

Meeting of the Remuneration Committee

2.00 pm on Tuesday, 3 November 2020
in MS Teams

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JP
2.	Declarations of interest		JP
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	Background information		
5.	Senior remuneration policy	9 - 14	MMJ
6.	Pay multiples	15 - 16	MMJ
7.	Average pay rise for all staff	17 - 18	MMJ
	Items to note		
8.	Executive members' expenses policy compliance audit	To Follow	MMJ
9.	External income policy - executive declarations	To Follow	MMJ
	Items to approve		
10.	Comparator set	19 - 20	MMJ
11.	Executive members salary and bonus	21 - 24	DP
12.	Executive member objectives	25 - 38	DP
	In the absence of the Vice Chancellor		
13.	VC salary and bonus	Please see separate pack	JC
14.	VC objectives	Please see separate pack	JC
15.	Executive team bonus	Please see separate pack	JC
16.	Remuneration Committee Report to Board of Governors	Please see separate pack	MB

No. Item

Pages

Presenter

**Date of next meeting
2.00 pm on Tuesday, 22 June 2021**

Members: Jeremy Parr (Chair), Jerry Cope, Michael Cutbill and Mee Ling Ng

Apologies:

In attendance: Michael Broadway, Marcelle Moncrieffe-Johnson and Dave Phoenix (for items 1 – 12)

**Minutes of the meeting of the Remuneration Committee
held at 2.00 pm on Tuesday, 30 June 2020
MS Teams**

Present

Jeremy Parr (Chair)
Jerry Cope
Michael Cutbill
Mee Ling Ng

In attendance

Michael Broadway
Marcelle Moncrieffe-Johnson
David Phoenix

1. Welcome and apologies

No apologies had been received.

2. Declarations of interest

The committee noted the interests of David Phoenix and Marcelle Moncrieffe-Johnson in relation to the policies under discussion at the meeting.

3. Minutes of the previous meeting

The committee noted the minutes of the previous meeting which the committee had previously approved.

The committee noted that a secretary's note had been added to the minutes to reflect the fact that the PVC (Compulsory Education) had requested that her pay award be reduced from 5% to 1% in line with the FE sector.

The committee discussed the potential implications of this on the gender pay gap and the possibility of apportioning her remuneration to reflect her responsibilities to the university, the college and the schools. The Vice Chancellor would review and make a recommendation to the Chair of the committee.

4. Matters arising

There were no matters arising from the previous meeting.

5. Senior remuneration policy review

The committee discussed the senior remuneration policy which had been reviewed and no amendments were proposed.

The committee discussed whether it would be desirable to offer long-term incentives to senior executives.

The committee noted that the executive is reviewing the bonus scheme for senior non-executive managers.

6. HE comparator set

The committee discussed the set of HE institutions in the comparator set based on the agreed definition for the comparator set.

The committee agreed that the list provided a useful tool to benchmark Vice Chancellor pay across similar institutions in the sector. The committee requested that the list is reviewed and reduced to include only universities that provide useful comparisons for LSBU.

The committee agreed that other senior executive pay would be independently benchmarked every three years. The last benchmarking exercise was done by Korn Ferry in 2018.

7. Severance policy for senior managers review

The committee discussed the severance policy for senior managers which had been reviewed.

The committee requested minor amendments to paragraphs 4.1 and 4.2 and requested that the policy is revised to reflect required reporting on severance payments.

8. External income policy

The committee discussed the external income policy which had been reviewed and no amendments were proposed.

The committee requested some minor amendments to the policy.

9. New members of the Executive

The committee noted the update on new members of the executive. A new target operating model was being developed and would be reported to FPR in autumn 2020.

10. OfS accounts directive - remuneration requirements

The committee noted the update on remuneration requirements in the OfS accounts directive for 2019/20 accounts.

The committee requested that the definitions for the pay ratios are reviewed and queried whether agency workers would be included in the calculation.

