

**Meeting of the Board of Governors**  
**4pm\* on Thursday, 22 May 2014**  
**in 1B27, Technopark, London Road, London SE1**

\* Meeting preceded by an Appointments Committee meeting at 3.45pm

**Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest <i>Governors are required to declare any interest in any item of business at this meeting</i>		Chair
3.	<b>Chairman's Business</b>		
3.1	Minutes of meetings of 20 March 2014 (for publication)	BG.16(14)	Chair
3.2	Appointment of Deputy Vice Chancellor (to ratify)	BG.17(14)	VC
4.	Matters arising		Chair
5.	<b>University Strategy</b>		
5.1	Strategy day report (to note)	BG.18(14)	Chair
5.2	Transition – risks and controls (to discuss and note)	BG.19(14)	PD
5.3	IBM projects update (to discuss and note)	BG.20(14)	PVC(A)
5.4	Project 16-20 report (to discuss and note)	BG.21(14)*	PVC(E)
6.	<b>University Performance</b>		
6.1	Vice Chancellor's Report and Key Performance Indicators	BG.22(14)	VC
6.2	Management Accounts to 31 March 2014 summary (to note)	BG.23(14)	CFO
6.3	Student recruitment, 2014/15 (to discuss and note)	BG.24(14)	PVC(E)

\* Late paper

**7. Committee Business**

7.1 Reports from committees (to note) BG.25(14) Committee chairs

7.2 Student Centre post occupancy review (to note) BG.26(14) COO

**8. Governance**

8.1 HEFCE risk assessment (to note) BG.27(14) CFO

8.2 SU elections results and report (to note) BG.28(14) PVC(A)

8.3 Risk Register (to note) BG.29(14) CFO

8.4 Declaration of Interests update (to authorise) BG.30(14) Sec

9. Date of next Board meeting: 4pm on Thursday 8 July 2014.

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

With: Pro Vice Chancellor (Academic), Pro Vice Chancellor (External), Chief Financial Officer, University Secretary, Chief Operating Officer (for item 7.2), Programme Director - Building for the Future (for item 5.2) and Governance Officer.

	PAPER NO: BG.16(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Minutes of the meeting of 20 March 2014	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	David Longbottom, Chairman of the Board	
<b>Recommendation:</b>	That the Board approves the minutes of its last meeting and the redactions for publication	
Aspect of the Corporate Plan to which this will help deliver?		
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the university's website	

### **Executive Summary**

The Board is requested to approve the minutes of the meeting of 20 March 2014 and the proposed redactions for publication.

The Board is also requested to approve the minutes of the general meeting of 20 March 2014 to approve the revised articles of association and to note the signed special resolution.

Minutes of a Meeting of the Board of Governors  
held at 3.00pm on Thursday, 20 March 2014  
in room 1B27, Technopark, London Road, London SE1

**Present**

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Prof David Phoenix	Vice Chancellor and Chief Executive
Barbara Ahland	SU President
Steve Balmont	
Douglas Denham St Pinnock	
Prof Hilary McCallion	
Anne Montgomery	
Mee Ling Ng	
Louisa Nyandey	
Andrew Owen	
Prof Shushma Patel	
James Smith	
Prof Jon Warwick	

**Apologies**

Ken Dytor  
Diana Parker

**In attendance**

Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Chief Financial Officer
Beverley Jullien	Pro Vice Chancellor (External)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

**Welcome and Apologies**

1. The Chairman welcomed the Professor Phoenix to his first meeting as Vice Chancellor.
2. Apologies for the meeting had been received from Ken Dytor and Diana Parker.
3. The Chairman noted that the Board had just received an informative presentation from the Vice Chancellor which updated the Board on the progress of the transition to seven Schools and new professional service

groups. The Vice Chancellor's vision for the University would be discussed at the Board strategy day of 1 May 2014 with the final strategy for 2015-2020 to be approved by the Board at their meeting of 8 July 2014. It was anticipated that the new Schools would be in place for the start of academic year 2014/15.

4. The Chairman reported that the Appointments Committee had approved the appointment of Prof Neil Gorman as an Independent Governor for a four year term. Prof Gorman was due to retire as Vice Chancellor of Nottingham Trent University later in the year.

### **Declaration of Interests**

5. James Smith declared that as Chair of the Board at the Conservatoire for Dance and Drama he had been making representations to government on the need for special funding for small and specialist institutions (of which the Conservatoire was one). Maintaining funding for small and specialist institutions could potentially be at the expense of other funding streams which LSBU would benefit from. The Board noted that they had previously authorised James Smith's situation as Chair of the Board at the Conservatoire and that any financial impact on LSBU was not material. The Board confirmed that their authorisation continued.
6. No other Board member declared an interest in any item on the agenda.

### **Minutes of the previous meeting**

7. The Board approved the minutes of the Board meeting of 21 November 2013 and the proposed redactions for publication (paper **BG.03(14)**).

### **Board succession planning**

8. The Chairman updated the Board on the discussions of the Nomination Committee with regard to succession planning for Independent Governors (paper **BG.02(14)**). It was reported that five Independent Governors including the Chairman are due to retire from the Board in July 2015 which will be a significant change in membership.
9. The Nomination Committee would consider candidates for these positions following the recruitment of the successor to the current Chairman. In considering candidates the committee would give due consideration to equality and diversity.

### **Chair succession update**

10. The Board noted an update on the progress of recruiting a successor to the Chairman (paper **BG.03(14)**) from September 2015. Four candidates would be interviewed during the week commencing 24 March 2014. A Board meeting to be held via conference call would be arranged after the interviews to approve the appointment of the successful candidate as a governor and Chair designate.
- {Secretary's note: the timetable permitted this matter to be considered at the planned Board meeting of 22 May 2014.}*

### **Exceptional Student Experience project update**

11. The Board noted an update on the Exceptional Student Experience and related projects (paper **BG.04(14)**). The Board noted that a sub-committee had been established with delegated authority from the Board to give final approval for legal completion for the project following the procurement process. The Board noted the minutes of the sub-committee meeting held on 7 February 2014.
12. It was reported that good progress had been made on the IBM programmes and currently all are proceeding to plan with respect to time, quality and cost. The Board noted the major risks to the project which were being closely monitored by the executive.

### **Student recruitment update**

13. The Board noted an update on student recruitment (paper **BG.05(14)**). The Board noted that UCAS applications were tracking ahead of the national trend. Conversion of applicants to acceptance was a key area of focus. Although early on in the cycle part-time undergraduate and postgraduate were tracking ahead of 2012/13.

### **Project 16-20 report**

14. The Board noted an update on the 16-20 project (paper **BG.06(14)**). A target of £2.5m new revenue highlighted in the 2012/13 five year plan would be included in the 2014/15 budget. The current pipeline of prospects totalled c.£27m. Efforts continued to convert the prospects into contracts for income.

### **Vice Chancellor's Report**

# London South Bank University

15. The Board noted a report from the Vice Chancellor which updated the Board on the consultation and restructuring process; the South Bank University Technical College; National Pay Negotiations, 2014/15; the partnership with the British University in Egypt; and the Key Performance Indicators (paper **BG.07(14)**).
16. It was reported that the Department for Education had agreed to release funding for a University Technical College (UTC) to be based in Brixton, opening September 2015. Further details would be brought back to the Board on the UTC and the recently established University Engineering Academy South Bank, of which the University is sponsor.
17. With regard to national pay negotiations for 2014/15, it was noted that the University would support a 1% pay rise which had been budgeted for in the five year forecasts.
18. It was noted following the completion of the forthcoming governance effectiveness review (see minutes 32-33) the key performance indicators would be reviewed to allow more effective monitoring of in year performance.

