> <p>Scheduled Team meetings</p> <hr/> <p>Regular Business review meetings</p>	3 2 <b>High</b>	<p>Develop and launch Stakeholder Change Network in conjunction with HR</p> <p><b>Person Responsible: Louise Delaney</b></p> <p><b>To be implemented by: 28/11/2014</b></p> <hr/> <p>Develop Key Message Cascade Framework for Face-to-Face dissemination of staff communications relating to the Corporate Change Programme from the Operations Board.</p> <p><b>Person Responsible: Louise Delaney</b></p> <p><b>To be implemented by: 23/10/2014</b></p> <hr/> <p>Establish Change Programme Microsite linked to existing Staff Gateway to provide all relevant change programme materials to staff as detailed in Programme Comms Strategy.</p> <p><b>Person Responsible: Louise Delaney</b></p> <p><b>To be implemented by: 31/10/2014</b></p> <hr/> <p>Launch Behavioural Framework &amp; embed within HR processes and documents at start of 14/15 Academic Year</p> <p><b>Person Responsible: Mike Molan</b></p> <p><b>To be implemented by: 15/10/2014</b></p>



Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
397	Effectiveness of delivery impaired as Institution goes through restructuring process  <b>Risk Owner: David Phoenix</b>  <b>Last Updated: 17/09/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> The structural re-organisation of academic groupings from 4 faculties to 7 schools. The re-focusing of support departments into professional service clusters. - undertaken to underpin academic and business effectiveness.</p> <p><b>Effect:</b> Staff morale could be impacted negatively by process of change, and by perceived threats to job security, which impairs enthusiasm and contribution in role. In turn this can cause high performing staff to seek employment elsewhere, which can cause skills shortages and loss to the institutional knowledge base. Service levels - to staff and students - could be impacted negatively by teams trying to deliver business as usual whilst also going through the change process. Data reliability might be impaired if the translation process encounters issues such as limitations with the flexibility of existing software solutions, unforeseen time or money resource implications or error in the relocation process.</p>	3 3 <b>High</b>	<p>The Executive team have taken a Project Management Approach to the Change, appointing as Executive Director of HR an expert on Organisational change, and freeing up staff from within the organisation to act as a change team for the Programme Director, whom reports directly to the Executive.</p> <hr/> <p>The Executive have developed a Communications Strategy to ensure significant consultation with internal and external stakeholders.</p> <hr/> <p>New Professional Service groupings will be created from existing business units to minimise impact on service delivery.</p>	3 2 <b>High</b>	<p>New action - 15 Change Programme Projects to be monitored by the Executive through the Project Office, with regular updates to the Board.</p> <p><b>Person Responsible: Amir Rashid</b> <b>To be implemented by: 30/03/2015</b></p> <hr/> <p>Oversee assembly of a high level action tracker (to be monitored at Operations Board) to provide assurance that the activities necessary to implement the transition to schools and professional service functions are being progressed.</p> <p>a) Identifying the key activities that have been progressed in individual areas b) Noting when the activity was complete, or is due for completion; c) Any gaps which will need to be addressed</p> <p><b>Person Responsible: David Phoenix</b> <b>To be implemented by: 09/10/2014</b></p> <hr/> <p>Establish a format for a regular report to the Operations Board on the opportunities risks and issues to business as usual in the "Creating the Schools" project</p> <p><b>Person Responsible: Pat Bailey</b> <b>To be implemented by: 18/11/2014</b></p>