Date of next meeting
2.00 pm, on Tuesday, 3 November 2020

Confirmed as a true record

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**REMUNERATION COMMITTEE - TUESDAY, 30 JUNE 2020
ACTION SHEET**

Agenda No	Agenda/Decision Item	Action	Officer	Action Status
3.	Minutes of the previous meeting	Review approach to remuneration of PVC (Compulsory Education)	Marcelle Moncrieffe-Johnson, David Phoenix	Update at meeting
6.	HE comparator set	Review comparator set	Marcelle Moncrieffe-Johnson	On agenda
7.	Severance policy for senior managers review	Update severance policy for senior managers	Marcelle Moncrieffe-Johnson	Completed
8.	External income policy	Update external income policy	Marcelle Moncrieffe-Johnson	Completed
10.	OfS accounts directive - remuneration requirements	Review pay ratios' definition	Marcelle Moncrieffe-Johnson	Completed

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Agenda Item 5

	INTERNAL
Paper title:	Senior remuneration policy
Board/Committee:	Remuneration Committee
Date of meeting:	03 November 2020
Author(s):	Jerry Cope, Chair of the Board
Sponsor(s):	Jeremy Parr, Chair of the Committee
Purpose:	For Information
Recommendation:	The committee is requested to note the policy.

Executive Summary

Under element 3b of 'The Higher Education Senior Staff Remuneration Code' by the CUC, universities are expected to publish a "policy on the remuneration for post holders within the remit of Remuneration Committee".

The attached policy was drafted to take into account the three elements of fair and appropriate remuneration as set out in the code. It was approved by the Board of Governors at its meeting of 18 October 2018 and reviewed by the committee at its meeting of 30 June 2020.

Recommendations on pay award and bonuses have had regard to the policy.

The committee is requested to note the policy.

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LSBU SENIOR REMUNERATION POLICY

Context

1. LSBU is a large complex organisation requiring both general and specialised leadership to fulfil its strategic objective of being seen as the leading Modern University in London. This will require the provision of high quality teaching and support to its students, at home and overseas, enabling them to face the real world confidently and successfully. The teaching environment will be underpinned by input from employers and will have a strong focus on Enterprise and applied Research.
2. To achieve this objective, LSBU needs to attract, retain and motivate a strong calibre of leaders with competitive remuneration packages, within both a London and International labour market. But the approach to senior remuneration must be framed within a context that all LSBU employees are, and feel, remunerated fairly for their roles and responsibilities and enthusiasm for the success of the University.
3. In setting remuneration, LSBU has adopted and complies with the CUC Higher Education Senior Staff Remuneration Code (2018). Any non-compliance with the Code will be explained in the annual remuneration report.
4. This policy focuses on senior pay to be determined by the Remuneration Committee, which will focus as a minimum on the Vice Chancellor and leaders reporting to the Vice Chancellor, but may include other senior leaders as appropriate; the policy should be compatible with remuneration policy throughout the University.

Principles

5. Within this context the following principles for senior remuneration apply:
 - Remuneration will be applied to ensure that it is discrimination free, and based on job scale and complexity;
 - Overall remuneration levels, including benefits, will be comparable, taking account of geography and affordability, to a set of equivalent Institutions, decided by the Remuneration Committee but independently validated and, if appropriate, refreshed at least once every three years;
 - Starting packages will reflect the experience and capability and particular circumstances of candidates, and the size and challenge of the particular role facing them;
 - New starters will initially therefore often receive higher than average annual increases as their performance moves above the median expected for the role;
 - Overall nonetheless the average % annual pay increases for senior executives as a whole will normally be no higher than for all employees, including the value of increments, where paid;
 - Account will also be taken of the ratio of the VC's base salary and total remuneration to the median earnings of the Institution as a whole, both absolute and the change from the previous years.

- Individual annual pay increases will be influenced by performance, but in general good or exceptional performance will be rewarded mainly by annual unconsolidated bonus rather than basic pay;
- This individual performance annual bonus scheme, currently set at a maximum of 10% of basic pay, will be based on pre-agreed clear measurable output-based objectives; no individual bonus will normally be paid unless the University meets an overall financial target set by the Board as a whole;
- At the Remuneration Committee's discretion, a team bonus in addition to the individual bonus will operate, currently set at 8% with the potential to rise to 10% on the approval of the Remuneration Committee;
- At the Board's discretion, the overall package may also include a longer-term incentive scheme, the perceived value of which should be included in assessing comparability with equivalent institutions;
- The Board will publish the value of the packages of some or all of its senior executives, in the way defined and required by the Office for Students (OfS);
- These principles will be resubmitted to the full Board for endorsement, as a minimum once every three years and will be published in LSBU's Report & Accounts

