

Meeting of the Remuneration Committee

10 – 12 am, Thursday 21 November 2019
in Technopark, SE1 6LN

Agenda

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10.	Executive members pay award	25 - 28	DP
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In the absence of the Vice Chancellor			
13.	VC remuneration	See separate pack	JC
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<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
		pack	

Date of next meeting
2.00 pm on Tuesday, 30 June 2020

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

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

**Minutes of the meeting of the Remuneration Committee
held at 2.00 pm on Tuesday, 2 July 2019
Technopark, SE1 6LN**

Present

Jeremy Parr (Chair)
Michael Cutbill
Douglas Denham St Pinnock
Mee Ling Ng

Apologies

Jerry Cope

In attendance

David Phoenix
Michael Broadway
Markos Koumaditis

1. Welcome and apologies

The above apology had been received.

2. Declarations of interest

The Vice Chancellor declared an interest in the policy items on the agenda and item 12 regarding his loan with the University. The Vice Chancellor would leave the meeting for the discussion under minute 12.

3. Minutes of the previous meeting

The committee approved the minutes of the previous meeting.

4. Matters arising

All matters arising had been completed.

5. Remuneration Committee terms of reference

The committee noted its terms of reference which had been updated in 2018 in line with the CUC's newly published 'Higher Education Senior Staff Remuneration Code'.

The committee noted that in line with moving to a group governance structure, proposals and principles were being developed to have 'group sub-committees' including a 'group remuneration committee'. Recommendations would be discussed with the Chair of the committee and would then come to the committee for approval.

The committee noted that it would receive data on remuneration trends in the sector at its November meeting each year.

6. Comparator set

The committee discussed the definition of the comparator set which had been agreed at its November 2018 meeting. The committee agreed that the definition was appropriate but considered that the criteria for “other universities with a group structure” seemed too limiting. The committee agreed the following definition in its place: “other universities with a group structure or similar complexity of structure or regulatory framework”.

The committee noted that the universities making up the comparator set were being identified.

7. Senior remuneration policy review

The committee noted the updated senior remuneration policy which had been updated following the committee’s approval of a team element to the annual bonus scheme. The committee noted that the policy was in line with sector guidance from the Committee of University Chairs (CUC).

8. Pensions arrangements for senior Executives review

The committee noted its decision in 2015 to allow a cash compensation payment of 13% of annual salary where senior staff opted out of their pension scheme. The committee approved the continuation of the current rate and requested that the Group Pensions Sub-committee review the rate as part of its wider review of pensions across the University group.

The committee emphasised the importance of senior staff taking advice on appointment of reaching their life-time allowance threshold.

9. Severance pay policy review

The committee noted the severance pay policy which it had approved in 2018 and which was in line with CUC guidance.

10. External income policy

The committee discussed the updated external income policy for Senior Executives. The committee agreed that the expectations regarding retaining external income are that executive members should be transparent and report any external income and that it should only be retained with appropriate permission. It was agreed that in principle if the external role helped the executive member in their LSBU role it would be permissible to keep any income.

The committee approved the policy subject to these changes and requested that an updated version of the policy is circulated for information.

11. **OfS accounts direction 2019/20 - update on remuneration requirements**

The committee noted the Office for Students accounts direction requirements for senior staff remuneration disclosure for the 2018/19 accounts.

12. **VC loan update**

Please see separate minutes.

**Date of next meeting
2.00 pm, on Thursday, 21 November 2019**

Confirmed as a true record

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	INTERNAL
Paper title:	Senior remuneration policy
Board/Committee:	Remuneration Committee
Date of meeting:	21 November 2019
Author(s):	Jerry Cope, Chair of the Board
Sponsor(s):	Jeremy Parr, Chair of the Committee
Purpose:	To Review
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 2 July 2019.

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 a maximum of 5% 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 will not have a role in the final decision on pay and other awards for themselves or other senior executives.

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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	INTERNAL
Paper title:	Pay multiples
Board/Committee:	Remuneration Committee
Date of meeting:	21 November 2019
Author(s):	Helen Langford & Dave Lee
Sponsor(s):	Marcelle Moncrieffe-Johnson
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 2018/19 is 6.15 for basic salary and 6.78 for total remuneration.

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

Year	Ratio – basic salary	Ratio – total remuneration
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:	21 November 2019
Author(s):	Helen Langford, Deputy Director - People
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 1.8% with those on lower bands achieving up to 3.65%. The average increment increase between spinal points is 2.8% however only 40% of our staff received increments last year. In line with the policy, this provides an additional 2.8% (4.6% total) for allocation if required.

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	CONFIDENTIAL
Paper title:	Executive Expenses annual report
Board/Committee	Remuneration
Date of meeting:	21 November 2019
Author:	Natalie Ferer, Financial Controller
Purpose:	To report on the expenses of the VC and other members of the Executive
Recommendation:	That the Committee notes this report

Summary

The CUC published a code for the remuneration of senior staff in June 2018. The code identifies that the approach to expenses can be a sensitive topic, and generally institutions should identify normal business costs separately and adopt a single published scheme that applies to all staff. The purpose of this report is so that Remuneration Committee can receive assurance that the expenses scheme at LSBU is operating effectively when it comes to the expenses of the VC and other senior staff.

Recommendation

The Committee is requested to note this report.

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Executive Expenses 2018/19

The university operates procedures for expenses that apply to all staff and there are no separate procedures applying to the VC or other senior staff (the VC and member of the Executive). Only costs incurred in the course of business expenses are reimbursed or paid for using university funds.

Definitions:

Expenses: payment for travel, accommodation, meals, entertaining and other costs of a more personal nature than other business costs, or items paid by the employee and reimbursed by the University.