## Management Accounts to 31 January 2014 summary

19. The Board noted the summary management accounts to 31 January 2014 (paper **BG.08(14)**). A forecast surplus of £1.8m was reported against budget target of £2.5m.
20. The key reasons for the decline in profitability are lower than expected post graduate and overseas income within the faculty of business, a reduction in health contract income within the faculty of Health and Social Care and the inclusion of approximately £1.2m of unbudgeted revenue expenditure largely in relation to the IBM project. The committee noted the NHS was seeking to lower the benchmark price. The position was being monitored closely by the executive.

## Reports from committees

21. The Board noted the reports from committees (paper **BG.09(14)**). It was noted that the Audit Committee had approved the extension by one year of PricewaterhouseCooper's contract as internal auditors. As this would be the final permitted extension to PwC's appointment, it would be necessary to re-tender for internal auditors during mid-2014.

# London South Bank University

22. It was noted that the role of the Educational Character Committee and its relationship with the Academic Board would be assessed as part of the governance effectiveness review (discussed at minutes 32 and 33 below).
23. The Board discussed the LSBU “behavioural framework”, setting out behaviours expected from all employees, which had been reviewed in detail by the Human Resources Committee. The Board expressed their support of the framework. The Student Charter would be revised in light of the new framework.

## London Pension Fund Authority 2013 fund valuation

24. The Board discussed the implications of the LPFA 2013 triennial fund valuation (paper **BG.10(14)**). The LPFA pension scheme is offered to support staff and has 555 LSBU active members. It was noted that the issue of pension scheme deficit is a key item on the risk register due to its impact on future financial sustainability.
25. As reported to the Policy and Resources Committee meeting of 4 March 2014, following the fund valuation for 2013 the University’s annual cash contribution to LPFA could potentially rise from £3.8m to £6m, affecting the University’s cash flow and impacting investment plans. The increase in cash contribution is due to the LPFA’s change in their treatment of all universities and grading them as higher risk
26. LSBU had submitted a counter-proposal to LPFA to pay an annual £4.2m cash contribution (an increase of £0.4m on current contributions). It appeared that the LPFA would accept the annual cash contribution of £4.2m but the University would continue to negotiate on the categorisation of LSBU as higher risk.

## Articles of Association

27. The Board approved the final form of the revised Articles of Association and recommended their approval to the members of LSBU the company in general meeting (paper **BG.11(14)**). The revised articles had been approved in principle by the Privy Council. Final approval would be sought from the Privy Council in order for the revised articles to take effect.
28. The Board noted the revision in the new articles of the University’s charitable objects which had received consent from the Charity Commission under s.198 Charities Act 2011. It was noted how the University’s charitable objects were



applied for the “public benefit” as set out in guidance from the Charity Commission.

29. The Board noted that consent had been received from the Charity Commission regarding the enabling power to remunerate governors under s.198 Charities Act 2011. The Board approved the associated Standing Order relating to the remuneration of governors.

*The Board meeting then adjourned for a General Meeting to approve the Special Resolution to adopt the new Articles of Association*

30. Upon the resumption of the Board meeting, the Chairman informed the Board that the Special Resolution to adopt the new Articles of Association had been approved by the members in General Meeting and that the Chairman of the Board had been authorised to sign the resolution on behalf of the members and initial the final form of the articles.

### **Senior Staff Disciplinary procedures**

31. The Board approved the revised Senior Staff Disciplinary procedures (paper **BG.12(14)**), subject to the inclusion of a clause regarding confidentiality. The revised procedures were required following their deletion from the new Articles of Association. The procedures followed the ACAS Code of Practice.

### **Governance Effectiveness Review plan**

32. The Board approved the proposed Governance Effectiveness Review plan (paper **BG.13(14)**). The review will cover both corporate and academic governance processes and include a review of the effectiveness of (i) the Board and its sub-committees; (ii) the Executive; and (iii) the Academic Board and its sub-committees.
33. An external facilitator will lead the review of the Board. The facilitator would be appointed following a mini-tender process overseen by the Chairman of the Board. The facilitator will observe a board meeting and meet a number of governors.

### **Risk Register**

34. The Board noted the risk register which had been considered in detail by the Audit Committee (paper **BG.14(14)**).

**Declarations of Interest**

35. The Board authorised the declared situational interests of Prof Phoenix under s. 175 Companies Act 2006. The interests will be entered into LSBU's register of interests and published on the external website.

**Any other business**

36. The Board noted that breaches of trust and irregularities had been discovered in the Confucius Institute. The Director of Institute had resigned and the recruitment process for a new director had begun.

**Date of next meeting**

37. The next meeting will be the Board strategy day on Thursday 1 May 2014.
38. The next Board meeting will be Thursday 22 May 2014 at 4pm.

The Chairman closed the meeting.

**Confirmed as a true record:**

..... (Chairman)

Minutes of a General Meeting of London South Bank University  
held at 3pm on Thursday, 20 March 2014  
in 1B27, Technopark, London SE1

**Present**

David Longbottom	Chairman
Dame Sarah Mullally	Vice Chair
Prof David Phoenix	Vice Chancellor and Chief Executive
Barbara Ahland	
Steve Balmont	
Douglas Denham St Pinnock	
Prof Hilary McCallion	
Anne Montgomery	
Mee Ling Ng	
Louisa Nyandey	
Andrew Owen	
Prof Shushma Patel	
James Smith	
Prof Jon Warwick	

**Apologies**

Ken Dytor  
Diana Parker

**In attendance**

Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Chief Financial Officer
Beverley Jullien	Pro Vice Chancellor (External)
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Officer

**Notice and Quorum**

1. The Chairman reported to the meeting that due notice of the meeting had been given to each Governor and that a quorum was present. Accordingly the Chairman declared the meeting duly convened and constituted.

**Business of the Meeting**

2. The Chairman reported that the business of the meeting was to consider and if thought fit, approve the resolution adopting new Articles of Association of the University.

**Members' approval**

3. It was reported that it was necessary under section 21 of the Companies Act 2006 for the members of the University to pass the resolution adopting new Articles of Association of the University.
4. The Secretary reported that the resolution, which was by way of a special resolution, had been circulated prior to the meeting. The final form of the revised Articles was produced to the meeting for consideration.
5. The special resolution was passed in accordance with the University's articles of association and the Chairman authorised to sign on behalf of the members.
6. The Chairman initialed the final form of the Articles for the purpose of identification.
7. The Secretary was authorised to apply to HM Privy Council for final approval of the Articles.
8. Upon receipt of approval, the Secretary was instructed to file the Articles as Companies House and notify the necessary stakeholders.

**Close of meeting**

9. There being no further business the Chairman declared the meeting closed.

.....  
**Chairman**

**Company Number: 00986761**

**The Companies Act 2006**  
**Special Resolution**  
**of**  
**London South Bank University**  
**(University)**

**Passed on 20 March 2014**

Pursuant to Chapter 2 of Part 3 of the Companies Act 2006 (**Act**), the Governors/directors of the University propose that the following resolution (**Resolution**) is passed as a special resolution:

To **APPROVE** the amendment of the Memorandum and Articles of Association of the University in the form as appended to this resolution and to request that Her Majesty approve the revisions to the Memorandum and Articles of Association as noted subject to any amendments required by Her Majesty.

**Agreement**

The members of the University who were entitled to vote on the Resolution on 20 March 2014 irrevocably agree to the Resolution and authorise the Chairman to sign on their behalf:

.....  


Dated.....01 May 2014

**David Longbottom, Chairman of the Board of Governors**

	PAPER NO: BG.17(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Appointment of Deputy Vice Chancellor	
Author:	Prof David Phoenix, Vice Chancellor	
Board sponsor:	David Longbottom, Chairman of the Board of Governors	
Recommendation:	That the Board ratify the appointment of Professor Patrick Bailey as Deputy Vice Chancellor	
Matter previously considered by:	Selection Panel (final interviews)	7 May 2014
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Announcement of LSBU website	

### **Executive summary**

1. Following a thorough search and selection process the DVC Selection Panel recommended the appointment of Professor Patrick Bailey as Deputy Vice Chancellor. As this position is a senior post the Board is requested to ratify this appointment.