Process

6. The Remuneration Committee is a sub-committee of the Board of Governors. It is comprised of independent governors, including the Chair of the Board. It is chaired by a senior independent governor. The Vice Chancellor is not a member of the committee.
7. The Remuneration Committee:
 - oversees the process of determining remuneration as set out through the principles above;
 - determines each Senior Executive's starting package, pay award and any performance bonus, based on recommendations from the Vice Chancellor (for his/her direct reports) and the Chair of the Board (for the Vice Chancellor);
 - approves this remuneration policy;
 - approves the design of any bonus scheme for Senior Executives;
 - approves the objectives of the Vice Chancellor for performance bonuses;
 - monitors the objectives being set for performance bonuses of Senior Executives;
 - approves a policy on external income for Senior Executives;
 - approves a policy on severance arrangements for Senior Executives; and
 - any other areas as defined in its terms of reference.
8. The Committee will have a particular role to play in ensuring application of this policy is discrimination-free.
9. The Vice Chancellor will be invited to present her/his recommendations to the Remuneration Committee on his/her direct reports. He/she will not be present for any discussion on her/his own remuneration. The Vice Chancellor or other senior executives will not have a role in the final decision on pay and other awards for themselves.

10. The Remuneration Committee Chair will report as a minimum annually to the full Board on how the Committee has carried out its duties, and this annual report will be included in LSBU's Report & Accounts.

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	CONFIDENTIAL
Paper title:	Pay multiples
Board/Committee:	Remuneration Committee
Date of meeting:	03 November 2020
Author(s):	David Lee - Head of HR Operations
Sponsor(s):	Marcelle Moncrieffe-Johnson - Chief People Officer
Purpose:	For Information
Recommendation:	The Committee is requested to note the pay multiples as required by Senior Remuneration Policy

Executive Summary

As required by the University's Senior Remuneration Policy, the pay multiple ratio of the Vice Chancellor's earnings against the median of all staff for the academic year 2020/19 is 6.23 for basic salary and 6.94 for total remuneration.

The pay multiple has remained in line with that of previous years.

Year	Ratio - basic salary	Ratio - total remuneration
2019/20	6.23	6.94
2018/19	6.15	6.78
2017/18	6.17	6.92
2016/17	6.33	7.01
2015/16	6.17	6.97

The ratio does not include agency workers.

The committee is requested to note the pay multiples.

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	CONFIDENTIAL
Paper title:	Average pay rise for all staff
Board/Committee:	Remuneration Committee
Date of meeting:	03 November 2020
Author(s):	David Lee - Head of HR Operations
Purpose:	For Information
Recommendation:	The Committee is requested to note the average pay rise for all staff

Executive Summary

Under the senior remuneration policy as approved by the Board at its meeting of 18 October 2018 “the average % annual pay increases for senior executives as a whole will normally be no higher than for all employees, including the value of increments, where paid”.

For comparison, the pay increase for the majority of staff is 0%. The average increment increase between spinal points is 2.8% however only 38% of our staff received increments last year. In line with the policy, this provides an additional 2.8% for allocation if required.

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	CONFIDENTIAL
Paper title:	LSBU senior pay comparator set
Board/Committee:	Remuneration Committee
Date of meeting:	3 November 2020
Author(s):	David Lee, Head of HR Operations
Sponsor(s):	Marcelle Moncrieff-Johnson, Group Chief People Officer
Purpose:	For Information
Recommendation:	The committee is requested to note the institutions in its agreed comparator set and the benchmarking data provided.

Executive Summary

At its meeting of 2 July 2019, the committee agreed a comparator set for executive salaries as follows:

“The committee agreed that due to the distinctive challenges and structure of the LSBU group the following relevant benchmarks and indicators will be taken into consideration when setting and reviewing Senior Executive salaries:

- Institutions of similar size and type based on UCEA data (this data will be interpreted to take account of LSBU’s London location by adding 5%);
- London modern universities; and
- Other universities with a group structure or similar complexity of structure or regulatory framework”.

Benchmarking data on this set is now provided for the committee to take into consideration when setting and reviewing exec salaries. The committee is requested to note the comparator set.

LSBU senior pay comparator set

Institutions of similar size¹ and type based on UCEA data (this data will be interpreted to take account of LSBU's London location by adding 5%):

Based on 2018/19 HESA data, only Cranfield University fits both criteria.