## Corporate Level - Risk Register

<b>Date</b>	18/09/2014
<b>Risk Status</b>	Open
<b>Corporate Objective</b>	A 15-20 #8 Strategic Enabler – Infrastructure: Investing in first class facilities underpinned by outcome focused services responsive to academic need
<b>Risk Area</b>	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
2	Loss of revenue if recruitment targets not met  <b>Risk Owner: Phil Cardew</b>  <b>Last Updated: 12/09/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p><b>Causes:</b></p> <ul style="list-style-type: none"> <li>- Changes to fees mechanisms for UGFT</li> <li>- Increased competition (removal of SNC cap in 15/16)</li> <li>- Failure to develop and communicate brand &amp; lsbu graduate attributes</li> <li>- Lack of accurate real-time reporting mechanisms</li> <li>- LSBU late entrant to international student market and fails to catch-up</li> <li>- Poor league table position</li> <li>- Portfolio or modes of delivery do not reflect market need</li> <li>- Tighter tariff policy during clearing</li> </ul> <p><b>Effects:</b></p> <ul style="list-style-type: none"> <li>- Under recruitment</li> <li>- Loss of HEFCE contract numbers</li> <li>- Failure to meet income targets for non-HEFCE students</li> </ul>	4 3 <b>Critical</b>	<p>Report on student recruitment presented to every monthly Executive meeting and also reviewed by Board of Governors</p> <hr/> <p>League Table action plan &amp; related actions and monitoring by the HESA Board</p> <hr/> <p>Modelling of student recruitment numbers, including worse case scenarios which aid the planning process.</p> <hr/> <p>Differentiated campaigns started for postgraduate and part-time students</p>	4 2 <b>Critical</b>	<p>Business Intelligence Unit to produce analysis / reports for Executive to guide internal process and reporting changes with the aim of supporting League Table score improvement.</p> <p><b>Person Responsible: James Stevenson</b></p> <p><b>To be implemented by: 29/08/2014</b></p> <hr/> <p>Develop partnership strategy for working with local schools</p> <p><b>Person Responsible: Tere Daly</b></p> <p><b>To be implemented by: 30/09/2014</b></p> <hr/> <p>Develop strategy for LSBU Graduate Attributes at all award levels to ensure continued course competitiveness, to be generated through the learning pathway.</p> <p><b>Person Responsible: Phil Cardew</b></p> <p><b>To be implemented by: 30/11/2014</b></p> <hr/> <p>International strategy to be refocused into an Internationalisation Plan to deliver a step-change in recruitment at both UG and PG.</p> <p><b>Person Responsible: Jennifer Parsons</b></p> <p><b>To be implemented by: 30/09/2014</b></p> <hr/> <p>Support and engage with University Academy of Engineering &amp; support development of University Technical College.</p> <p><b>Person Responsible: Rao Bhamidimarri</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
<b>To be implemented by: 28/11/2014</b>						
3	Staff pension scheme deficit increases  <b>Risk Owner: Richard Flatman</b>  <b>Last Updated: 11/08/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Increased life expectancies</li> <li>- Reductions to long term bond yields, which drive the discount rate</li> <li>- Poor stock market performance</li> <li>- Poor performance of the LPFA fund manager relative to the market</li> <li>- TPS/USS schemes may also become subject to FRS17 accounting</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Increased I&amp;E pension cost means other resources are restricted further if a surplus is to be maintained</li> <li>- Balance sheet is weakened and may move to a net liabilities position, though pension liability is disregarded by HEFCE</li> <li>- Significant cash injections into schemes may be required in the long term</li> </ul>	3 3 <b>High</b>	<p>Switch of inflator from RPI to CPI (expected to be lower in the long term)</p> <hr/> <p>Regular monitoring of national/sector pension developments and attendance at relevant conferences and briefing seminars</p> <hr/> <p>Regular valuation of pension scheme (actuarial and FRS 17).</p> <hr/> <p>Regular Reporting to HR committee.</p> <hr/> <p>DC pension scheme now established for SBUEL staff.</p> <hr/> <p>Tight control of staff costs in all areas (and reported to committee and Board via agreed KPIs)</p> <hr/> <p>New LPFA scheme, effective April 2014</p> <hr/> <p>Strict control on early access to pension at redundancy/restructure</p> <hr/> <p>Active monitoring in year of trends in discount rate, life expectancy assumptions etc to ensure year-end adjustments are minimised</p>	3 2 <b>High</b>	<p>Ongoing participation in sector discussions regarding employer categorisation.</p> <p><b>Person Responsible: Richard Flatman</b></p> <p><b>To be implemented by: 31/03/2015</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
6	<p>Ineffective data systems provide Management Information that is not meaningful and reliable, either for internal decision or for external reporting</p> <p><b>Risk Owner: Richard Flatman</b></p> <p><b>Last Updated: 18/09/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Data in systems is inaccurate</li> <li>- Data systems are insufficient to support effective delivery of linked management information</li> <li>- Resource constraints &amp; insufficient staff capability delay system improvement</li> <li>- unclear data during clearing</li> <li>- Lack of data quality control and assurance mechanisms</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Insufficient evidence to support effective decision-making at all levels</li> <li>- Inability to track trends or benchmark performance</li> <li>- Internal management information insufficient to verify external reporting</li> <li>- over-recruitment penalties</li> <li>- HESA/HESES returns not credible</li> <li>- League table position impaired by wrong data</li> <li>- UKBA licence revocation if conditions not satisfied = loss of £8m+ revenue/year, &amp; reputation damage</li> <li>- Failure to satisfy requirements of Professional, Statutory and Regulatory bodies (NHS, course accreditation etc)</li> </ul>	<p>3 3</p> <p><b>High</b></p>	<p>Regular Engagement with internal auditors &amp; 3 year IA cycle to systematically check data in key systems (and related processes):</p> <ul style="list-style-type: none"> <li>- Finance (including student fees)</li> <li>- Student data (&amp; data Quality)</li> <li>- HR systems</li> <li>- Space management systems</li> <li>- UKBA requirements &amp; compliance</li> </ul> <hr/> <p>Systematic data quality checks of staff returns by HR in conjunction with faculties.</p> <hr/> <p>Engagement between International Office, Registry &amp; Faculties to ensure UKVI requirement compliance, specifically regarding:</p> <ul style="list-style-type: none"> <li>- Visa applications and issue of Certificate of Acceptance to Study</li> <li>- English language requirements</li> <li>- Reporting of absence or withdrawal</li> </ul> <hr/> <p>Systematic data quality checks of student returns by Registry in conjunction with faculties.</p> <hr/> <p>International Office runs annual cycle of training events with staff to ensure knowledge of &amp; compliance with UKVI processes.</p>	<p>3 2</p> <p><b>High</b></p>	<p>Develop TOR for Internal Audit review of Home Office HTS Compliance during Student Data review in 14-15 Continuous Audit Programme.</p> <p><b>Person Responsible: Richard Flatman</b></p> <p><b>To be implemented by: 31/10/2014</b></p> <hr/> <p>Manual attendance monitoring system to be implemented on monthly basis for international students whilst SAM/SPOC reporting &amp; system issues addressed in conjunction with Registry &amp; School Admin teams.</p> <p>For details of the project team and plan see the note attached to this risk (31/07/2014) and project SharePoint site.</p> <p>As a result of carrying out the project issues relating to the performance of the LSBU network have become apparent. There is a risk that poor network performance will result in ID card data not being transferred to the database, queues of students at turnstiles resulting in security staff opening gates to let students in resulting in loss of data (this has happened in the past). The ICT Network team should carry out a survey of the network to identify bottlenecks and resolve these.</p> <p><b>Person Responsible: Mike Molan</b></p> <p><b>To be implemented by: 31/10/2014</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
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Construct a 'master data view' for all student data as part of EDISON & report system exceptions, including:

- \* Student Demographic Data
- \* Student Engagement / Progression
- \* Admissions & Enrolment
- \* Curriculum
- \* Timetable & Estate teaching spaces
- \* VLE usage
- \* Finance Records

**Person Responsible: Francois Contreiras**

**To be implemented by: 30/05/2014**

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Oversee production of PID for ICT Strategy / Architecture Change Programme Project - to address system mapping issues and an approach to data warehousing.

**Person Responsible: Ian Mehrrens**

**To be implemented by: 31/10/2014**

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Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
14	Loss of NHS contract income	<p><b>Cause &amp; Effect:</b> Cause: NHS financial challenges/ structural change is resulting in a total review of educational comissioning by Health Education England with an expected overall 40% reduction in available funding. In addition late decision making over community programmes. Plus London Educational Contracts last intake September 2014 (apart from physio and adult nursing) and possible retenders or preferably a return to National Framework Failure to recruit to target inspite of increased applications due to low numeracy and literacy pass rates. Failure to maintain student numbers on the contract resulting in clawback Effect: Reduction in income Reduced staff numbers Negative impact on reputation</p>	3 3 <b>High</b>	<p>Named Customer Manager roles with NHS Trusts, CCGs and HEE.</p> <hr/> <p>Monitor quality of courses (QCPM and NMC) annually in autumn (QCPM) and winter (NMC)</p> <hr/> <p>Support with numeracy and literacy test preparation Develop BSc Health and Social Care by September 2015 for applicants not meeting course tariffs requirments and to support PGDip recruitment.</p> <hr/> <p>Regular contact with HEE DEQs, None Medical Deans and commissioning contract managers.</p>	3 3 <b>High</b>	<p>Attend consultation events with CoD and HEE (review of LEC and NF, NHS Pre-reg contract benchmark price / move to Outcome Based Commissioning could = drop in NHS income)</p> <p><b>Person Responsible: Warren Turner</b> <b>To be implemented by: 15/11/2014</b></p> <hr/> <p>Continue contract discussions with HEE/ LETB's as LEC last intake for all by Physio and adult nursing September 2014. Attempt to extend contracts or revert to National Framework</p> <p><b>Person Responsible: Warren Turner</b> <b>To be implemented by: 01/11/2014</b></p> <hr/> <p>Ensure a quality campus in each HEE/ LETB area. Plan for none renewal of Havering lease in 2018. Negotiate re inclusion in Care City plans with NELFT and Barking</p> <p><b>Person Responsible: Warren Turner</b> <b>To be implemented by: 01/11/2014</b></p> <hr/> <p>Grow into new markets for medical and private sector CPPD provision</p> <p><b>Person Responsible: Warren Turner</b> <b>To be implemented by: 30/10/2014</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
						<p>Develop opportunities for further International 'in-country' activity in Malaysia, Singapore, Hong Kong, India and Saudi.</p> <p><b>Person Responsible: Mary Lovegrove</b></p> <p><b>To be implemented by: 30/12/2014</b></p> <hr/> <p>Increase uptake in band 1-4 activity Support Trusts in seeking external (non NHS) funding</p> <p><b>Person Responsible: Sheelagh Mealing</b></p> <p><b>To be implemented by: 01/12/2014</b></p> <hr/> <p>Improve NSS participation &amp; scores Develop action plans for Departments and Faculty from results of 2014 NSS</p> <p><b>Person Responsible: Sue Mullaney</b></p> <p><b>To be implemented by: 30/10/2014</b></p>



Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
37	Negative impact of estates strategy delivery on financial position	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Poor project controls</li> <li>- Lack of capacity to manage/deliver projects</li> <li>- Reduction in agreed/assumed capital funding</li> <li>- Reduction in other government funding</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Adverse financial impact</li> <li>- Reputational damage</li> <li>- Reduced surplus</li> <li>- Planned improvement to student experience not delivered</li> <li>- Inability to attract new students</li> </ul>	3 3 <b>High</b>	<p>Regular Reports are provided to both P&amp;R and the Board on planned capital expenditure.</p> <hr/> <p>Full Business Cases prepared; using guidance and process approved by Executive - including clarity on cost and funding, for each element of Estates Strategy, and approved by Board of Governors where cost = &gt;£1M.</p> <hr/> <p>ncluding all capital spend. Guidance developed as part of new process.</p> <hr/> <p>Clear requirement (including authority levels) for all major (&gt;£1m) capital expenditure to have Board approval</p> <hr/> <p>Property Committee is a sub-committee of the Board of Governors and has a remit to review all property related capital decisions.</p> <hr/> <p>Capex reporting routines established and embedded into regular updated financial forecasts &amp; management accounts and regular Board reports.</p> <hr/> <p>LSBU Project methodology &amp; Estates &amp; Facilities Dept project controls, including Governance arrangements applied to all Capex projects.</p>	3 1 <b>Medium</b>	<p>The Terraces Project completed the Anchor Projects in the current development plan, but the potential acquisition of Hugh Astor Court (Peabody Building) on Keyworth Street opens up the opportunity for the redevelopment of the North West quarter &amp; creation of a clear University 'front door'.</p> <p>Plans have been shared with Executive and Governors, and now need to be developed and cross referenced with the Capex schedule of the Five year plan.</p> <hr/> <p><b>Person Responsible: Ian Mehrtens</b> <b>To be implemented by: 30/11/2013</b></p> <hr/> <p>Complete report on the final negotiations for the Student Centre. Update: the 12 month defects liability period has past &amp; we're working through the final defect list. No progress on Final Account completion until works are done to ensure completion. POE due by Feb 14.</p> <hr/> <p><b>Person Responsible: Ian Mehrtens</b> <b>To be implemented by: 30/04/2013</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
305	Student & corporate data not accessed and stored securely or appropriately  <b>Risk Owner: Ian Mehrtens</b>  <b>Last Updated: 18/09/2014</b>	<b>Cause &amp; Effect:</b> Cause: Loss or inappropriate access to data, or breach of digital security; either en masse (e.g. address harvesting) or in specific cases (e.g. loss of sensitive files / data)  Effect: Reputational damage, regulatory failure, undermining of academic credibility or compromise of competitive advantage.	3 2 <b>High</b>	Responsibility for control over data protection risks at an institutional level allocated to Director of ICT.	3 2 <b>High</b>	To develop a strategy to enable pop up screen type messages, to deliver and track critical corporate communications to staff outside of e-mail, if possible working with the Marketing project which aims to restructure the staff gateway towards an enterprise content management home for key documents, records and processes.  <b>Person Responsible: Rob McGeechan</b> <b>To be implemented by: 26/12/2014</b> <hr/> Liaise with new HR Deputy Director-Organisational Development to consider and deliver strategy to increase awareness of this risk to all staff, especially including the dangers of phishing and enforcement action for non-compliance with university policy.  <b>Person Responsible: Mandy Eddolls</b> <b>To be implemented by: 31/10/2014</b>

	PAPER NO: BG.62(14)
Paper title:	University Academy of Engineering
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	Prof David Phoenix, Vice Chancellor and Chief Executive
Purpose:	To update the Board on assurance relating to the University Academy of Engineering