## **Process**

2. At its meeting of 21<sup>st</sup> November 2013 the Board approved the creation of an additional senior post of Deputy Vice Chancellor (DVC). The DVC will line manage the Schools and report to the Vice Chancellor. The Board agreed that the position would be a senior post holder and therefore appointed by the Board. The Chairman and Vice Chancellor subsequently agreed the selection panel, process and appointment which is set out below.
3. Saxton Bampfylde were appointed to lead the search for the DVC. The Chairman, the Vice Chancellor, the Chair of the Educational Character Committee, the Chair of the Human Resources Committee and an external member (Professor Neil Gorman, VC at Nottingham Trent University) sat on the selection panel.
4. Final interviews took place on 7<sup>th</sup> and 8<sup>th</sup> May 2014. Four candidates were interviewed. The interviews were a three stage process: (i) interview by selection panel; (ii) interview by student panel; and (iii) interview by senior staff panel. The thoughts of the student and the staff panels were reviewed by the selection panel before final decision.

## **Appointment of Professor Patrick Bailey as Deputy Vice Chancellor**

5. Following the recruitment and selection process and based on the criteria in the job description the Selection Panel recommend that Professor Patrick Bailey, currently Dean of Faculty of Natural Sciences at Keele University, is appointed as Deputy Vice Chancellor of London South Bank University.
6. A short biography of Professor Bailey is attached in appendix 1 for information.

## **Commencement of Employment and Remuneration Package**

7. Professor Bailey has indicated that he will be able to start at the beginning of September 2014.
8. The Remuneration Committee have been briefed on the proposed remuneration package, which is in line with market rates. It includes a performance related bonus of 10% of salary, private medical insurance and membership of the Universities Superannuation Scheme. Details of his relocation package are under discussion.

## **Recommendation**

9. The Board is requested to ratify the appointment of Professor Patrick Bailey as Deputy Vice Chancellor of London South Bank University.



## **Appendix 1**

### **Short Biography of Professor Patrick Bailey**

Prof Bailey joined Keele University in January 2008, after a varied academic background. He carried out his UG and PhD degrees in Chemistry at Oxford, and then took up a lectureship at York in 1983. He took up the Chair of Organic Chemistry at Heriot-Watt University (Edinburgh) in 1993, and then moved to Manchester in 2001 as Professor of Organic Chemistry, and then as the Dean for Teaching & Learning in Faculty of Engineering & Physical Sciences (overseeing 8000 students). He has run a medium-sized research group (6-10 people) in medicinal/synthetic chemistry, but he has also been very involved in developing new teaching methods in universities (awarded National Teaching Fellowship in 2005), and in outreach activities to schools and the general public.

	PAPER NO: BG.18(14)
Board/Committee:	Board of Governors
Date:	22 May 2014
Paper title:	Strategy day report
Author:	John Baker, Corporate & Business Planning Manager
Executive sponsor:	James Stevenson, Company Secretary & Clerk to the Board of Governors
<b>Recommendation by the Executive:</b>	That the Board note the outcomes of the Board strategy day of 1 May 2014.
Aspect of Corporate Plan this will help deliver?	All aspects of the plan.

## Summary

The Board is requested to note the report from the Board strategy day of 1 May 2014.

### **Session 1: Update on developing our structure – Independent Governors only**

1. This session has been minuted separately.

### **Session 2: HE sector developments & trends / political environment (Dave Phoenix)**

2. There are four priority areas of focus for LSBU:

#### **i. Retention**

Current HESA statistic of 64%. Competitor benchmark figure of 74%.  
85% target for Y1 progression (including repeating students).

#### **ii. Competition for funding**

Reduced income from TDA, HEFCE & NHS.  
Other HEFCE funding opportunities likely to be competition based.

#### **iii. Employer links**

Identified by both students and employers as a priority.  
NCU&B Research: 95% applicants interested in employer links.  
Skills base of students highly valued by 80% employers: team work, problem solving, technology, analysis, self-awareness and communication.

**iv. Competitive income**

Need to focus on Continuing Professional Development. £1.5 million from Higher Education Innovation Funding –we should be getting more in match funding income.

Looking to get back into top 10% for Knowledge Transfer Partnership activity nationally.

**Session 3: Financial Shape of the university in 2020**

*Key changes & Five Year Forecast assumptions*

3. FTUG new entrants assumed to be stable at 2750.  
Health contract maintained at steady state from 2014/15 onwards.  
60% reduction in Student Opportunity Funding from 2015/16.  
Fee - now no fee inflation assumed in forecast figures.  
IBM Costs: These are now included in the forecast figures, adverse changes should be partially offset by improvement in progression.  
Year 1 progression improves from 69% to 78%, which will result in a combined graduation rate of 56%, consistent with the IBM business case.  
Forecasts: no deficit, surplus of £1million in 14/15 - 16/17.
4. Need to do one of three things to increase the surplus:
  - Exceed progression;
  - Exceed 16/20 targets; or
  - Increase international numbers.Key to future success is income growth.
5. We need to ensure that we are doing enough to make a real impact on progression.  
Need to change the institution culture to utilise data developed by the IBM project.

**Session 4: Physical Shape of the university in 2020**

*Residential estate*

6. Tired and impacting on recruitment.  
Plans to spend £110 million during current 5 year forecast.

**Session 5: Strategy session**

*Corporate Plan Development*

7. Clear delivery plans being developed to drive forward eight strategy goals through workshops to develop the corporate plan. These will be driven down through operational plans to staff appraisals.

The Programme transition team will put in place a performance management framework.

**Outcome 1: Student Success**

*Work Placements*

8. We want work placements available in every course, and need to make clear how the benefit is recognised and articulated in developments like the HEAR.

*Graduate Attributes*

9. Presents a real cultural challenge for this institution.  
Envisaged as a “spine” which runs alongside Behavioural Framework: to ensure that staff and students feel a pride and attachment to the institution  
Need to link in with stakeholder expectations: funders / employers/ staff / students & other institutions.  
Five key attributes:
- Knowledgeable
  - Critical thinkers
  - Self-confident self-starters
  - Digitally literate
  - Global citizens

*Portfolio review*

10. Getting curriculum right to address market need.  
Need to de-clutter the syllabus in some areas (skills last, knowledge fades).  
Real question to address - are the courses taking the student on a journey?  
Need to ensure validation and review process are established that ensure courses are addressing these issues.

**Outcome 2: Real World Impact**

11. We need to develop methods to evaluate how our staff are contributing in research, enterprise and teaching.

Need to review professional body linkages: step away from straight forward and old fashioned approach to incorporating professional body standards.

**Outcome 3: Access to Opportunity**

12. Partnerships and Internationalisation key.

**Strategic Enablers**

13. Four underlying aspects:

- People (least developed area)
- Productivity & Financial Sustainability
- Responsive Services
- Governance & Management:

**Conclusions**

14. Evolutionary approach to strategy to build on existing expertise to improve consistency across the institution.

Long term project to change the activities carried out by staff across the institution.

Staff have a desire to engage.

Board & executive role to facilitate that change while managing the risks.

15. Next phase: Identifying 10 key indicators that sit under each goal.

16. The Board wish to have visibility of the project plan and associated risks.

17. Important issue for the Board is to see the board agenda in the context of the corporate plan. It has been useful for the board to have in mind 2,750, 65% progression and £110m capital expenditure, so the Board's work is directly related to the corporate plan.

18. Final draft of the corporate strategy to come back to Board in September 2014.

19. Change is an evolutionary programme - 10% is strategy, 90% is execution. We are clear on the strategic challenges.

	PAPER NO: BG.19(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	LSBU Change Programme: governance and reporting structure	
Author:	Amir Rashid, Programme Director - Building for the Future	
Executive sponsor:	Prof David Phoenix, Vice Chancellor	
<b>Recommendation by the Executive:</b>	That the Board consider and, if thought appropriate, approve the high-level governance structure of the planned change programme, noting the key role of governors in overseeing management controls throughout delivery of the programme.	
Aspect of the Corporate Plan to which this will help deliver?	Change Programme currently being scoped to support delivery of all objectives of the Corporate Strategy 2015-2020	
Matter previously considered by:	Executive	On: 13 May 2014
Further approval required?	None	On:
Communications – who should be made aware of the decision?		