Provider name	Staff FTE 2018/19	Staff FTE % +/-	Income 2018/19	Income % +/-
Aberystwyth University	1,410	0.7	116,282	-35.8
Cranfield University	1,430	2.1	183,209	1.2
Edinburgh Napier University	1,425	1.8	122,493	-32.3
Glasgow Caledonian University	1,395	-0.4	124,326	-31.3
Goldsmiths College	1,360	-2.9	132,786	-26.7
Keele University	1805	28.9	168,844	-6.7
Kingston University	1670	19.3	191,669	5.9
London Business School	810	-42.1	166,428	-8.1
London School of Hygiene and Tropical Medicine	1,420	1.4	247,505	36.7
Royal Holloway and Bedford New College	1660	18.6	188,683	4.2
The Institute of Cancer Research	1025	-26.8	167,398	-7.5
The University of Bradford	1,260	-10.0	109,160	-39.7
The University of Huddersfield	2075	48.2	172,517	-4.7
The University of Hull	2300	64.3	193,256	6.7
The University of Lincoln	1765	26.1	165,801	-8.4
The University of the West of Scotland	1,260	-10.0	120,156	-33.6
The University of Wolverhampton	2200	57.1	186,549	3.0
University of Derby	2140	52.9	192,453	6.3
University of London (Institutes and activities)	925	-33.9	175,154	-3.3
University of South Wales	1980	41.4	198,944	9.9
London South Bank University	1400		181,944	

London modern universities:

- Westminster
- Greenwich
- West London
- East London
- London Metropolitan
- Kingston
- University of the Arts
- Middlesex
- Roehampton

Other universities with a group structure or similar complexity of structure or regulatory framework:

None identified

¹ Similar size has been based on income and number of staff, + or – 10%

CONFIDENTIAL – RESTRICTED TO ONLY MEETING PARTICIPANTS	
Paper title:	Executive Bonus Recommendations
Board/Committee	Remuneration Committee
Date of meeting:	3 November 2020
Author:	Prof. Dave Phoenix – Vice Chancellor
Executive sponsor:	Prof. Dave Phoenix – Vice Chancellor
Purpose:	For approval
Recommendation:	Approve the Bonus payment recommendations made by the VC and Accountable Officer for LSBU and SBC

Executive Summary

Executive performance has been graded according to the table below. The recommended bonuses have sought to consider performance against objectives and the impact that has been generated

Grade	%
Needs improvement	0-3%
Good	5%-6%
Strong	7%-8%
Outstanding	9%-10%

The CPO, M Moncrieffe Johnson and the PVC (Health), W Turner, were appointed in summer and are not eligible for an executive bonus this year. They were graded against their previous Director level criteria and a summary is included for information only.

A summary of recommendations for decision is given below:

Individual	Outcome	%	Objectives
Provost, P Bailey	strong	7%	1 met 2 mostly met 1 partially met plus significant covid role
CFO , R Flatman	Strong	7%	3 Met; 2 Partially Met
CBO, P Ivey	Good/strong	5%	1 met; 1 mostly met; 2 partially met
PVC (VE) F Morey	Strong/Outstanding	8%	1 met; 2 mostly met; 1 partially met plus significant covid role
PVC (A), D Johnston	-----	(5%)*	_____ significant covid role
CCO, N Louis	Good/strong	6%	1 Met; 1mostly met; 2 partially met plus significant covid role
Grp Secretary, J Stevenson	Strong	7%	3 Met; 1 mostly Met; 1 partially met

* Not technically eligible as started in April but she has made significant impact through her support of initiatives linked to hybrid delivery during covid and a 5% award is recommended

1.0 Bonus awards Supporting statements.

1.1 Provost Recommended 7%

1 objective met, 2 mostly met and two partially met

Pat has made a defining contribution this year wrt Covid helping manage the introduction of the controls required for successful operation. He continues to manage engagement with the unions and has fielded a number of challenging school related issues especially in BEA. Work on the REF appears to be continuing well with some ambitious targets for the submission. The area of disappointment has been the NSS with scores being pulled down mainly by Health and BEA /ACI. As we move to a new normal the importance of looking at the school staffing structure will become increasingly urgent with the need to support teaching and student achievement whilst also developing a stronger research foundation across schools. The increase in progression has been exceptional and is an example of how covid as enabled a number of key changes to be brought forward

Overall STRONG

1.2 CFO Recommended 7%

3 Objectives met and 2 partially met

Richard continues to function as a key member of the executive team. He has shown strong operational leadership around areas such as the RCF and cash flow analysis as well as strong strategic leadership through projects such as LEAP. His work with SBA has had good impact but he will need - in the coming year - to put in place systems to ensure group wide oversight of financial planning with more attention to SBC – especially around income growth plans. There will also be a need to be proactive in helping define the future funding model for the Institute of Health which is likely to require a senior business partner. Overall a good year with Richards expertise and experience being especially appreciated wrt the pensions developments but also through his role in helping manage PWC and the LEAP program

Overall STRONG

1.3 Group Secretary Recommendation 7%

3 objectives met one mostly met and one partially met

James has overseen a range of changes to the team structure to ensure effective delivery. Additional resource has been targeted at easing the backlog of legal work and a review undertaken to seek to reduce the level of legal oversight required for low risk contracts. Response times can at times be slower than ideal on governance and there may be benefit in reviewing the amount of internal scrutiny. James' input to key projects has been strong and he has provided some key counsel on risks associated with new activity and the SBC estates. His support for the Boards is good.