<b>Executive Summary</b>	
<b>Context</b>	<p>In order to help deliver outcome 3 of the corporate strategy, 2015-2020, the University “will sponsor and support three Academies / University Technical Colleges to help develop aspiration and enable early engagement with pupils”.</p> <p>The University Academy of Engineering South Bank opened in September 2014 and the South Bank Engineering UTC is expected to open in 2016.</p>
<b>Question</b>	What is LSBU’s relationship with the University Academy of Engineering?
<b>Conclusion &amp; Recommendation</b>	<p>LSBU appoints a majority of members and directors of the Academy.</p> <p>A Memorandum of Understanding sets out how LSBU and the Academy will collaborate; and the rights to information.</p> <p>The Board is requested to: (i) approve the MoU; and (ii) note the paper.</p>

Matter previously considered by:	Audit Committee	25 September 2014
	Executive	1 October 2014
Further approval required?	No	N/A

## **Executive Summary**

In order to help deliver outcome 3 of the Corporate Strategy, 2015-2020 the University “will sponsor and support three Academies / University Technical Colleges to help develop aspiration and enable early engagement with pupils”. The University Academy of Engineering South Bank opened in September 2014 with LSBU as sole sponsor and the University is planning to be a co-sponsor of South Bank Engineering UTC, expected to open in 2016.

At its meeting of 8 July 2014, the Board considered the relationship between LSBU and its sponsored academies. In summary, the academy and the UTC will both be run by charitable companies limited by guarantee. The extract of the draft minutes states:

37. The Board noted an update on the University Academy of Engineering South Bank and the University Technical College Brixton and their proposed relationship with the University (paper **BG.43(14)**).
38. The Board noted that the key benefits of sponsoring the academy and the University Technical College included raising aspirations of young people locally and creating pathways for them into higher education and employment.
39. Each school is a separate charitable company limited by guarantee. The Board approved the proposed relationship with the two schools, which would allow the University to exert influence over the schools through its right to appoint a majority of the members and directors of the Academy of Engineering and a majority of members and, in conjunction with the employer sponsors, a majority of directors of the University Technical College. The Executive did not expect to consolidate the balance sheet of either entity into LSBU’s own accounts.
40. The Board noted that memoranda of understanding would set out responsibilities of LSBU and each school, and the reporting framework. The Board requested the role of LSBU’s Audit Committee in relation to the two schools to be clarified.

This paper sets out:

- The relationship between LSBU and the Academy;
- The role of the LSBU Audit Committee;
- Reporting; and
- Risks for LSBU and mitigations

# **London South Bank** University

The proposed South Bank Engineering UTC is being incorporated and any differences in the structure and relationship are set out at the end of the paper.

## **Relationship between LSBU and the Academy**

As sponsor, LSBU will have a close relationship with the Academy. This will be through LSBU's ability to appoint members of the Academy company and indirectly a majority of the Board and through a Memorandum of Understanding.

### *Members of the Academy*

Under the revised Articles of the Academy (currently in draft and with the DfE for approval), LSBU will have the right to appoint up to three members and will be able to appoint a majority of the members. Current members are: Dave Phoenix, Rao Bhamidimarri and Anil Puri (of Purico Ltd).

Membership rights are important because they include the right to appoint directors (under the Articles) and to remove directors (under statute). Members are also responsible for making any amendments to the articles of association in future.

### *Board of Directors*

The Board of the academy will be made up of:

- Up to 10 directors appointed by the members
- The Chief Executive Officer
- Up to 2 parent directors

As LSBU will appoint the majority of members, it will also have the ability to appoint the majority of directors.

The business of the Academy is managed by the Board of the Academy who can exercise all the powers of the company. The Board of the Academy is responsible for running the Academy, ensuring compliance with relevant legislation and complying with the terms of the Funding Agreement with the DfE.

### *Memorandum of Understanding*

In addition to the controls outlined above, a Memorandum of Understanding between LSBU and the Academy will be agreed to ensure LSBU retains appropriate oversight of the activities of the Academy.

The key areas covered in the MoU include:

- requirement for the academy trust to ensure compliance with OFSTED standards;

- requirements for the academy trust to operate in accordance with its objects and funding agreement. The academy trust shall immediately notify LSBU in the case of a breach of the Funding Agreement;
- a description of the extent of support that LSBU will be offering including access to specialist expertise in engineering and visits to LSBU's engineering laboratories. LSBU will also provide company secretarial support to ensure LSBU's oversight is maintained;
- requirement for written service level agreements for any supply of goods or services from LSBU to the academy. These are to be provided 'at cost' as set out in the Financial Handbook;
- requirements for the academy trust to maintain proper financial records and to prepare financial statements which are subject to independent external audit; to provide copies of its audited financial statements to LSBU
- requirement for the academy trust to ensure effective risk management, control, governance, value for money and data quality processes and that appropriate internal audit arrangements are established;
- requirement for the academy trust to make information available to LSBU on request.