Spend 1/8/18 – 31/7/19

	Payroll expenses *	Purchasing cards **	Travel buying ***	Cash expenses ****	Total
David Phoenix	N/A	£2564.10	£1996.72	N/A	£4302.82
Pat Bailey	N/A	£79.13	N/A	N/A	£79.13
Paul Ivey	N/A	£2825.89	£6084.24	N/A	£8910.13
Shan Wareing	£547.83	£140.86	£4645.23	N/A	£5333.92
Ian Mehrtens	N/A	N/A	N/A	N/A	N/A
James Stevenson	N/A	N/A	N/A	N/A	N/A
Richard Flatman	N/A	£2183.09	N/A	N/A	£2183.09
Nicole Louis	N/A	£1374.29	£149.01	N/A	£1523.30
Fiona Morey	N/A	N/A	N/A	N/A	N/A
Marcelle Moncrieffe Johnson	N/A	N/A	N/A	N/A	N/A

*	Payroll expense includes all items paid by the employee and reimbursed by through the payroll
**	Purchasing cards include payment for travel, accommodation, meals, entertaining and other authorised costs
***	Travel buying includes all items booked for senior staff through the University's travel buying team
****	Cash expenses include all items paid by the employee and reimbursed in cash.

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	INTERNAL
Paper title:	Executive External Income
Board/Committee:	Remuneration Committee
Date of meeting:	21 November 2019
Author(s):	David Phoenix, VC and CEO
Sponsor(s):	David Phoenix, VC and CEO
Purpose:	For information
Recommendation:	The committee is asked to note the declarations of Executive incomes from external activity.

Executive Summary

1. Executive members are expected to declare any external income.
2. The expectation is that external income will not be retained but on occasion permission to retain income may be given by the Vice Chancellor.
3. Where staff are appointed on a fractional basis it may well be external activity can be accommodated outside of contract but it should still be declared to avoid conflict.
4. Current Executive declarations are listed below.

Executive member	Earnings from outside bodies	Payments received	Remuneration retained?	Retention approved?
Dave Phoenix	Science Museum Group Trustee	Unremunerated post	N/A	N/A
	British University in Egypt Trustee	Unremunerated post	N/A	N/A
	South Bank Academies Trust member and director	Unremunerated post	N/A	N/A
	National Centre for Universities	Unremunerated post	N/A	N/A

	and Businesses Board member			
	Museum of Science and Industry	Unremunerated post	N/A	N/A
	UUK Board member	Unremunerated post	N/A	N/A
Pat Bailey	Assessment of TEF submissions for Subject Pilot, run by the OfS	£6000	Yes	Yes
Richard Flatman	Non-exec director and Chair of Audit Committee at South West London & St George's Mental Health NHS Trust (SWLSTG)	£6,156 per annum before tax	Yes	yes
Paul Ivey	GLA, ESIF Committee member	Not remunerated	N/A	N/A
	Emirates Aviation University (Dubai), governor	Expenses (flights, meals and hotels)	N/A	N/A
	University of London MEC Chair	Not remunerated	N/A	N/A
	COMEC Council member	Not remunerated	N/A	N/A
	Gold Alumni Association National Executive Member	Not remunerated	N/A	N/A

	Trustee, Majid Alsadi Foundation	Not remunerated	N/A	N/A
	Hon Fellow, Jordanian Royal Scientific Society	Not remunerated	N/A	N/A
	Performance Award Winner, Chinese Hanban	Not remunerated	N/A	N/A
Nicole Louis	Non-executive director / trustee of ACS group of schools	Unremunerated post	N/A	N/A
Fiona Morey	Member of Laser Awarding Body board and chair of Quality Committee	Not remunerated	N/A	N/A
	Director, SW4 Catering Ltd	Not remunerated	N/A	N/A
	Director, SBA	Not remunerated	N/A	N/A
	Contributor ETF/Said Business School	Not remunerated	N/A	N/A
James Stevenson	None		N/A	N/A

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	CONFIDENTIAL
Paper title:	Executive Salaries: Recommendations regarding base pay for Executive members with effect from 1 August 2019
Board/Committee	Remuneration Committee
Date of meeting:	21 November 2019
Author:	Prof. Dave Phoenix – Vice Chancellor
Executive sponsor:	Prof. Dave Phoenix – Vice Chancellor
Purpose:	To agree recommendations for Senior Executive salaries
Recommendation:	To agree the recommendations for Senior Executive salaries.

Executive Summary

After review against the latest benchmark data from the UCEA Senior Staff Remuneration Survey 2018, I am making the recommendations below on base pay.

For comparison the pay increase for the majority of staff is 1.8% with those on lower bands achieving up to 3.65%. The average increment increase between spinal points is 2.8% however only 40% of our staff received increments last year. In line with Remcom Guidance, this provides an additional 2.8% (4.6% total) for allocation if required.

Recommendations:

Name	Uplift
P Bailey	1.8%
R Flatman	1.8%
S Waring	0.0%
N Louis	4.0%
P Ivey	1.8%
J Stevenson	1.8%
F Morey	5.0%

1. Recommended Base Pay Proposals for Senior Post Holders:

The following show pay against the UCEA median which is based on all HEIs taken from the 2018 survey

1.1 Provost (Pat Bailey)

Current Pay £158,886

UCEA median £146,825

Proposal	1.8% pay award
New Pay	£161,746

UCEA median for Deputy Vice Chancellor includes role of Provost. Role is already above median.

1.2 Chief Finance Officer (Richard Flatman)

Current Pay £149,601

UCEA median £146,825

Proposal	1.8% pay award	0.8FTE
New Pay	£152,293	£121,835

UCEA median is benchmarked against Chief Operating Officer, as there is no category for Chief Finance Officer. The salary is above median. Richard has reduced hours to 0.8FTE. The role was given an above baseline increase last year as part of a retention initiative.

1.3 University Secretary (James Stevenson)

Current Pay **£96,699**

Note: No appropriate benchmark data available. UCEA survey role defined as Secretary incorporates a bigger remit normally including Registrar. The role was given an above baseline increase last year.

Proposal	1.8% pay award
New Pay	£98,440

2. Recommendation of Base Pay for Executive members:

2.1 COO/DVC Education (Shan Wareing)

Current Pay £135,828

UCEA median DVC £146,825

UCEA median PVC £125,594

UCEA median COO £146,825

Proposal	0% pay award
New Pay	£135,828

Given the expansion of role Shan was given a 6% pay uplift in May backdated to 1st April (124,616 to 132,000) and an above baseline increase last year. Shan has subsequently given notice and will move to a new role in October 2019.