Overall STRONG

1.4 PVC (Vocational Education) Recommended 8%

One objective met two mostly met and one partially met.

Fiona continues to operate at a high level and remains a key member of the team. Her leadership has been especially strong in terms of the pathways concept and the new skills centre at Tabard Street. Her work continues to show increases in student achievement at the college and helped generate

significant increases in SBA achievement. The leadership team at SBC is coming together and staff engagement has shown strong improvement. In the coming year Fiona will need to spend some time helping to crystallise the future SBC offer – especially at VTC - and consider what resource is required to help lead this work as additional income growth will be key. This could include a degree of enterprise growth and international positioning with input from LSBU teams. As the team becomes established it should provide time for Fiona to take on greater strategic oversight and ambassadorial work championing the college and group. Work is still required around apprenticeships to help position the offer and ensure quality and growth. There is also a need for greater visioning and documenting the role of SBA. Fiona sees the groups potential and with the FE paper and technical/skills agenda has a key role to play in shaping the group as well as the college and academies. Fiona has played a significant role in addressing Covid19 requirements at the college and academies since March on top of the agreed objectives. This has generated a significant burden and through her leadership she has managed to ensure the academies and college have been able to operate

Overall STRONG/Outstanding

1.5 CCO Recommended 6%

One objective met and one mostly met with two partially met.

Nicole continues to be a very strong member of the team and her role has expanded in recognition of her ability. Student experience is an area that requires some work to ensure the effectiveness of operation. As her role expands its important Nicole continues to triangulate and challenge the data and that she has identified key KPIs across the range of her role to enable her to maintain oversight. There are examples of good practice but the team is often reactionary and significant work is required around employability and over time resource will need realignment to support wellbeing. Nicole has made a significant contribution to the LEAP program and appreciates the potential of the group structure. She espouses the EPIIC values and has taken a lead on a number of key areas such as EDI and made a real difference to IT working with AC

Overall Good/Strong

1.6 CBO Recommended 5%

1 Objective met, 2 partially met and 1 not met

Paul has shown significant achievement in maintaining London Road on track and managing a complex project to budget - even with Covid impact. With work on this and related estates projects he continues to show strong leadership and the ability to manage complex projects. In addition, in handing over overseas recruitment, he leaves a strong foundation in terms of recent growth and he managed the development of the new TNE team well. In developing the 'Place and impact' Directorate it will be important to generate a clear vision and understandable plan for delivery to enable all parts of the institution to contribute. We are unlikely to succeed by maintaining current approaches hence strategic insight and leadership will be key in setting the direction of travel. Enterprise income was significantly behind target with covid but would have fallen behind target irrespective. Paul continues to rapidly identify the opportunities and big picture and shows strong project delivery. Work to link the big picture to projects via a road map remains an area that requires some work so that colleagues across the university are able to identify their contribution.

Overall recommendation Good/Strong

2.0 Bonus awards for Note Only

2.1 CPO Award made 6%

2 objectives met and 2 partially met

Marcelle has made a good start at LSBU. Her value set and composure have been well received and a good start has been made on addressing a number of embedded issues wrt the wider HR OD function. The impact of the actions taken will only become clear later in the year. As Marcelle moves to executive level it will be important to consider how impact of actions can be evidenced rather than focusing simply on completion of delivery activity. This year Marcelle has been progressing her Doctorate with study leave ending in October. It's agreed that as part of her development experience of external Boards would be positive but it is important that Marcelle ensures sufficient internal visibility as her approach as well as delivery will be observed more widely as a member of Executive. The approach to delegation to enable oversight and focus on bigger picture though is good. We discussed work life balance and this was felt to be good at present with Marcelle being able to find time for work and to support her family. I feel that Marcelle is already becoming a key member of the team and is an individual whose view and instinct I value and trust. I look forward to working with her over the coming year