### **Executive Summary**

This paper summarises the controls that will be put in place to manage the Change Programme currently being scoped. This includes the proposed governance structure. The programme will be critical to delivering the strategic objectives of the Corporate Strategy 2015-2020 (please note that as this strategy is still in development, the change programme, workstreams and projects are still being scoped: an update will be presented to the next Board meeting). A summary report on programme progress, and critical risks and issues, will be presented to Board meetings.

# **London South Bank** University

The Board is requested to consider, and if thought appropriate, approve the high level governance structure for the programme.

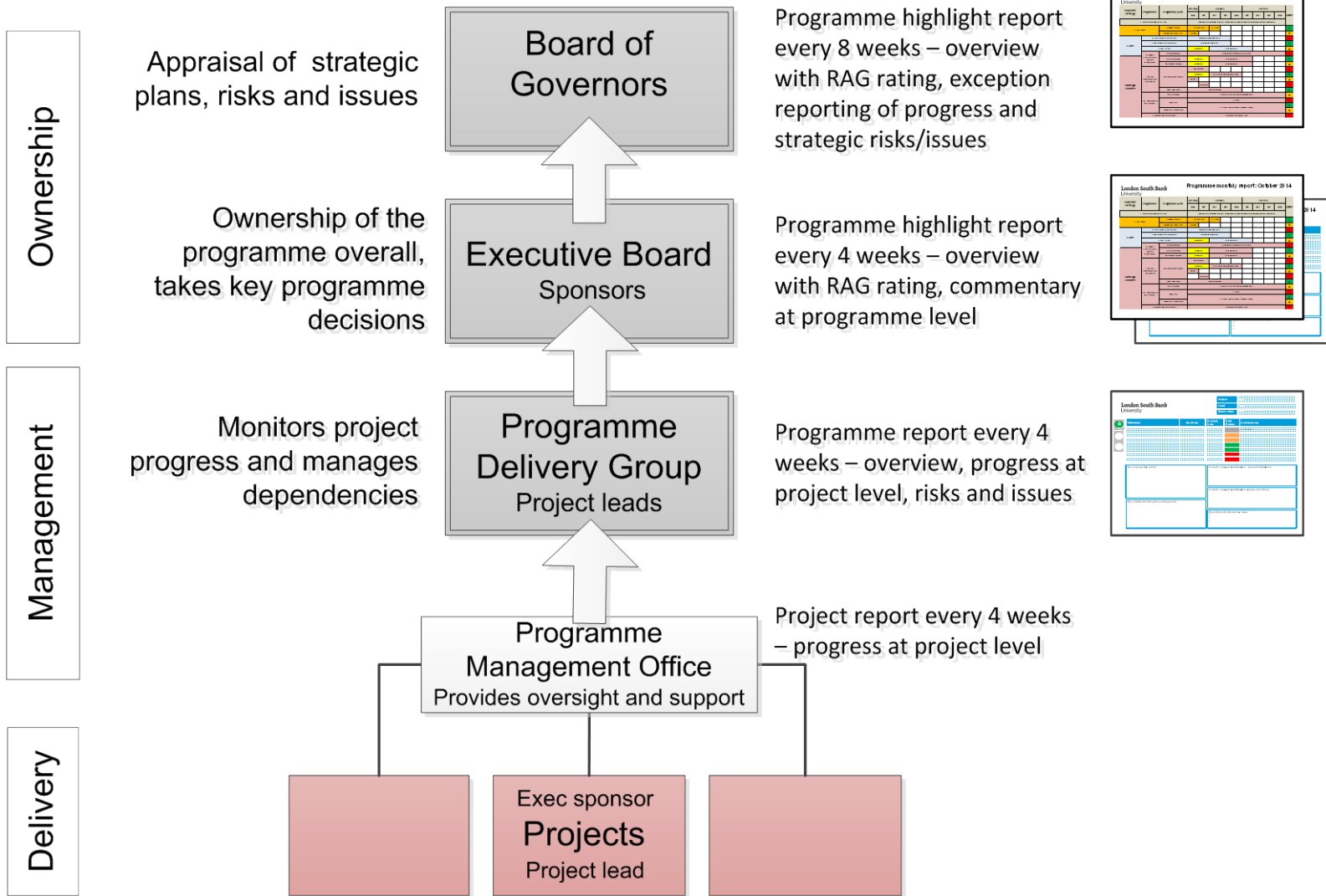
# **LSBU Change Programme**

**Governance and reporting structure**

**May 2014**



# Outline programme structure



## Programme roles, responsibilities and reports

Layer	Body	Composition	Frequency	Remit	Reports received
Strategic/ ownership	<b>Board of Governors</b>	Governors	8 weeks	<ul style="list-style-type: none"> <li>Appraisal of strategic plans, risks and issues</li> <li>Recommendations</li> </ul>	Programme highlight report: <ul style="list-style-type: none"> <li>Progress at programme level</li> <li>Strategic/ programme risks/issues – red rated</li> </ul>
	<b>Executive</b>	Executive	4 weeks	<ul style="list-style-type: none"> <li>Ownership of the programme overall</li> <li>Approve initiation and closure of projects, allocate funding</li> <li>Review progress against programme plan and corporate strategy</li> <li>Resolve strategic/ programme risks/issues</li> </ul>	Programme highlight report: <ul style="list-style-type: none"> <li>Progress at programme level</li> <li>Investment and benefits tracking</li> <li>Strategic/ programme risks/issues – red rated</li> </ul>
Management	<b>Programme Delivery Group</b>	Project managers	4 weeks	<ul style="list-style-type: none"> <li>Monitor project progress against programme plan</li> <li>Manage dependencies: projects, other enablers</li> <li>Resolve project risks/issues</li> <li>Forum for practice sharing and future project scoping/ planning</li> </ul>	Programme report: <ul style="list-style-type: none"> <li>Progress at project level</li> <li>Project risks/issues – red and amber rated</li> </ul>

	PAPER NO: BG.20(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Update on IBM Programmes setting out the key milestones, finances, key areas of risk, upcoming decisions, measures and benefits.	
Author:	David Swayne, Chief Information Officer	
Executive sponsor:	Phil Cardew, Pro Vice Chancellor (Academic) and Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	<p>The Executive recommends that the Board:</p> <ol style="list-style-type: none"> <li>i. notes progress made to-date;</li> <li>ii. notes the financial summary;</li> <li>iii. reviews the risks, issues and mitigating actions;</li> <li>iv. notes the summary benefits / measures of success;</li> </ol>	
Aspect of the Corporate Plan to which this will help deliver?	<ul style="list-style-type: none"> <li>• Student success must be the University's overriding aim. We want to give opportunity to all who can benefit and our success has to be measured by their success in graduating and finding employment.</li> <li>• It is unacceptable to recruit students who do not have a reasonably good chance of succeeding, either for them or the University.</li> <li>• Our competitive position rests strongly on the delivery of value for money education that enhances career success for our students.</li> <li>• Creating an environment in which excellence can thrive.</li> <li>• Financial sustainability.</li> </ul>	
Matter previously considered by:	<p>ICT Advisory Board</p> <p>Executive</p> <p>Policy and Resources Committee</p> <p>Board of Governors</p>	<p>On: 13<sup>th</sup> September 2013</p> <p>On: 17<sup>th</sup> September 2013 &amp; 5<sup>th</sup> November 2013</p> <p>On: 24<sup>th</sup> September 2013</p> <p>Strategy Day and meeting on 21<sup>st</sup> November 2013 and 20<sup>th</sup> March 2014</p>

	Board of Governors Sub Committee	On 7 <sup>th</sup> February 2014
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	Executive, ICT Advisory Board, ICT	

### **Executive Summary**

Good progress has been made on the IBM programmes and currently all are proceeding to plan with respect to time, quality and cost. The following should be noted:

- The programmes have £1.3m contingency and it is forecast releases will be needed to fund the salary of the Director ICT-Strand, legal fees and additional network equipment expenditure leaving £0.83m available contingency.
- The detailed requirements and associated solution / design documentation is being prepared and are planned to be completed during May. Once these are complete the costs for Exceptional Student Experience and Identity and Access Management build phases will be confirmed and capped.
- There have been no changes requested for the Data Centre Migration fixed price cost which remains unchanged.
- The team have raised some questions in relation to resource availability and Governance. To ensure that the level of clarity over scope and requirements remains as per the original brief the VC is currently commissioning a review against the original business case.
- Space is now being made available in Techno Park to collocate the IBM and LSBU teams permanently allocated to Exceptional Student Experience and Identity and Access Management work. The Data Centre Migration team from IBM will be housed within the existing ICT space in Borough Road. This will free up the temporary space being used in the Enterprise Centre and enable it to be let to tenants.