2.2 CBO/DVC Innovation (SBUEL) (Paul Ivey)

Current Pay £142,997

UCEA median DVC £146,825

UCEA median PVC £125,594

UCEA median COO £146,825

Proposal	1.8 % pay award
New Pay	£145,571

The increase maintains parity with the DVC UCEA median

2.3 Chief Customer Officer (Nicole Louis)

Current Pay £135,828

UCEA median COO £146,825

Proposal	1.8% pay award	4% (1.8 + 2.2)
New Pay	£138,273	£141,261

Nicole was given a 6% pay uplift in May backdated to 1st April (124,616 to 132,000). And an above baseline increase last year. The recommended increase brings her base pay just below median COO but a COO normally covers most of the professional services and this role doesn't. It closes the gap between this role and the DVC.

2.4 Executive Principal Lambeth (Fiona Morey)

Current Pay £117,300

UCEA median: PVC £125,594

AoC Median

College Principal Median - Turnover £20-25M £135 000 (lower quartile £121,900)
Turnover £25-30M £141 417 (lower quartile £129 878)

College Turnover currently c£24M

Proposal	1.8% pay award	5% (1.8 + 3.2)
New Pay	£119,411	£123,165

Fiona has made significant inroads in Lambeth College turn around and after a year has settled into the role. I would normally expect some flexibility to recognise maturity and growth into the role over the first 1-2 years. She has recently taken over SBA adding to her portfolio and leads on group apprenticeships. Whilst she is College Principal the role is not an Accountable Officer (AO) for SBC but she is now AO for SBA. The recommended increase brings her in line with group PVC and below median for Principal salary benchmarks given she is not AO.

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	Executive Bonus Recommendations
Board/Committee:	Remuneration Committee
Date of meeting:	21 November 2019
Author(s):	Dave Phoenix
Sponsor(s):	Dave Phoenix
Purpose:	For Approval
Recommendation:	Approve the Bonus payment recommendations made by the VC and Accountable Officer for LSBU and SBC

The paper makes recommendations for bonus payments with respect to executive. The maximum payment is 10% of base salary based on personal performance in year. The paper includes a summary and recommendations. An appendix provides an overview of performance against objectives. In making a judgement on bonus I have sought to consider delivery against objectives and the impact on the organisation(s)

The budget has been met hence the gateway for payment achieved. All UK league tables have shown improvement as evidence of reputational achievement and a number of significant activities such as the Lambeth acquisition have been concluded.

A summary of the recommendations is given below:

Individual	Recommendation (%)
P Bailey	6
R Flatman	8
N Louis	8
P Ivey	7
S Waring	6
F Morey	8
J Stevenson	8

Name/Role	Summary	%
Pat Bailey Provost	Pat continues to make a strong contribution and is leading on significant new developments such as Croydon. There was significant success with the NSS this year which needs to be maintained into next year. Retention remains stubborn showing little improvement which indicates a more holistic review of potential course complexity, roles and responsibilities will be needed alongside in year actions to support improvement. Research growth remains positive and preparations for the REF are on track. Embedding research more holistically into the university reporting structures and identifying what is required for an applied research focus will develop as the research sub-strategy develops.	Overall a good year with 4/4 partially met (one discounted as out of the individual's control). The NSS impact was very significant 6%
Richard Flatman Chief Finance Officer	There had been a number of significant achievements. A significant proportion of time had been taken up by the Lambeth acquisition which had been very successful and Richard had taken a lead on dealing with challenging issues around financial control in SBA. Financial performance at LSBU had been strong and would lead to a strong result. PPA continued to develop and had made good progress. There was still a gap in aligning funding and strategy at operational level which needs work but Richards leadership of ALIGN was an example of how we were seeking to challenge current thinking. Pensions had not progressed at the speed desired but this was outside of Richards control with delays in the HRD appointment. Engagement on estates had been strong but more reactive to proposals rather than proactive in helping drive solutions hence there was scope to further reflect on team working in this area Overall once again a Strong year (2/5 objectives met 3/5 partially met but Pensions out of individual's control)	Overall a Strong year (2/4 objectives met 2/4 partially met (Pensions discounted as out of individual's control). Work on Lambeth, Align and SBA significant 8%

<p>Shân Wareing Chief Operating Officer/Deputy Vice Chancellor</p>	<p>Shan has been a good team member and made significant inroads in resolving leadership challenges in ARR and P&O. She has continued to develop her external profile although we have agreed this needs to be monitored to ensure it does not impact on overall delivery. The ideas behind the LEAP program continue to develop and have been characterised by strong staff engagement. There needs to be further work on the portfolio review and embedding the educational framework as well as digital strategy development. Shan has been a good team player with a value set strongly aligned with the university.</p>	<p>Overall performance has been good (1/4 objectives met and 3 partially met) 6%</p>
<p>Paul Ivey Chief Business Officer/Deputy Vice Chancellor</p>	<p>The year has involved significant work and delivery of some high profile projects and we are starting to see good growth in international recruitment. The turn around of phase 1 estates work was very strong and work on the IBC has progressed well given international developments can be difficult to achieve. Paul has also shown significant initiative in looking at solutions to our estates problems and shown himself to be a strong team player. There are challenges though with the leadership of his PSGs which need review in the coming year as he becomes clear on what is required – for example how do we develop TNE capacity more quickly? There are also specific questions around capacity. Project leads have been brought in as estates programs have developed and a new PO has been identified to support the IBC development that will help moving forward</p>	<p>Overall performance has been good (1/4 objectives met 3/4 Partially met but with some key projects delivered). The work on phase 1 of estates recovered a challenging position and was significant 7%</p>