Overall GOOD/strong

2.2 PVC Health – Award made 5%

3 objectives MET, 1 mostly met and 2 partially met

Warren has been very involved in University decision-making in the light of Covid. In the London area and nationally, Warren is highly involved in key professional bodies (Chairs the London Health Deans, major involvement with HEE and other key bodies), and this is really important for the rising reputation of Health and his own personal standing. Significant groundwork has been done in a number of areas but staff in the school have raised concerns about engagement with leadership and workload. A number of operational challenges have also arisen during the year wrt apprenticeships and NSS for example. The new leadership structure should enable activity to be delegated to make oversight more manageable and in the coming year Warren will need to ensure he has embedded the new leadership structure and ensured local accountabilities. In the new PVC role Warren will need to ensure he put sufficient time into development of the vision and strategic planning but this should give a hook to engage the new senior team. The NSS results this year were especially disappointing and damaging to not only Health but institutional reputation hence rectifying these outcomes has to be a key priority. Warren is well regarded in the sector and leads in line with our EPIIC values.

Overall GOOD

Paper title:	Executive Objectives 2020-21
Board/Committee:	Executive
Date of meeting:	3 November 2020
Author(s):	Dave Phoenix
Sponsor(s):	Dave Phoenix
Purpose:	For Information
Recommendation:	The committee is requested to note executive objectives for Senior Executives

Executive Summary

Attached are the draft Executive Objectives for information. A combination of Covid and the development of the TOM has meant that whilst appraisals were complete in August it has taken a little longer to develop areas of focus. These are being finalised and will be collectively discussed with Executive in the next 1-2 weeks as usual to ensure a shared understanding.

Core Strategic Leadership objectives for the next year	Measures of Success
<p>Enhance Group Reputation</p> <p>Ensure financial sustainability of the organisation and diversity of income streams</p> <p>Staff engagement</p> <p>Deliver key projects</p>	<ul style="list-style-type: none"> • LT outcomes showing improvements above the average improvement in the comparator group for Times/Guardian/CUG Target improvement in NSS +2% overall • Maintain outcomes at Lambeth above NA and Ofsted good • Maintain student achievement rates in MAT above average and secure Ofsted good • Delivery of outturn in line with agreed budget • Seek to reduce Lambeth operating deficit below CFADS (target<£2M) • Develop TNE income with at least one additional major partnership • Improve retention with a target of 1% above 2020 outturn • Identify and progress at least one further opportunity for non-organic growth compatible with overall strategy. • Develop post Brexit budget • Agree TOM and identify/implement changes OD development plan in place with early wins achieved Oversee development of senior succession plans to safeguard future leadership capability across the Group • Deliver London road to plan • Deliver LEAP WP4 • Begin NESC construction and determine approach to block D • Croydon development to plan • Perry library site plans developed. • Oversee Westminster UTC acquisition (IF GIVEN GO-AHEAD) • IT replacement strategy agreed with board and phase 1 implemented

Provost

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. TEF targets	NSS improvement 2% PGTE +2% GO improvement 5% Progression Yr1 80%
2. Research and REF targets?	Deliver REF in line with Research income in line with target
3. Capability requirements	Define capability requirements for schools to deliver on 5 year strategy and develop implementation plan with each school Further define role UMC based around academic environment and delivery academic outcomes
4. Shape	Develop strategy for and begin phased transfer of HNC.HND/Foundation activity to SBC Consider most effective School structure Support DJ on portfolio review
5. Post Covid crisis into 'new normal'	Manage implications of moving to blended system and student satisfaction

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. Financial control and performance	<ul style="list-style-type: none"> • Reported group financial results on budget and integrated reporting in place • Effective mid-year budget review process aligned with recruitment and workforce planning • Continued financial turnaround of SBC in accordance with agreed plans • No material control breakdowns
2. Financial planning	<ul style="list-style-type: none"> • Effective implementation of Strategy Delivery Board Executive • Develop 3 year financial plans with greater emphasis on where income growth will come from, the mechanisms and support processes to deliver that growth and an investment profile that aligns resource to key areas • A budget process driven by top down targets and aligned to strategy and planning priorities throughout • Implement robust process for capital investment planning • Work closely with SBC to determine strategy for income growth • Work closely with the new Institute of health to determine strategy for income growth and contribution rates • Align implementation- set guidance and expectations for executive leads to deliver with their tier 2 teams
3. Deliver LEAP programme against the time, cost and quality programme as set out in the approved business plan	<ul style="list-style-type: none"> • Release plan approved • On time and programme budget • Approved contracts in place for CRM and U4SM • Continued effective working relationship with PwC • Effective governance process with Board and MPIC
4. Pension project implementation	<ul style="list-style-type: none"> • Effective completion of union consultation process • Board approval for implementation (LSBU and SBC) • New structure agreed and set up with Aviva • Effective communication of changes