**1620 Summary**

	2013 / 14 April FYF	2018/19 target	Growth vs 13/14 in 5YS	Credible Range – growth potential	Surplus >20%?
Home / EU PG	£7.7	£11.1	<b>3.4</b>	<b>£3-4m</b>	<b>Y</b>
International	£8.5	£16.4	<b>7.9</b>	<b>£9m-15m</b>	<b>Y</b>
Research Grants	£2.3	£2.7	<b>0.4</b>	<b>£1-2m</b>	<b>N</b>
Enterprise	£8.0	£13.0	<b>5.0</b>	<b>£4-6m</b>	<b>Y</b>
Other	£12.5	£11.6	<b>-0.9</b>	<b>£1-6m</b>	<b>Y</b>
Total	£134.5	£164. 6	<b>15.8</b>	<b>£18-33m</b>	<b>Y</b>

## Home and EU : Post Graduate: growth potential : £3-4m+

- EU : systematic approach to agents, direct marketing and partnerships: £2-3m
- Home and EU: Development of portfolio focused on employer and market need : £1m+
- Potential increase in fees as market value established, 2015/16+
- Potential to introduce Integrated Masters Programmes

## Growing “core” international business- students to UK to 3000+

- Increase progression from UK foundation programmes: CEG, Kaplan, INTO
- Increase sponsored students from Qatar / other companies
- Develop Study Abroad Programme
- Strengthen agent / direct recruitment from China, Africa, M East
- Develop student progression from partners ( eg BUE)
- **Potential 17/18: +£5-£7m**

## New Project: International collaboration / Partnership in-country

<b>Develop University wide BUE partnership to 4000+ students</b>	<b>£2.2m(+)</b>
Develop multi-centric top-ups programme	£3.5-4m(+)
Other major strategic partnerships: eg Legenda, Malaysia; Saudi nursing; Bahrain Applied Science	£2m-£5m
At least one substantial strategic partnership per school overseas	£0.7m-£1.4m
<b>TOTAL</b>	<b>£8.4m - £12.6m</b>
<b>“CREDIBLE RANGE”</b>	<b>£4m - £8m</b>



- Potential to be properly evaluated as research focus and capability developed
- Expectation: to focus on Horizon 2020 programmes
- Central resource to work with Schools to support individual school bids and identify cross-disciplinary projects
- Likely to involve partnering with industry and other institutions
- £1-2m assessment indicative only – could be substantially greater, BUT
- Unlikely to generate surplus – value in reputation and enrichment

# Growth potential: Enterprise : 18/19

	Potential new revenue 18/19
KTP/KTC: 20+ in progress, top 5 nationally	£1.5-2m
Bids: a minimum of 3 bids submitted pa for ERDF/ESF/other funding [ note: not surplus generating, but value add for core activity]	£1-2.5m
Step-change in engagement in contract research / consultancy – average £300k each for 6 Schools	£1.8m
New health projects / cppd	£0.5 - £1m
<b>TOTAL</b>	<b>£4.8-7.3m</b>

## Other Growth projects: significant potential – to be scoped

	Potential revenue 18/19
CPD – systematic university wide	£2-5m
Work based learning / Higher Apprenticeships / employer sponsored / bespoke programmes	£1m - £2m+
Summer schools	£0.5-£1m
<b>TOTAL</b>	<b>£3.5-£8m+</b>
<b>“Credible range”</b>	<b>£1m-£6m</b>

	PAPER NO: BG.22(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Vice Chancellor's Report	
Author:	John Baker, Corporate & Business Planning Manager	
Executive sponsor:	Prof David Phoenix, Vice Chancellor	
<b>Recommendation by the Executive:</b>	The Board is requested to note the report which provides a progress update on University business.	
Aspect of Corporate Plan to which this will help deliver?	Successful delivery of all aspects of the plan.	
Matter previously considered by:		
Further approval required?	n/a	
Communications – who should be made aware of the decision?	n/a	

**Executive summary**

The Board is requested to note the attached report.

**Attachment:** Corporate KPIs 13-14 report – April 2014

## **Vice Chancellor's Report: May 2014**

### **Pro Vice Chancellor (Research and External Engagement)**

1. The position of Pro Vice Chancellor is a senior post holder and therefore appointed by the Board. The proposed selection panel, process and appointment is set out below.

#### *Process and Selection Panel*

Saxton Bampfylde have been appointed to lead the search for the PVC(R&E). The Chairman, the Vice Chancellor, the Chair of the Educational Character Committee, another independent governor and an external member will be on the selection panel. A job description was circulated to the Board via email on 9 May 2014.

#### *Formal Appointment*

Final interviews are planned for the end of July 2014. The selection panel will approve the appointment and the Board will be requested to ratify the appointment at its meeting of 9 October 2014. The remuneration package of the successful candidate will be agreed in writing between the selection panel and the Chair of the Remuneration Committee.

### **Student Success**

#### *LSBU student wins Learning Disabilities Student Nurse of the Year*

2. Queen Nyirenda, a final year on the Learning Disability Nursing BSc course at LSBU, won the Nursing Times Learning Disabilities Student Nurse of the Year.
3. The competition in the 'Student Nurse of the Year: Learning Disabilities' category was difficult, with judges looking for an exceptional candidate who demonstrated excellence in promoting and enabling social inclusion, interpersonal and communication skills and an ability to act with compassion and empathy, as well as academic achievement.

#### *LSBU alumna appointed co-curator for the British Art Show*

4. London South Bank University Arts Management alumna Anna Colin has been appointed co-curator for the British Art Show 8 due to open October 2015
5. Anna graduated from LSBU in 2003 and has since added impressive, international experience to her portfolio including projects for the Whitechapel Gallery, London; Victoria Gallery & Museum, Liverpool; CIC, Cairo; and Bétonsalon, Paris.

## Enterprise Event

6. On 14<sup>th</sup> May, the VC presented the prizes of the 4<sup>th</sup> Annual “make it happen” Business Plan Competition in the Clarence Centre. There were 50 strong entries, and a panel of 3 external entrepreneurs selected the winner from 6 excellent finalists. The winner was Stephen Addison, a Business Administration graduate, who has set up a social enterprise, Box Up Stress, which is already providing affordable stress reduction therapy and tailored boxercise classes to over 120 youngsters from disadvantaged backgrounds.
7. The event was attended by some 60 students, staff, alumni and local entrepreneurs, and it also celebrated the Start and Evolve entrepreneurial talks which have taken place throughout the year, and been attended by over 500 students. Student businesses were showcased during the reception, and a number of external leads generated for future funding.