The Executive reviewed a draft MoU at its meeting of 1 October 2014. The draft was prepared by LSBU's external lawyers, Veale Wasbrough Vizards. The final version is attached for approval by the Board subject to the inclusion of a simple licence for the academy trust to use LSBU's logo.

### **Role of LSBU Audit Committee**

The Executive has reviewed the accounting treatment of the Academy with LSBU's external auditors, Grant Thornton. The balance sheet of the Academy will not be consolidated into LSBU's own accounts. Non-consolidation removes any requirement for LSBU to have oversight of the Academy's statutory audit.

However, LSBU has a right to request information or, in exceptional circumstances, seek a review by internal auditors.

### **Reporting**

Currently, the Executive monitors the projects to establish the academies at monthly meetings.

Twice yearly updates will be provided to the Board of Governors and, if necessary, through additional reports on strategic or reputational issues.

**Risk Analysis**

The Executive is conscious of potential reputational risks to LSBU. The above control measures are intended to mitigate the risks to LSBU associated with sponsoring the academies. Specific risks to LSBU and proposed mitigations have been identified below:

Risk	Controls
Poor OFSTED inspection	The Governing Board oversees this risk and will ensure mitigation is in place by the school management
Health and Safety incident	The school has a Health and Safety policy. All policies are approved by DfE. Governing Body is responsible for ensuring the implementation of the policy
Closure of the school	There are explicit closure processes in place with DfE. If the school closes, the land and buildings revert to the Local Authority for redeploying these for other educational purposes. DfE carries all the financial and commercial risks.
Poor performance of directors on the academy Board	LSBU will appoint the majority of members of the company. The members are responsible for appointing the directors and have the power to remove directors if they are not performing adequately. The Chairman of the Board is an LSBU employee who is responsible for the effectiveness of the Board.
Child protection issue	The school has a robust safe-guarding policy in line with the legislation. The Governing Body is responsible for ensuring the implementation of this policy, achieved through the headteacher and the senior management team.
Financial misappropriation	The school has a DfE approved policy to deal with fraud and the Governing Body is accountable for this
Sponsors' conflict of interest issue	All staff contracts contain a clause in relation to this. All Governors declare conflicts of interest.
Financial management of the Academy	Each academy trust is funded by the DfE through a funding agreement and subject to terms of a Financial Handbook. The Financial Handbook sets out the basic financial management, control and reporting requirements that apply to academy



	<p>trusts. Compliance with the handbook is a condition of an academy trust's funding agreement.</p> <p>There will be LSBU appointees on the boards of directors providing direct scrutiny of the academies' activities.</p>
Poor appointments of senior managers	The board of the Academy is responsible for appointing the CEO and principals. There will be LSBU appointees on the boards of directors.

### **South Bank Engineering UTC**

The proposed UTC is scheduled to open in September 2016

The proposed relationship between LSBU and the UTC will be different from that with the Academy because LSBU is a co-sponsor of the UTC. There are 3 other co-sponsors: Skanska, Guys and St Thomas' Hospital NHS Trust (GSTT) and Purico. Therefore, LSBU will have less influence over appointments of members of the UTC. Under the Articles of the UTC (currently in draft and approved by DfE), the three initial members (signatories to the memorandum) will be Dave Phoenix, Rao Bhamidimarri and Anil Puri (of Purico Ltd). One representative each of Skanska and of GSTT will be appointed to be members of the UTC company. A sponsors' agreement is being prepared to set out the rights of appointment.

The Board of the UTC will be made up of:

- Up to 9 directors appointed by the members
- The Chief Executive Officer
- The Chairmen of the local governing bodies

Appointments by the members to the Board will be agreed by the four sponsors and will be set out in the sponsors' agreement.

A further update on the UTC will be brought to a future meeting of the Board.

### **Recommendation**

The Board is requested to:

- (i) Approve the attached MoU and its execution; and
- (ii) Note the paper

**Dated**

**20[14]**

**Memorandum of Understanding**

between

**London South Bank University**

and

**University Academy of Engineering South Bank**

This memorandum of understanding (the "**MoU**") is dated

2014

**Between**

- (1) **London South Bank University**, an exempt charitable company limited by guarantee with registered office at 103 Borough Road London SE1 0AA and company number 00986761 ("**LSBU**"); and
  - (2) **University Academy of Engineering South Bank**, an exempt charitable company limited by guarantee with registered office at Faculty Of Engineering Science And The Built Environment, London South Bank University, 103 Borough Road, London SE1 0AA and company number 08589525 (the "**Academy Trust**"),
- (each a "**Party**" and together the "**Parties**").