	<ul style="list-style-type: none">• Implementation of proposed change
5.Wider estates development	<ul style="list-style-type: none">• Identify funded and sustainable financial solutions to wider estates development, predominantly Vauxhall and Perry• Optimise cashflow/ funding• Deliver desired outcomes whilst complying with external scrutiny

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. Transformation programme	<ul style="list-style-type: none"> • Year 1 delivery – scenario planning, tier 2 consultation, transformation programme established including resources and consultants, tier3/4 defined • Workstreams up and running and delivering against defined objectives
2. People Culture and Inclusion Strategy	<ul style="list-style-type: none"> • Road map for year one delivered • PCI strategy KPIs • EDI strategy year one delivery • Plan activities for Race Equality Charter
3. Organisational Development	<ul style="list-style-type: none"> • Review of senior leadership development offer (aligned to TOM) • Review of succession planning and talent management • Development and implementation of behavioural framework • Staff Engagement activity
4. Pensions and Reward	<ul style="list-style-type: none"> • Finalise implementation of Pension changes • Implementation of Reward strategy
5. P&OD service	<ul style="list-style-type: none"> • Implementation of P&OD TOM to enable delivery of strategic objectives • Capacity and capability developed to operate in strategic space • Develop proposals to update union recognition, policy development process and terms and conditions changes to ensure new ways of working can take effect • Develop approach to new normal to supporting setting of strategic direction

PVC (Vocational Education)

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1.Enhance institutional reputation	Ofsted Good Review C&Q workforce aligned to 2020-25 strategy Establish career pathways Sign off new strategy and develop communication plan around SBC
2. Develop professional technical education pathways entry through to level 4	Launch HealthTec and Tabard Street Develop curriculum aligned to estate strategy at Lambeth Vauxhall and Southwark Launch level 4 offer Develop provision to address any pathway gaps entry to Level 4
3. Improve financial performance at SBC	Deliver CFADs budget Increase 16-18 year-old recruitment by 5% Develop new provision for adults with key stakeholders (including responding to C-19) increase adult provision by £500k Grow apprenticeship activity by 10% and improve completion to n.ave Develop enterprise strategy and approach
4. Development of SBA	Secure additional schools/ maintain within budget Fully define SBA distinctiveness in the sector with clear roles for UAE and UTC Improve reputation via Ofsted inspection Improve SBA results to at or above avg.

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. Develop a new portfolio review and risk based audit process	<ul style="list-style-type: none"> - Process is designed, with clear metrics for assessment of contribution to corporate strategy. Process is implemented and leads to a planned reduction in future offerings - Risk-based audit approach is development and being used. - Courses aligned with pathways
2. Develop overall strategy to close awarding gaps	<p>Overall strategy in place and on track; Changes to course monitoring system that are widely utilised. Creation of Research Centre for Lifelong Learning (RCLL)</p>
3. Development of an overall framework for LSBU Academic Journey to improve: distinctiveness, progression and employment.	<p>Overall Academic Journey framework consulted and agreed across LSBU. New accountabilities for CD and ML, and revision to probation and promotion processes supported by data flows. Sector based advisory boards defined and in place Approach to placement years/modules agreed with plan for rollout</p>
4 Develop workbased learning strategy	<p>Work with FM to Improve apprenticeship progression :</p> <ul style="list-style-type: none"> - Evidence of full oversight by university in UMC, QSC and School Standards Committees - New apprenticeship-relevant accountabilities for CD and ML. - Evidence of improvement in end point assessment rate for apprenticeships. <p>Work with PI and NL to define market for PT workbased programs and define model</p>
5. Blended learning	<ul style="list-style-type: none"> - Subject 'specifications' designed' to defined expectation with plan for implementation - Expectation of teaching facilities outlined and costed - Support for staff development in place via CRIT - Technical support and development environment designed for LR