<p>Nicole Louis Chief Customer Officer</p>	<p>Nicole has contributed strongly to the university and group agenda during the year. She has helped address a number of issues in SBA's operation and sought to represent SBA in various fora. Her team have supported Lambeth, establishing a marketing leadership post led from within the university. Within the university, there has been very strong recruitment of home students resulting in a 20% increase in firm accepts vs prior year which is well above sector average. Overall enrolment has seen an increase of more than 1,000 more students compared to prior year including +750 FTUG, of which around only 150 were generated as a result of the GSM closure. More needs to be done in areas relating to Brand and communications which is behind other divisions in terms of measurable impact. Nicole has this year released leadership of SBA to Fiona Morey but in addition to leading on MAC and SSE, has now taken over P&O and co-sponsorship of LEAP. She is also giving short term support with executive leadership of ARR.</p>	<p>Strong performance (3 objectives met, 2 partially met). Recruitment impact has been significant</p> <p>8%</p>
<p>Fiona Morey Exec Principal South Bank College/Pro Vice Chancellor - Education</p>	<p>Fiona has made substantial progress in Lambeth turn around. SBC met budget targets - even with reduced income. All DfE achievement targets have been met moving areas from poor to at or close to national average. Ofsted made a number of positive comments on leadership and culture. Apprenticeships remain an area of weakness and will require some focus in LSBU and SBC in the coming year. Fiona has shown herself to be a strong team player and taken the lead on a number of areas such as the curriculum pathways. There has also been strong engagement with external stakeholders during the development of the detailed vision and delivery plan</p>	<p>Overall performance has been strong (2/4 objectives met 2/4 partially met (1 discounted as changed with agreement in year). Impact at Lambeth has been significant</p> <p>8%</p>
<p>James Stevenson Group Secretary</p>	<p>There have been a number of substantial achievements this year. For example the team, led by James were key to the achievement of the Lambeth acquisition where he worked well with other executive colleagues in line with the EPIIC values. The development of the models for the IBC Cairo have also been complex and there has been much thought put into the group governance structure. Internally there has been significant work on GDPR although the systems are not yet embedded within the institution and further work is required. In terms of governance high level reviews and GLAs have been developed but greater progress is needed on the SLAs and a group wide business cycle needs further development. Legal has made a strong contribution to core business this year as has governance. There is a need to look the timeliness and quality of papers still and this may require challenging of meeting agendas. Overall a strong performance this year with some significant deliverables. (2/4 objectives met and 2/4 partially met)</p>	<p>Overall a strong performance this year with some significant deliverables. (2/4 objectives met and 2/4 partially met). Contribution to Lambeth acquisition was significant</p> <p>8%</p>

Appendix 1 : Summary of progress against 2018-29 core objectives

Pat Bailey Provost

Core Strategic Leadership objectives 18/19	Progress
<p>Develop and implement teaching and learning strategy PARTIALLY MET</p>	<p>Target improvement in NSS +2% overall – teaching moved 81st percentile (Times) to 70th; student experience moved 79th percentile to 70th (Times) <i>Strong performance with improvement c3-4% across the board.</i> Increase year 1 progression to 75% plus (+5%) <i>Indication that progress is 73% in line with last year. Will require a more holistic approach looking at route cause and complexity as well as in year actions</i> Implement changes to Yr0 to improve progression and effectiveness <i>Skills for learning have continued to provide targeted intervention, but comprehensive revamping of the FY put on hold pending issues with International FY, and with space constraints because of Estates issues. There is scope looking forward to review the university role vs college role in this area of delivery</i></p>
<p>Develop research strategy and baseline for REF. PARTIALLY MET</p>	<p>Provide 3 year plans for research centres with institutional summary to FPR <i>Detailed report generated from AURA for executive. High level summary provided to FPR – further work in 2019/20 on more structured reporting. This will be aligned with the research sub-strategy and REF</i> Meet Research income targets <i>Research income showed 6% growth but finished £0.5M behind target</i></p>
<p>Develop university business plan and underpinning leadership structure. PARTIALLY MET</p>	<p>Plan agreed and in place <i>Not developed but held up by central planning process</i> Develop remit for university senior mgt Team and work with Deans and key partners to create effective leadership <i>Moved quickly on setting up leadership team. Interaction with other aspects of groups will be developed in 19/20 but strong leadership shown</i> Utilise RACI or other means to ensure clear accountabilities in core areas <i>School senior teams reviewed. Key School posts to support business partnering still require identification and development e.g. where we need defined international lead roles</i></p>
<p>Ensure financial sustainability of the organisation, and diversity of income streams. PARTIALLY MET</p>	<p>Delivery of outturn in line with agreed budget <i>Tuition fee income was c£2.6M ahead of target although further work required on Enterprise and research</i> Develop new curriculum areas such as medicine and review of current provision with CCO <i>Approach to achieving medical school accreditation now understood and plan being developed. Whilst a range of courses have been closed there remains an need for a holistic review of</i></p>

	<i>course/module complexity</i>
<p>Respond to staff engagement survey and develop workforce plan.</p> <p>PARTIALLY MET</p>	<p>Work on staff networks and diversity continued, Athena Swan bronze application submitted <i>Significant work undertaken and plan submitted. Unfortunately accreditation was not achieved but feedback was positive</i></p> <p>Improve staff engagement/positivity (e.g. increase staff engagement in pulse survey by ca 2%) <i>Institutional target met. Increases seen in some areas yet engagement from academic staff remains weak with weaker engagement scores in a number of areas</i></p> <p>Workforce plan and identification of future shape and skills needs <i>Led on P&O development at end of 2018 and restructuring of ENG and BEA especially over summer leading into 2018. Now new HRD in post needs further work to help understand future skills needs and shape of academic workforce</i></p>