**Background**

- (A) The Academy Trust is an academy trust, established under the Academies Act 2010.
- (B) LSBU is the University Sponsor (as defined in the Academy Trust's articles of association) and a member of the Academy Trust and wishes to provide support and assistance to the Academy Trust as set out in this MoU.
- (C) This MoU is not intended to be legally binding except as specifically set out below.

**It is agreed as follows:**

**1 Definitions**

- 1.1 In this Agreement unless the context otherwise requires the following expressions shall have the following meanings:

"**Articles**" means the Academy Trust's articles of association;

"**Business Day**" means a day (other than a Saturday or Sunday) on which clearing banks are open for business in the City of London;

"**Funding Documents**" has the meaning given in clause 4.1;

## **2 Interpretation**

- 2.1 LSBU may decide any questions of interpretation arising in respect of any provision of this MoU and in so doing shall consult with the Academy Trust.

## **3 Collaboration and educational standards**

- 3.1 LSBU and the Academy Trust will collaborate in learning and teaching activities with a view to enhancing educational outcomes for pupils.
- 3.2 The Academy Trust will ensure compliance with OFSTED standards.

## **4 Status and funding documents**

- 4.1 The Parties acknowledge that the Academy Trust is an exempt charity and is required to advance the charitable object set out in the Articles.
- 4.2 The Parties acknowledge that the Academy Trust is funded pursuant to and bound by the terms of its funding agreement with the Secretary of State for Education and by the terms of the Academies Financial Handbook published by the Department for Education (the "**Funding Documents**"), as amended from time to time. The Academy Trust confirms that it will operate at all times in accordance with the Funding Documents, including ensuring that it only utilises funds received under the Funding Documents in a way that is consistent with the purposes for which the funds were given and in compliance with any conditions attached to them.
- 4.3 In the case of a breach of any term of a Funding Document the Academy Trust will:
- 4.3.1 immediately notify LSBU; and
  - 4.3.2 notify any other party and take any action required by the Funding Documents (or any of them).

## **5 LSBU support**

- 5.1 The Parties acknowledge that LSBU is not required to provide funding to the Academy Trust but it may at its sole discretion provide funding for extra-curricular activities or any other purpose with the object of supporting pupils at the Academy Trust.
- 5.2 The Parties acknowledge that LSBU intends, but is not required, to provide non-financial support to the Academy Trust as follows:

- 5.2.1 access to specialist expertise in engineering;
- 5.2.2 LSBU staff giving occasional talks to the students of the Academy Trust;
- 5.2.3 LSBU accommodating visits from students of the Academy Trust to LSBU's engineering facilities;
- 5.2.4 company secretarial services.

## **6 Provision of goods and services**

- 6.1 Any supply of goods and/or services between the Parties, including but not limited to the provision of staff and shared back office services, will be made pursuant to a written service level agreement (a "SLA") and all relevant supplies shall be made in accordance with the Funding Documents and the Academy Trust's articles of association. The requirement for a SLA may be waived by LSBU at its sole discretion.

## **7 Financial statements**

- 7.1 The Academy Trust shall keep proper accounting records and shall prepare financial statements in respect of each accounting period which will be subject to independent external audit. The financial statements shall be maintained and filed in accordance with relevant Companies Act and other legal requirements, including the requirements of the Funding Documents.
- 7.2 The Academy Trust shall provide LSBU with copies of its audited financial statements each year at the same time as these are submitted to the Education Funding Agency in accordance with the Funding Documents.
- 7.3 The Academy Trust will be responsible for effective risk management, control, governance, value for money and data quality processes and will ensure that appropriate internal audit arrangements are established to provide assurance in this regard to the trustees.

## **8 Provision of Information**

- 8.1 So that it may properly and effectively carry out its role as sponsor, LSBU may at any time require written confirmation and supporting documents from the Academy Trust, or may, if required, seek investigation by LSBU's internal auditors:
  - 8.1.1 as LSBU requires in order for it to fulfil its own statutory and other requirements;
  - 8.1.2 to demonstrate that the Academy Trust:

- (a) has in place and is observing appropriate rules, policies, procedures and other documents to allow it to comply with its legal, educational and operational requirements;
- (b) has in place appropriate arrangements for financial control, management and accounting; and
- (c) is operating in accordance with the Funding Documents.