## Complete University Guide league table 2015

8. LSBU has been ranked 120/123 in the complete University Guide league table, a drop of one place over last year. Two competitor universities, East London and London Metropolitan are below LSBU in the rankings.
9. The ranking is based on nine components. The ranking for good Honours improved, but unfortunately ranks in other measures worsened – even in areas, such as student staff ratio, where our absolute performance has improved (from 24.2 to 21.9). This further emphasises the rate at which competitors are improving. Analysis of the individual components is below:
  - a. Only one university has a lower entry standard than LSBU.
  - b. Only two universities have higher student staff ratios. Only three universities have an SSR $\geq$ 24 and there are only 28 universities with SSR $>$ 20 (LSBU’s score is 24.2).
  - c. LSBU is one of only 18 universities with a completion rate less than 80%; only four universities have a lower completion rate than LSBU.
  - d. There are 15 other universities with a student satisfaction score  $\leq$ 3.91 (the same as or below LSBU).
  - e. With regard to Research Assessment LSBU is ranked considerably higher than would be expected given the ranking on other factors, thus the University overall score is raised by Research achievement. This is particularly important as the RAE score, like student satisfaction, is more highly weighted in the overall score than the other components. We will benefit from this for another year and then REF2014 scores will be used and this could change the situation considerably.

- f. Although the University academic services spend is our second highest factor on ranking the situation with facilities spend is less good, but these are the two component scores that get the lowest weighting in the construction of the overall score.
10. The placement of London South Bank University in this table is disappointing and is something I expect to see improve. Our rank has not been highlighted in any press, nor have we been requested to comment on ranking this year.
11. We have recruited an interim business information manager, who is working now with academic colleagues to review existing data and prepare for the next set of HESA submission in October. This submission will drive the majority of measures in the League Tables for next year. We will also see if there are any in year changes we can request of the Times when they publish in September.
12. The Guardian league table will be published shortly and a review of performance with highlighted actions will be prepared for a future Board but it is clear that in core measures based around entry, retention, satisfaction and employability we will need to improve relative to others

### **THE Student Experience Survey**

13. LSBU has been ranked 106 out of 111 in the THE student experience survey, a relative improvement on last year, when we were 102/102. This survey continues to have limited credibility, since only 50 LSBU students participated and total participation across the sector was only 14,300, or an average of 129 students per institution. LSBU has not been highlighted in any commentary

### **Key Performance Indicators report**

14. At this point in the 13/14 reporting cycle, only the finance section has been updated with forecast year-end figures from the March management accounts (these will be subject to external audit approval).
15. At this stage, the indicators for surplus and enterprise income have reached the threshold for reporting as red.
16. All targets will be reviewed in line with the new strategy. Key steps are being taken to reduce cost and new income generating activity is being identified - for example with respect to international and increased knowledge transfer partnerships
17. The Board is requested to note the report.

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

Report Production Date: 30th April 2014

Financial Sustainability						
KPI	2011/12 Actual	2012/13 Actual	2013/14		YoY up down	
			Target	Actual (March MAs) within tolerance		
<b>Student Numbers &amp; Contracts</b>						
1	Recruitment against HEFCE contract	Within tolerance	Within tolerance	Within tolerance band	within tolerance	➔
<b>Income</b>						
2	NHS contract income (£)	On target	On target	£25.9m	£24.9	⬇
3	International student income	£9.6m	£8.8m	£9.4m	£8.5	⬇
4	Research (non-HEFCE) income (£)	£2.4m	£2.2m	£2.4m	£2.3	⬆
5	Enterprise income (£)	£10.0m	£8.4m	£9.0m	£7.5	⬇
6	Total Income (£)	£138.3m	£138.00	£137.6m	£135.6	⬇
<b>Surplus</b>						
7	Total Surplus (% of income)	4.7%	4.50%	1.8%	0.7%	⬇
<b>Other Financial Indicators</b>						
8	Cash Balance (£)	£69.1m	£59.9 m	£48.2	tbc	
9	Gearing Ratio	0.31	£0.27	0.26	tbc	
10	Days liquidity	203	£176.00	139	tbc	
11	Staff Costs as a % of Income	new indicator	new indicator	55%	55.9%	

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

Institution Reputation and Esteem						
KPI	2011/12 (Actual)	2012/13 (Actual)	2013/14 (Target)	Current		
				(RAG)	YoY	
<b>League Table Ranking</b>						
21	The Times / Sunday Times	111 (of 116) <small>(2012/13 Table)</small>	118 (of 120) <small>(2014 Table)</small>	< 110		
22	The Guardian	104 (of 120) <small>(2013 Table)</small>	113 (of 119) <small>(2014 Guide - June 13)</small>	< 110		
23	The Complete University Guide	109 (of 116) <small>(2013 Table)</small>	119 (of 124) <small>(2014 Table - April 13)</small>	< 110		
<b>Subject League Tables (The Guardian)</b>						
24	No. of subjects in top 75% nationally	5 (of 17)	3 (of 21)	5 (of 15)		
25	No. of subjects in top 50% of post-1992	3 (of 17)	2 (of 21)	7 (of 15)		
26	No. of subjects in top 25% of post-1992, London	3 (of 17)	4 (of 21)	4 (of 15)		
<b>Student Perceptions</b>						
27	% of Firm acceptances against enrolment target from FTUG students prior to clearing	new indicator	new indicator	75%		
28	Early : late applications (% of FTUG enrolments arising from early/late applications)	74:26	79:21:00	80:20		
29	Financial support from donors (cash received, £)	£1.5m	£1.35m	1.4m		
30	Alumni Engagement: Number of placement, volunteer & mentor opportunities for students	new indicator	new indicator	500		
31	Staff Turnover rate	new indicator	new indicator	tbc		

\* Key league table measure



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

	PAPER NO: BG.23(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Management Accounts to 31 March 2014 summary	
Author:	Ralph Sanders, Head of Financial Planning & Reporting Manager	
Executive sponsor:	Richard Flatman, Chief Financial Officer	
<b>Recommendation by the Executive:</b>	That the Board note the report.	
Aspect of Corporate Plan this will help deliver?	Financial Sustainability	
Matter previously considered by:	P&R Committee	On: 6 May 2014
Further approval required?	n/a	On:
Communications – who should be made aware of the decision?	n/a	

### **Executive summary**

The Full Year Forecast as of March 2014 is trending towards a contribution of £0.9M, against a budget target of £2.5M.

Although LSBU is currently £1.6 behind budget, the Full Year Forecast does include the £1.2M cost of the IBM investment in 2013/14 and the £0.2M cost of recruiting the DVC and the Deans to the new School structure both of which were unbudgeted investments. We have also factored in the effect of the reduced HEFCE grant. We are working closely with ESBE, AHS and HSC to bring those faculties closer to their budget levels of contribution which could generate an additional £0.9m contribution.

For 2014/15 our focus continues to be on Income generation particularly with regard to Research and Enterprise, cost control and ensuring that the investments in IBM begin to payback through improved student progression and satisfaction.

**Attachment:** *March Executive Summary*

## April 2014 Summary

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

2) RAG Status

YTD Income -1.0% YTD Staff -0.1% YTD Opex 0.2%

FYF Income -2.3% FYF Staff % 55.2% FYF Opex 1.8%

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

FYF Contribution -38.0%

3) Summary

The Full year forecast as of April 2014 is trending towards a contribution of £1.5M. This is an increase of £0.6M compared to the previous month and would leave the University £1M behind budget. In terms of the RAG status, our YTD income is behind the comparable position in 2012/13. This is primarily due to the year on year decline in HEFCE grant income which has not been matched by increased Tuition Fee income. Staff costs are slightly ahead of the comparable position in 2012/13 but we are on target to deliver the planned reduction in Academic staffing costs although Support staff expenditure has increased. Operating expenses are slightly ahead of the comparable YTD position and this is driven by structural changes including Refectory staff now being classed as Opex, and early charges to the restructuring provision. These investments have offset the reduction in Bursary expenses as we move to Fee waivers. Analysis is shown below. Our income for the year is currently forecast to be 2.3% below budget (2.8% lower than 12/13) which is having a direct impact on our contribution forecast. AHS, BUS & ESBE are now delivering on budget although HSC and Enterprise have fallen short

4) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	12 / 13 Actual	13/14 Budget	Change %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Funding Council Grant	34.7	26.9	-22.6%	25.8	0.1	25.9	-1.0	-3.7%	25.8	19.9	-5.9	-23.0%
Academic Fees & Support Grants	84.8	93.3	10.1%	90.8	-0.4	90.4	-2.9	-3.1%	78.9	83.6	4.7	6.0%
Research Grants & Contracts	3.3	2.3	-30.3%	2.3	-0.0	2.3	0.1	2.2%	2.2	1.9	-0.3	-15.5%
Other Operating	15.0	14.7	-2.4%	15.2	0.2	15.4	0.8	5.2%	10.7	11.2	0.5	4.7%
Endowments & Interest	0.6	0.5	-12.6%	0.4	0.0	0.4	-0.1	-15.3%	0.3	0.2	-0.2	-46.7%
<b>Income</b>	<b>138.4</b>	<b>137.6</b>	<b>-0.5%</b>	<b>134.6</b>	<b>-0.2</b>	<b>134.5</b>	<b>-3.2</b>	<b>-2.3%</b>	<b>118.0</b>	<b>116.8</b>	<b>-1.2</b>	<b>-1.0%</b>
<b>in £'m</b>												
Staff Costs	77.1	77.1	0.0%	75.2	-0.9	74.3	-2.9	-3.7%	55.8	55.8	-0.0	-0.1%
Depreciation	7.9	8.6	9.5%	8.5	-0.0	8.5	-0.1	-1.3%	5.9	6.0	0.2	3.1%
Operating Expenses	43.9	42.6	-3.1%	43.2	0.1	43.3	0.7	1.8%	26.6	26.7	0.0	0.2%
Interest Payable	3.4	4.8	39.2%	4.7	0.0	4.7	-0.0	-0.7%	2.7	2.9	0.1	5.2%
Exceptional Items	0.0	2.1	0.0%	2.0	0.1	2.1	0.0	0.3%	-0.0	0.0	0.0	
<b>Expenditure</b>	<b>132.3</b>	<b>135.2</b>	<b>2.1%</b>	<b>133.7</b>	<b>-0.8</b>	<b>132.9</b>	<b>-2.2</b>	<b>-1.7%</b>	<b>91.0</b>	<b>91.3</b>	<b>0.3</b>	<b>0.4%</b>
<b>Surplus for the year</b>	<b>6.1</b>	<b>2.5</b>	<b>-58.8%</b>	<b>0.9</b>	<b>0.6</b>	<b>1.5</b>	<b>-0.9</b>	<b>-38.0%</b>				
<b>Surplus as % of income</b>	<b>4.4%</b>	<b>1.8%</b>		<b>0.7%</b>		<b>1.1%</b>			<b>72.4%</b>	<b>75.1%</b>		<b>YTD Staff Cost %</b>
<b>Surplus per student FTE</b>	<b>£424</b>	<b>£176</b>		<b>£64</b>		<b>£109</b>			<b>60.7%</b>	<b>61.6%</b>		<b>YTD OPEX Cost %</b>
<b>Staff cost as % of income</b>	<b>55.7%</b>	<b>56.0%</b>		<b>55.9%</b>		<b>55.2%</b>			<b>68.8%</b>	<b>68.7%</b>		<b>Total YTD cost %</b>

5) Forecast Summary

The key driver for the change in forecast surplus this month is the reforecast of the IBM Investment Programme. Over £500K of staff costs that were funded from the Investment Pot have now been moved into later years or classified as Capital Expenditure. This has not effected the timeline of the project, rather when it will be charged to the P&L. There has been a review of expenditure within the Faculties following the previously reported reduction in HEFCE grant and this has generated savings against forecast of £400K. These savings have been offset by the establishment of the Executive Programme Office to drive the University's change programme and a reduction in income forecast from the Enterprise cost centre following a review of that areas activities.

6) Income Summary

The key drivers for the monthly change in Income are, as detailed above, a reduction in the Enterprise income forecast for the University. The University is now forecast to deliver £7.8M in Enterprise income as compared to £7.5M in 12/13. The Key changes are a reduction in Forecast KTP income and a reduction in Enterprise Fees from the ACCA portfolio. HSC has increased its income forecast primarily in the areas of Adult Nursing and Allied Health Professions. AHS has also reviewed its income forecast and Psychology income continues to grow year on year. Overall Academic Fees continue to fall as students withdraw. Our withdrawal rate is now comparable with 12/13 and we have lost over 10% of our New Full Time Year 1 Undergraduates. Refectory and Residence sales income continues to be strong but these but these have generated additional costs. In terms of Research Income (including QR) the University is forecast to deliver £3.9M as compared to £4.3M in 12/13.

## 7) Expenditure Summary

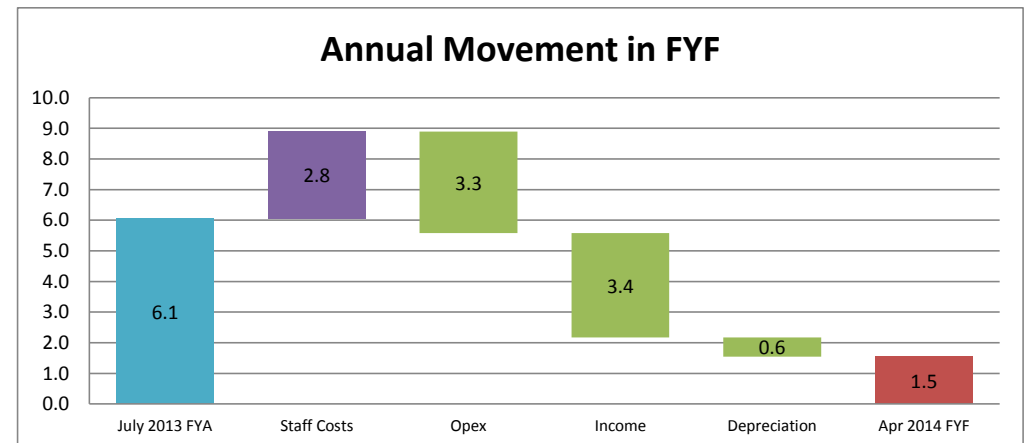
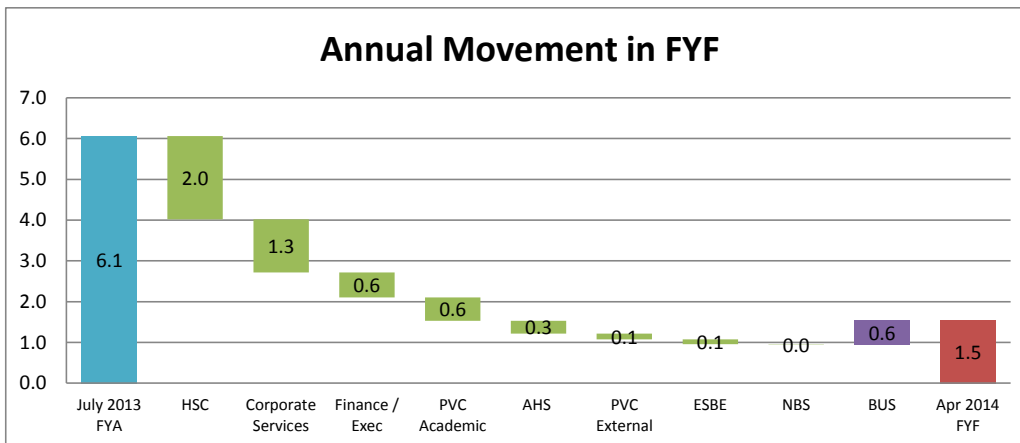
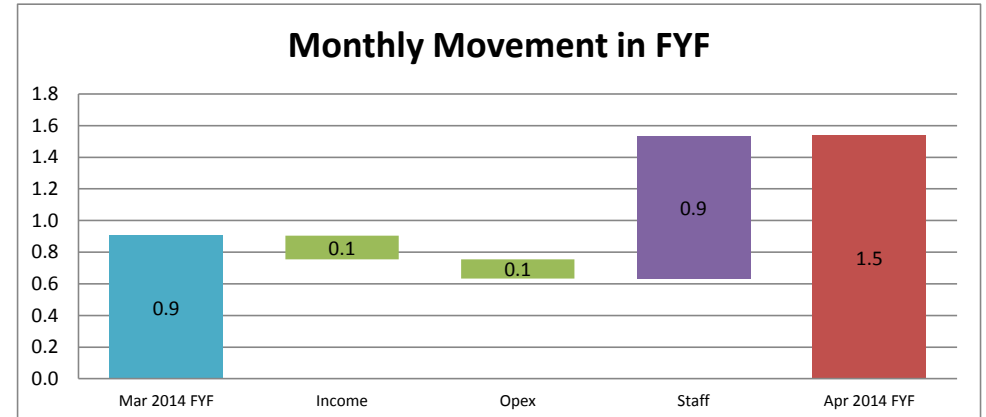
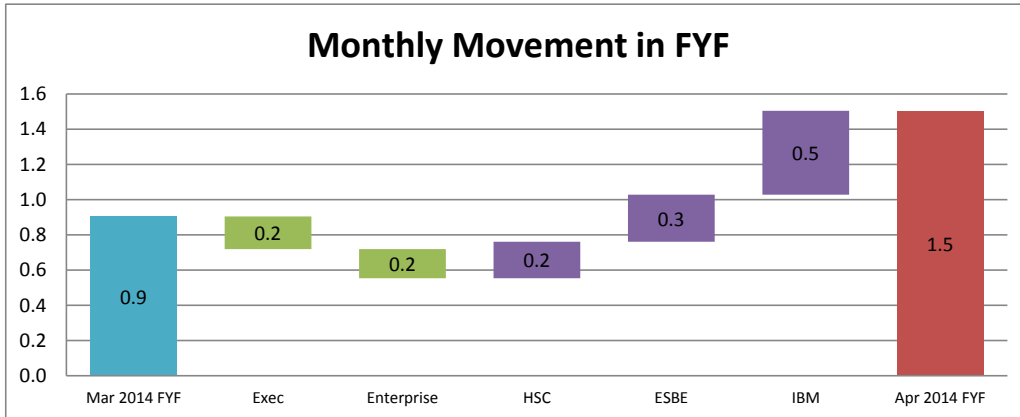
In terms of expenditure, the key drivers for the monthly change in our cost forecast are the changes to the IBM Investment Programme. This has not changed the total forecast cost of the programme rather there has been a change in the timing of when it will be charged to the P&L. The cost reductions of £0.4M in the faculties have been driven by a review of activities following the reduction in HEFCE Grant. There has not been a corresponding review in the support departments but Estates is delivering it's required £0.5M additional contribution through a mix of increased revenue £300K and reduced expenditure of £200K. The additional cost in the Executive Office represents the forecast cost of the Programme Office.