Richard Flatman

Chief Finance Officer

	Objective 18/19	Progress
1	<p>Ensure financial sustainability of the organisation and diversity of income streams</p> <p>MET</p>	<p>Delivery of outturn in line with agreed budget <i>Strong financial position ahead of budget driven by strong recruitment and effective cost control. Forecast surplus £3m</i> <i>Detailed modelling in year on future income sources and University budget agreed for 2019/20 with income of £152m (£5m growth on 2018/19)</i> <i>Detailed scenario modelling done in advance of Augar review.</i> <i>Further work required to understand knowledge transfer income and reconcile with enterprise team</i></p>
2	<p>Develop business planning process</p> <p>PARTIALLY MET</p>	<p>Align planning and resource management more closely <i>Each School and PSG submitted a planning document containing their vision and priorities, local risk register, 2019/20 actions and KPI targets, informed by an institutional PEST and a local SWOT analysis as part of the OE review process. Whilst meetings worked well there was no overarching collection of key actions or review but there was greater checking of alignment between local roadmaps and corporate roadmap</i> <i>Personal leadership of Align process which has been successfully completed in challenging timescale. The budgeting process ran in a more iterative manner and was more successful this year but there is still a need to provide better linkage between strategy, plans and budget. This should be supported by the new sub-strategies and align discussions as we review baseline budgets</i> Develop financial strategy with Executive colleagues alongside 5 year forecasts <i>First draft financial strategy prepared but requires further developed in consultation with other executive members</i></p>
3	<p>Pensions</p> <p>PARTIALLY MET</p>	<p>Deliver proposals for consideration by the Board <i>Financial modelling updated and options presented to Executive for consideration Board working group established and has held first meeting to consider data and proposals Mercers commissioned to model SBC options/ impact</i> <i>Lack of HRD has delayed timeline but interim HR advisor now briefed and engaged on project / need to link financials with wider reward project</i></p>
4	<p>Develop the family of educational institutions concept</p> <p>MET</p>	<p>Develop new senior management team for FMI and ensure effectiveness of function and clear accountabilities through use of RACI or other means <i>New senior team structure implemented and Org charts and RACI updated to reflect new structure. Further review is needed to ensure effectiveness and succession planning opportunities</i> Support Lambeth acquisition and its financial turnaround</p>

		<i>Strong support for all aspects of Lambeth transaction. Transaction completed on time on 31/1/19. Strong leadership of commercial aspects eg loan renegotiation and senior appointment made as SBC CFO.</i>
5	Estates development PARTIALLY MET	<p>Identify funded and sustainable financial solutions to estates development across Vauxhall, Clapham and Southwark</p> <p><i>Detailed involvement in funding /cashflow planning for wider estate plans including SBC and £80m investment spend on LEAP, London Road and associated works. This included review / input to facility agreements for cashflow drawdowns by SBC</i></p> <p><i>Completion of Barclays loan novation including effective commercial renegotiation of rates</i></p> <p><i>There is a need for more proactive engagement/challenge as a lead team member to help identify successful funding models as well as the analysis of proposals being produced</i></p>

Shân Wareing: Chief Operating Officer/Deputy Vice Chancellor

	Objective 18/19	Progress
1	Drive transformation in students experience and cost control PARTIALLY MET	The change partner was approved by MPIC in July 2018 and has been working with the team. Further work is still required to finalise the deliverables and business plan at this stage but good engagement of staff has been achieved
2	Transform educational provision to drive inclusive education and close attainment gap PARTIALLY MET	Good progress recorded in NSS but retention figures remain static at 73%. Work on data, for example through the race equality charter mark and the participation plan have increased understanding of gaps (and attainment gap improved form 20% to 15%) but work to support development of inclusive assessment strategies and portfolio simplification are now required Shan has sustained a secure regulatory environment and led multiple teams (HSC, BEA, Apprenticeships, TQE) to a successful apprenticeship Ofsted outcome Feb 2019 – achieving 2 (Good)
3	Lead Digital strategy development PARTIALLY MET	Development of strategy is underway but not yet delivered. IT infrastructure challenges have been identified. Links between DEL, LEAP and educational framework required
4	Promote skilled and highly motivated workforce PARTIALLY MET	Staff engagement survey delivered across group and new Exec Director P&O appointed. Follow up from last years engagement survey has not progressed in coordinated way and further work required to define role of CRIT in academic staff development

Nicole Louis: Chief Customer Officer

Core Strategic Leadership objectives 18/19	Review
<p>1. Grow enrolments & income. MET</p>	<p>UG / PG 2 University recruitment has exceeded targets. Double digit growth in home student firm accepts v prior year and total new student enrolments up 22%, including a 20% increase in FTUG</p> <p>SBA students at UAE / UTC 3. Student growth and income in line with budget expectations 100 more students on roll v last year</p> <p>LC students Adult and <18 Student growth and income in line with expectations</p>
<p>2. Develop student support plan. MET</p>	<p>LEAP Student Journey Transformation Complete end-to end 'as is' student journey has been mapped out with identification of pain points Key customer journey stages re-designed with the use of 'accelerators' including i) enrolment and ii) prospect management with quick wins identified and being implemented generating cost savings On-line enrolment fully piloted and will become the default approach next cycle Re-enrolment accelerator is underway and auto re-enrolment established as the default approach for next cycle</p> <p>Student Customer Service Improvement Project to improve student customer services through centralised student enquiry management project is in Phase 1 roll out using central call and enquiry handling technical solutions</p>
<p>3. Develop brand and underpin with proof points PARTIALLY MET</p>	<p>Group Brand Architecture Brand architecture defined across the group and agreed with Executive</p> <p>Brand Messaging Core brand messaging re-developed and addressed for different stakeholders</p> <p>Brand Identity LSBU brand identify refreshed including new look and feel, tone of voice and photography, fully deployed through owned channels including prospectus, website, advertising, alumni collateral and events.</p>
<p>4. Support development of family of educational institutions concept MET</p>	<p>Collaboration between LSBU and SBA on grant applications Collaboration between LSBU and SBA on Apprenticeship application Development of support service alignment and collaboration across, Finance, HR, Estates and marketing Significant programme of academic enrichment and skills / prep for Uni delivered by university resources to support the</p>

	<p>UTC and UAE Programme of pre-university support delivered by University Student Services team for Lambeth College applicants</p>
<p>5 Enhance institutional reputation</p> <p>PARTIALLY MET</p>	<p>Improve university brand awareness and recognition - Enhance awareness of LSBU group Brand tracker 2019 shows improvement in brand awareness and associated brand attributes however this is against a tightly defined 'prospect' audience. Increasing brand awareness & perception will be a long term focus</p> <p>Ensure positive engagement around LC merger Merger with LC was supported by a strong communications campaign which resonated with internal / external audiences</p> <p>Develop initiatives which positively impact on University / Group reputation and support corporate agenda Overseen development of strong Fundraising Case for Support and Business Case which will benefit students and enhance Group reputation.</p>