8.2 When making a request for information, LSBU shall consider and shall consult with the Academy Trust at its discretion, as to:

8.2.1 the costs of providing such information; and

8.2.2 the confidential nature of any personal or other data supplied.

8.3 Where personal data is supplied, the Parties will hold and deal with such data in accordance with their obligations under the Data Protection Act and any other relevant legal requirements.

8.4 Following a request for information from LSBU pursuant to this clause 8, the Academy Trust shall provide the relevant information to LSBU in hard or electronic copy as required within 15 Business Days.

## **9 Amendment**

9.1 LSBU may from time to time amend, revoke or add to any of the provisions of this MoU after consultation with the Academy Trust.

9.2 The Academy Trust may make proposals to LSBU for amendments, revocations or additions to this MoU and LSBU shall give such proposals due consideration.

## **10 Governing law and legal effect**

10.1 Paragraphs 2, 4, 6, 7, 8, 9 and 10 are legally binding.

10.2 This MoU and any non-contractual obligations arising out of or in connection with it will be governed by English Law.

10.3 This MoU shall remain in force only during such time as LSBU is the University Sponsor and a member of the Academy Trust.

**London South Bank**  
University

Signed for and on behalf of the Parties on the date which first appears in this MoU.

Signed for and on behalf of **London South  
Bank University**

.....

Authorised signatory

Signed for and on behalf of the **Academy  
Trust**

.....

Authorised signatory

	PAPER NO: BG.63(14)
Paper title:	Board annual business plan
Board/Committee	Board of Governors
Date of meeting:	9 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	David Longbottom, Chairman of the Board of Governors
Purpose:	To note the Board's annual business plan

<b>Executive Summary</b>	
<b>Context</b>	The Board's business plan is reviewed annually
<b>Question</b>	Should the committee's business plan be amended?
<b>Conclusion &amp; Recommendation</b>	<p>The following amendments are proposed:</p> <ul style="list-style-type: none"> <li>• A CFO's report at each meeting</li> <li>• An update on the change programme at each meeting</li> </ul>

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

### **Board Annual Business Plan**

The Board's business plan is based on its primary responsibilities and the Matters reserved to the Board.

The following amendments are proposed:

- A CFO's report at each meeting
- An update on the change programme at each meeting



# **London South Bank** University

The plan focuses on regular items. Ad hoc items will be discussed as required.

The Board is requested to note its annual business plan.

<b>Board</b>					
<b>Topic</b>	<b>Oct</b>	<b>Nov</b>	<b>Feb</b>	<b>May</b>	<b>July</b>
16-20 update		X	X	X	X
Academic Board annual report					X
AGM Minutes		X			
Annual Report and Accounts		X			
Audit Committee, Annual Report to Board and VC		X			
Board composition, succession planning and regulations for appointments	X				
Board Strategy Day report		X		X	
Budget					X
Business plan for each committee	X				
Change programme updates	X	X	X	X	X
Declaration of interests - annual		X			
Educational Character Committee annual report					X
Enterprise half-yearly Report		X		X	
Equality and Diversity review				X	
External audit findings (key issues memorandum, inc. review of annual financial statements, views on control environment, related party transactions)		X			
External audit letter of representation		X			
External audit management letter		X			
Health and Safety Annual Report		X			
HEFCE annual accountability return		X			
HEFCE annual accountability return - mid year return - 5 year forecasts					X
HEFCE Grant Settlement				X	
HEFCE Risk Assessment					X
Hon Awards procedures and criteria - review				X	
Key Performance Indicators - review targets					X
Management Accounts		X	X	X	X

<b>Board</b>					
<b>Topic</b>	<b>Oct</b>	<b>Nov</b>	<b>Feb</b>	<b>May</b>	<b>July</b>
Matters reserved for the Board				X	
National Student Survey report					
Pay, national negotiations			X		
Primary Responsibilities of the Board				X	
Reports from Audit and P&R committees on accounts		X			
Risk – annual detailed review	X				
Risk Register	X	X	X	X	X
Strategy, Annual review of delivery of					X
Student recruitment	X	X	X	X	X
SU accounts		X			
SU elections results and report				X	
<b>Ad hoc</b>					
Business Cases (expenditure)					
Estates Strategy					
High level corporate policies					
Reappoint internal and external auditors					
Strategy					
<b>Standing Items</b>					
Chair's Business	X	X	X	X	X
Declaration of interests	X	X	X	X	X
KPI's	X	X	X	X	X
Reports on decisions of Committees	X	X	X	X	X
Vice Chancellor's Report	X	X	X	X	X
CFO's Report	X	X	X	X	X