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. Effective preparation for opening of LSBU Croydon in Sept 2021	<ul style="list-style-type: none"> i. Placement provision agreed for Sept 2021 intakes. ii. Recruitment meeting target for Sept 2021 intake to LSBU Croydon iii. Staffing in place for delivery of programmes
2. Establishment of Institute of Health & Social Care	<ul style="list-style-type: none"> i. Institute established as part of LSBU and vision agreed ii. Strategic targets and outputs for IHSC agreed iii. Contribution model agreed for 2021/22 and Institute in budget for 2020 iv. Effective brand development and marketing of IHSC in place v. Leadership team defined as part of TOM and development work instigated
3. Achieve turnaround of NSS and PGT scores for IHSC courses	<ul style="list-style-type: none"> i. Improvement in NSS and PGT scores to discipline average
4. Establish LSBU dental programmes in partnership with Eastman Dental and GDC	<ul style="list-style-type: none"> i. GDC approved courses approved with initial intakes enrolled.
5. Continue with application for LSBU medical school/ GMC approval	<ul style="list-style-type: none"> i. Progress with GMC application ii. Establish resourcing requirements (including EAF) iii. Achieve medical placement agreements with partner NHS Trusts iv. Appoint lead for Medical School development

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
Group estate development	<ol style="list-style-type: none"> 1. Oversee delivery of Learning Hub 2. Oversee delivery of Tabard Street 3. Restart development of Chapel 4. Lead development of Perry Library and establish clear focus and strategy 5. Oversee development of NESC 6. Lead Vauxhall & Clapham release and development plan (SBC estate) 7. Oversee development of LSBU Croydon (Electric House) 8. Examine potential of Croydon Park Hotel
LSBU Global	<ol style="list-style-type: none"> 1. Clearly define vision for LSBU global and generate implementation plan with the expectation that delivery will involve a partnership model and require <ul style="list-style-type: none"> - the development of a roadmap for a MENA hub - identification of three other regional areas of focus (eg Canada, EU, central Asia (TEAM)) -A TVET focus with SBC LSBU input 2. Oversee development of LSBU Cairo 3. Support development of Caxton House and develop an approach for china
South Bank Enterprise	<ol style="list-style-type: none"> 1. Develop a business plan for SBE which will support a step change in enterprise activity and approach: <ul style="list-style-type: none"> - investigate potential of social investment and capability requirements

	<ul style="list-style-type: none"> - develop B2B approach and the design and delivery of the environment to support it -identify potential developments and partnership requirements eg around CPD, Online, commercial data exploitation -deliver one business development opportunity (eg hotel/IT/legal etc) <ol style="list-style-type: none"> 2. Deliver KEF submission and future development plan linked to above 3. Enterprise income target met (joint with vertical TOM leads)
<p>Group Leadership</p>	<ol style="list-style-type: none"> 1. LSBU group strategic and commercial direction for Place and Impact. 2. Group third stream income growth in areas that reflect the mission and work with Ricard D on ensuring effective reporting against milestones 3. Vice Chair Enterprise Advisory Board

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
1. To advise Jerry Cope, chair of the board as required	Feedback from the chairs.
[2. To recommend and implement Tiers 2 and 3 of the target operating model for Executive Office]	TOM signed off and To recommend to executive the 2020/21 plan of work for assurance unit and measures of success
[3. To provide legal and governance support to enable key strategic projects]	a. Input to specific areas, to include: <ul style="list-style-type: none"> • Vauxhall NESC • SE1 estate – P/L + St George’s • IBC Cairo • Croydon campus • Southwark FE • Apprenticeships growth • R&E growth • Project fern
[5. to assess data protection compliance risk in SBC and advise executive / local audit committee.]	Work with colleagues to develop data compliance framework for exec approval

Core Strategic Leadership objectives for the coming year 2020/21	Measures of Success
Recruitment	<p>Meet LSBU home and EU recruitment and income targets which increase volume above 2020 intake</p> <p>Achieve overseas enrolment above 2020 intake and reduce cost per sale</p> <p>Achieve Year 1 targets for Croydon campus expansion in line with business case</p> <p>Support FM with meeting Lambeth College recruitment targets</p>
Employability	<p>Lead development of 5 year employability strategy</p> <p>Implement quick wins which improve GO measures for 19/20 graduating cohort</p>
Brand & Communications	<p>Create brand proposition for Institute of Health & Social Care and execute</p> <p>Create brand proposition for Croydon Campus and execute</p> <p>Increase institution profile and develop reputational measure</p>
Student support	<p>Improve student retention – reduce in year withdrawals, increasing re-enrolment</p> <p>Improve NSS measure for organization and management</p> <p>Improve NSS measure for student support</p>
Transformation	<p>Deliver on IT network replacement Phase 1</p> <p>Deliver on introduction of CRM and SRS in line with LEAP roll out</p> <p>Delivery on phase 1 of the network refresh programme and implement cyber security measures in line with roadmap</p> <p>Implement Align efficiencies agreed as part of TOM</p>

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