Paul Ivey: Chief Business Officer/Deputy Vice Chancellor

	Objective 18/19	Progress
1	<p>Enterprise and Innovation (SBE)</p> <p>PARTIALLY MET</p>	<p>Continued income diversification</p> <p>Enterprise completed year behind target and roughly in line with last year at £10.6M (£12M Budget)</p> <p>Global entrepreneurship (incl Bahrain, Ryerson and LIU)</p> <p>Bahrain JV stopped based on market intelligence – discussed whether lessons learnt enabled decision points to be reached more quickly?</p> <p>Regeneration (incl SLID)</p> <p>Not developed</p> <p>Training (incl Nine Elms and AFC / MEC)</p> <p>CPD lead in case an offer being developed but more to do to realise scale of opportunity and to ensure clarity of organisational processes/ownership</p> <p>Business Generation (incl TWI)</p> <p>The TWI relationship transferred from Engineering into REI and a significant amount of oversight principles and practice has had to be developed to ensure oversight at a distance is possible. This has delayed the launch of the LSBU Cambridge campus,</p> <p>Apprentiships (incl IPTI)</p> <p>Transferred to FM</p> <p>Moving SBUEL to SBE, repositioning REI, transition Research out.</p> <p>Company vision and key areas identified for possible future activity. Detailed business plan now required</p>
2	<p>Global Delivery</p> <p>PARTIALLY MET</p>	<p>Income diversification</p> <p>Year 0 international needs option appraisal completing</p> <p>EU and International Student recruitment</p> <p>Overseas ended at £10.3M against a target of £9M and 15% up on last year. EU recruitment was also strong</p>

		<p>CEG relationship</p> <p>Decision taken to terminate</p> <p>Trans National education (incl Cairo IBC and possibly Clapham)</p> <p>IBC proposal submitted and business case under development, NIIT on hold and numbers at ASU weak. Need to consider organisation of International and if focus should be TNE rather than recruitment during coming year</p> <p>2 year Caxton House development plan and Ci profile</p> <p>Not yet delivered</p> <p>UKVI compliance maintained</p> <p>Maintained although areas of weakness identified and under review good leadership being shown</p>
3	<p>Campus development</p> <p>PARTIALLY MET</p>	<p>LSBU campus development</p> <p>Showed strong leadership on phase 1 which is a very complex project – politically as well as wrt the project. This has been brought back on track in time and subject to value engineering in budget.</p> <p>JV and equity partnership</p> <p>Modelling completed on various options at Southwark. Showed good innovation and understanding of issues but perhaps too fixed on certain models and needed to consider more fully the need to get buy-in within the institution. Progress an agreeing HoT with Southwark Council for Hostel been slower than wished but principles agreed.</p> <p>Resolution of Purfleet opportunity</p> <p>Engagement continues – alternatives also identified at Dagenham</p> <p>SBC campus</p> <p>Outline Vauxhall estates plan developed and option appraisal for masterplan undertaken. Outline planning prepared and detailed planning for Block A</p>

4	Develop the family of educational institutions concept MET	Significant support being given to SBC ad SBA in areas linked to health and safety and estates requirements

Fiona Morey: Exec Principal South Bank College/Pro Vice Chancellor – Education

	Objective 18/19	Progress																																										
1	Enhance institutional reputation MET	<p>Seek to enhance outcomes at Lambeth via improvements in achievement rates Rates improved across areas. Ofsted showed some positive progress in grading. Area of concern remains apprenticeships</p> <table border="1"> <thead> <tr> <th></th> <th>Leavers</th> <th>Outstanding achievement</th> <th>Ach%</th> <th>NA</th> <th>17/18</th> <th>CFADs Target</th> </tr> </thead> <tbody> <tr> <td>16-19 yr olds</td> <td>2,623</td> <td>21</td> <td>81.6%</td> <td>82.8</td> <td>73%</td> <td>78%</td> </tr> <tr> <td>19+</td> <td>10,214</td> <td>194</td> <td>89.1%</td> <td>89.1</td> <td>87%</td> <td>89%</td> </tr> <tr> <td>Overall</td> <td>12,837</td> <td>215</td> <td>87.5%</td> <td>85.8</td> <td>85%</td> <td>NA</td> </tr> </tbody> </table> <p>Review course portfolio to ensure developments in line with vision. Further work required to develop portfolio but overarching vision and areas now agreed. Consultant appointed to look at progression routes/pathways</p> <p>Review potential of T levels Limited progress as requires grade 2.</p> <p>Develop health opportunities with Dean/PVC health Discussions with Dean and GSST underway.</p>		Leavers	Outstanding achievement	Ach%	NA	17/18	CFADs Target	16-19 yr olds	2,623	21	81.6%	82.8	73%	78%	19+	10,214	194	89.1%	89.1	87%	89%	Overall	12,837	215	87.5%	85.8	85%	NA														
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2	Ensure financial sustainability of the organisation and diversity of income streams PARTIALLY MET	<p>Delivery of outturn in line with agreed budget Delivery in line with budget</p> <p>Seek to reduce Lambeth deficit in line with Plan Delivered to Plan. Recruitment this year positive but slightly behind budget.</p> <table border="1"> <thead> <tr> <th></th> <th>Target*</th> <th>Current</th> <th>Diff</th> <th>17/18</th> <th>ESFA</th> </tr> </thead> <tbody> <tr> <td>16-19 yr olds</td> <td>1,331</td> <td>1,238</td> <td>-93</td> <td>1,210</td> <td>1,243</td> </tr> <tr> <td>AEB</td> <td>4,006</td> <td>3,179</td> <td>-827</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table> <p style="text-align: right;">Deliver AEB to budget AEB delivered to budget</p> <p>and currently reducing sub contracted work</p> <p>Develop in-house apprentice activity via IPTE This are requires further work to develop quality of delivery in house and provide capacity for wider delivery through IPTE leads</p> <table border="1"> <thead> <tr> <th>09.09.19</th> <th>Leavers</th> <th>Outstanding ach</th> <th>Ach%</th> <th>NA</th> <th>17/18</th> <th>CFADs Target</th> <th>Best case</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>279</td> <td>90</td> <td>37.3</td> <td>67.3</td> <td>44.8%</td> <td>50%</td> <td>58.4%</td> </tr> <tr> <td>Timely</td> <td>233</td> <td>1,112</td> <td>33.9</td> <td>59.1</td> <td>28.4%</td> <td>31%</td> <td>58.4%</td> </tr> </tbody> </table>		Target*	Current	Diff	17/18	ESFA	16-19 yr olds	1,331	1,238	-93	1,210	1,243	AEB	4,006	3,179	-827	NA	NA	09.09.19	Leavers	Outstanding ach	Ach%	NA	17/18	CFADs Target	Best case	Overall	279	90	37.3	67.3	44.8%	50%	58.4%	Timely	233	1,112	33.9	59.1	28.4%	31%	58.4%
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3	Develop college business plan	<p>Plan agreed and in place</p> <p>Develop remit for SBC senior mgt Team and work with Deans and key partners to create effective leadership</p>																																										

	and underpinning leadership structure MET	New appointments made and team in place. Strategy sessions held with team and with wider college. Utilise RACI or other means to ensure clear accountabilities in core areas RACI will require further development but roles defined. Significant work supporting PSG transition undertaken.
4	Review workforce requirements PARTIALLY MET	Work with OD to assess key areas such as engagement, stress H&S etc Significant progress on H&S but additional work required to look at wider needs. Initial review of academic requirements completed but will require further work to develop consistency of quality educational engagement
5.	Seek to develop the family of educational Institutions concept NOT MET	Investigate and develop funding options for Southwark and if viable business case presented to executive for approval Focus has been on Lambeth. Some work on acquisition of constructions skills centre but area need further development next year Develop understanding of SBA offer and opportunities SBA handed over after the end of the academic year

James Stevenson; Group Secretary

Core Strategic Leadership objectives for 18/19	Measures of Success
<p>To advise Jerry Cope, chair of the board as required, and to review the succession plan for the board of governors.</p> <p>MET</p>	<p>Audeliss appointed on governor recruitment – shortlist interviews during April 2019.</p> <p>New governors appointed and governance review completed. Generally good feedback – still some work with respect to timeliness of papers and quality of some of the papers.</p>
<p>Seek to develop the family of educational institutions concept.</p> <p>PARTIALLY MET</p>	<ol style="list-style-type: none"> 1. To develop governance agreements between LSBU and its subsidiaries, to be approved by executive and board as required: <p><i>GAs in place for SBC and agreed for SBA. Existing arrangements in place for SBUEL, to be reviewed for “SBE” when business plan clear.</i></p> <ol style="list-style-type: none"> 2. To support due diligence of initiatives such as SBC/Lambeth <p><i>LC completed 31.1.19</i></p> <ol style="list-style-type: none"> 3. Ensure roles in executive are clear and by use of RACI or other means that accountabilities are understood. <p><i>Legal basis of control + group schedule of decision-making reported to exec. Discussed with key governors. Group audit committee arrangements agreed, But accountabilities not yet defined</i></p>
<p>Ensure effectiveness of organisational governance</p> <p>PARTIALLY MET</p>	<ol style="list-style-type: none"> 1. To plan a board governance effectiveness review for 2019 <p><i>G.E.R. approved by board July 2019, 3 key recommendations. Findings to be implemented over next few months.</i></p> <ol style="list-style-type: none"> 2. To lead the development of SLAs between group companies. <p><i>July 2019 LSBU board approved SLA framework for group. Pro forma tailored for SBC and SBA</i></p> <ol style="list-style-type: none"> 3. To develop business cycle for group. <p><i>Forward plans for board / committees + exec in place. SBC in preparation good progress made – need to develop annual cycle overview for coming year with interdependencies</i></p>

<p>To provide legal support and due diligence for key projects such as overseas developments and FE.</p> <p>MET</p>	<ul style="list-style-type: none"> - Projects identified and legal risks assessed, legal services input scoped and costed. <p>Team input to e.g. IBC Cairo / Croydon Lol / Longer-term estates planning / NESC & DfE consents/ CMA / GDPR / student matters / Apprenticeship contracts with employers / REI bids & contracts etc. Sigma acquisition / draft GLA funding agreement / Vauxhall partnership project / potential Carillion claim v SBC / intra-group service co. / OfS / CMA / GDPR</p>
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Agenda Item 12

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	Executive Objectives 2019-20
Board/Committee:	Executive
Date of meeting:	21 November 2019
Author(s):	Dave Phoenix
Sponsor(s):	Dave Phoenix
Purpose:	For Information
Recommendation:	The committee is requested to note executive objectives for Senior Executives

Provost Core Strategic Leadership objectives for the next year 19/20	Measures of Success
1. Implement teaching and learning strategy.	Five key TEF measures in NSS to be +2% overall compared to TEF benchmarks, and Year 1-to-2 progression to improve 2%. All subjects to be silver/gold in TEF based on metrics analysis by PPA. Develop educational delivery and portfolio in parallel with co-sponsorship of the LEAP project.
2. Implement research strategy.	Meet research income target. Research sub-strategy approved and reporting in place to Exec, Academic Bd and FPRC REF2021 submission essentially prepared, with 170-180 staff and estimated overall GPA 2.75
3. University leadership structure operating effectively.	Performance against agreed School KPIs. 360 degree feedback indicating that the structures are working well. agreed definition, recognition and performance mgt/reward for course directors
4. Ensure financial sustainability of the organisation, and diversity of income streams.	Meeting budget for the University. Croydon Campus business plan approved (or rejected) Medical School progressing and process/timeline for approval in place (or decision not to progress)
5. Improved staff engagement. (People & Organisation)	Introduction of University-wide Workload Allocation (WLA) model, with uptake by all Schools/staff. Improved quality of appraisals, with more specific targets and agreed activities (linked to WLA). Development proposals for future shape/skills requirements of Schools

CFO Core Strategic Leadership Objective 19/20	Objective / measures of success
Financial control and performance	<p>Reported group financial results on budget</p> <p>Approved financial turnaround plan for SBC and financial result in line with or better than CFADS</p> <p>Improved cashflow management and group cashflow forecast integrated within group financial forecasts</p> <p>Effective implementation of new BDO internal audit arrangements.</p>
Strategy and planning	<p>Completion of 2020-25 Strategy at Group and entity level/sub-strategy, and associated performance measures</p> <p>Delivery of OE process and ALIGN outcomes to further link resource to plans</p> <p>Enhanced dashboard/ scorecard performance reporting for Schools and PSGs in place</p> <p>New external authorisation process to enhance assurance across LSBU, especially in relation to OfS.</p>
Leadership of projects	<ul style="list-style-type: none"> - Ensure clear business plan for LEAP approved by Executive and MPIC - approved estates projects delivered on budget - revolving credit facility approved and in place to fund agreed capex - develop funding solutions for wider estates projects in response to estates strategy
Family of educational institutions	<p>Effective integration of finance team and implementation of Agresso finance system at SBC</p> <p>Good progress on controls action plan at SBA</p> <p>Effective implementation of group financial reporting.</p>
Pensions	<p>Effectiveness of Board pensions working group</p> <p>Clear recommendations to the working group on future pensions provision for the Group.</p> <p>Implementation plan for roll out of recommendations agreed</p>

CBO/DVC Core Strategic Leadership objectives for the next year	Measures of Success
Enterprise	<p>Meet enterprise target</p> <p>Develop and implement CPD business plan via SBE that coordinates and/or delivers CPD across LSBU</p> <p>Deliver business plan to enable go/no go decision on the Cambridge Technology Campus</p>
Estates	<p>Deliver LR to time and cost</p> <p>Develop an approved and costed delivery plan for the Chapel development and deliver to cost and time</p> <p>Prepare business plan for Southwark site (to include as minimum Perry development with capital receipt to invest in StG)</p> <p>Obtain planning approval for NESC and outline for Vauxhall</p> <p>Develop an approved and costed delivery plan for NESC and deliver to target and cost</p> <p>Obtain LSBU approval for fully costed development of SBC estates strategy</p>
International	<p>Obtain approval for IBC business plan and deliver soft Launch for 2020.</p> <p>Working with SBC develop proposal for International year 0</p> <p>Meet O/S income targets</p> <p>Develop clear TNE strategy and identifying PSG requirements; international office requirements and key target areas</p>
SBE	<p>Develop business plans to enable decision on go/no go related to place; international college; in line with agreed timeline</p>

CCO Core Strategic Leadership objectives for the next year 19/20	Measures of Success
1. Ensure financial sustainability of the organisation and diversity of income streams	Domestic new student recruitment / income target – LSBU UG and PG New student recruitment targets / income target SBC New student recruitment / income targets SBA Fundraising targets
2 Secure material enhancements to the student experience across key touch points / areas of service	80% + of enrolment to be delivered online Applicant (prospect) management process improvement through CRM Re-enrolment process streamlined, majority auto-re-enrol Centralised student enquiry management in place and effective Student comms & self-service portal requirements scoped within LEAP Academic engagement monitoring re-designed as part of LEAP and quick wins implemented Timetabling satisfaction improved and increased estate utilization Employability support and placements enhanced with increased take up and support for students
3 Enhance group reputation through development of subsidiary brands	Further develop value proposition and supporting visual / verbal identity for LSBU schools Deliver clear brand positioning, value proposition and supporting visual / verbal identity for Lambeth College Deliver clear brand positioning, value proposition and supporting visual / verbal identity for individual SBA schools inc re-brand of UTC to support new provision Oversee successful engagement programme for London Road / estates capital project
4 Enhance staff engagement	Provide EDI leadership Ensure effective staff engagement action plans in place leading to improved engagement score of 2% Develop flexible reward strategy/approach

<p><u>Executive Principal</u> <u>SBC/PVC</u></p> <p>Core Strategic Leadership Objective 2019/20</p>	<p>Objective / measures of success</p>
<p>Enhance institutional reputation</p>	<p>Achievement rates at or above NA</p> <p>Work with colleagues to obtain DfE and SBC Board approval for SBC masterplan</p> <p>Positive outcomes from commissioner led reviews</p> <p>Improve teacher development and review to ensure consistency and quality of delivery in line with ofsted good</p> <p>Review workforce requirements</p>
<p>Develop apprenticeship offer</p>	<p>Apprentice progression and timely completion at CFADS for SBC and at or above NA for LSBU</p> <p>Ensure clear and effective process across the group for managing apprenticeships in line with stakeholder expectation and Ofsted good</p> <p>Grow apprenticeship income/volume within the group by 10%</p>
<p>Improve financial performance at SBC</p>	<p>Deliver AEB to target with reduced sub contract activity</p> <p>Meet recruitment target</p> <p>Deliver to budget/CFADS</p> <p>Outline development plan for Southwark</p> <p>Seek acquisition of the construction skills centre</p>
<p>Development of SBA</p>	<p>Support development and delivery of a clear vision for SBA that aligns with SBC and the educational framework</p> <p>Deliver SBA to budget</p> <p>Improve SBA achievement 8 data to 0 (ie NA)</p>

Group Secretary Core Strategic Leadership objectives for 19/20	Measures of Success
To advise Jerry Cope, chair of the board as required, and ensure effective subsidiary board support is in place.	Feedback from the chairs.
Further enhance effectiveness of group governance	<p>Implementation of the recommendations from the chair's governance effectiveness review of July 2019.</p> <p>Establish agreed approach for group subcommittee structures including:</p> <ul style="list-style-type: none"> • Approach to audit committee. • Approach to FPR • Group oversight key projects by MPIC • Group RemCom/NomCom <p>Review and document the board / executive decision-making process for the group to be agreed by executive and Boards</p>
Review legal models for intra-group service delivery and recommend approach.	<p>Agreed short and medium term approaches with Executive and if required LSBU Board</p> <p>Governance agreement in place between LSBU and SBE (when new model defined)</p> <p>SLAs in place between LSBU and SBA, SBC, SBE</p>
To provide team legal / governance support for agreed strategic projects.	<p>Input to specific areas, to include:</p> <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
Implement Compliance unit	<p>Agreed approach and delivery plan with Executive</p> <p>Agreed structure in place.</p> <p>High priority areas such as H&S identified and agreed policies in place with procedures for LSBU and subsidiaries agreed by Executive</p>

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