## 8) Risks and Contingencies

The Full Year Forecast contains a number of risks particularly with regard to student recruitment and therefore student income. The HEFCE income shortfall based on the HESES13 submission has now been recognised. We continue to monitor the drop out rate but any upside would now be recognised in 14/15. Our YTD Fees income is slightly ahead of Forecast in AHS, BUS and ESBE due to concerns about drop outs within those areas. In terms of specific contingencies, we have a £0.5M Opex contingency which is not required for the IBM project, a remaining restructuring provision of £0.7M and an FRS 17 Contingency of £1M. In terms of the investment pot, following the establishment of the Exec Programme Office, we have now made awards of the full £2.0M.

## 9) Contribution Analysis

The Full Year Forecast Contribution is currently forecast to be £1.5M. This is a reduction of £4.6M as compared to the 2012/13 outturn. The reduction in profitability is primarily driven by the decrease in Income linked to the HEFCE grant and the reduction in NHS Contract income. The increase in Opex is due to the increase in centrally held contingency of £3M, which is reported as Opex, there is also an increase in depreciation of £0.6M. Staff costs are expected to reduce year on year. The income reductions within the faculty of Health & Social Care and the extra investment in Corporate Services including the £600K increase in depreciation are the key negative drivers as compared to 2012/13. BUS is now contributing an additional £0.6M year on year and is the only Faculty to improve performance year on year. Additional costs within Finance represent the contingencies that continue to be held in this area.



## Contribution Per Student and per Faculty Staff

	AHS		BUS		ESBE		HSC		NBS		Total Faculty		Change
	12 / 13 Actual	Apr 13 / 14 FYF	12 / 13 Actual	Apr 13 / 14 FYF	12 / 13 Actual	Apr 13 / 14 FYF	12 / 13 Actual	Apr 13 / 14 FYF	12 / 13 Actual	Apr 13 / 14 FYF	12 / 13 Actual	Apr 13 / 14 FYF	
Income (£m)	28.2	27.1	21.5	21.0	34.3	34.0	35.6	32.9	0.9	1.0	120.5	116.0	-4.5
Expenditure (£m)	15.8	15.0	13.5	12.4	22.1	21.9	21.6	21.0	0.6	0.7	73.6	70.9	-2.6
Contribution (£m)	12.4	12.1	8.0	8.6	12.2	12.1	14.0	11.9	0.3	0.3	46.9	45.1	-1.9
Contribution %	44%	45%	37%	41%	36%	36%	39%	36%	30%	29%	39%	39%	
Student FTE	3,764	3,397	3,169	2,844	3,664	3,577	3,599	4,224	98	112	14,294	14,154	
Contribution per FTE	£3,299	£3,563	£2,537	£3,035	£3,341	£3,390	£3,880	£2,825	£2,832	£2,477	£3,284	£3,184	
Staff FTE	181	174	156	148	228	234	282	268	5	5	851	829	
Contribution per Staff FTE	£68,656	£69,576	£51,663	£58,398	£53,606	£51,762	£49,582	£44,500	£55,504	£55,485	£55,128	£54,358	

Total faculty income from continuing operations is now anticipated to drop by £4.5M as compared to 2012 / 13, the release by AHS of £0.6M from the balance sheet and £0.3M CEG income relating to previous years means that the net reduction is £5.4M. This is driven by a £2.6M reduction in core Health Contract income within the faculty of Health and the decline of Overseas income across the University. There is a further reduction in AHS due to a decline in income from Education. Faculty expenses are forecast to fall by £2.6M compared to 12/13, £1.4M of this fall is due to decreased Bursary payments as the University transitions from the old fee regime to the new regime and the replacement of Bursaries with Fee Waivers. The net result is that faculty expenses have decreased by £1.2M. Overall, because of declining income the contribution from the faculties is £1.9M down on 2012/13. In terms of profitability AHS remains the most profitable department when measured in terms of return on income and contribution per student. BUS has performed a significant turnaround with a year on year contribution improvement of £0.6M. HSC is £2.1M down year on year. The faculty continues to reviewing its performance to see if they can turn this around.

## Student Analysis

Student FTEs have been taken from the a HESES recreation as of April 30 which shows a net growth of 255 FTE following second semester enrolment and continuing students completing. The biggest fall in student FTEs year on year are from AHS and BUS, whereas HSC would appear to have grown. The growth in HSC numbers would appear to be inflated due to modular enrolment. Student FTEs will decline during the year as students drop out and the table below shows the current withdrawal rate. We have currently withdrawn 896 students representing 657 FTE from all courses for intake 13/14. This stands at £3.8M of "lost income" being the difference between the full fee and the final charge. This is 4.7% of the student population which is broadly in line with previous performance. In terms of Year 1 Full Time Undergraduate students, we have lost 395 students including both OS and Home/EU. This represents 10.5% of this cohort

## Withdrawal Analysis

Academic year	Total Students	Total Withdrawals	% of Total Students	Comparable at 30/04	
10/11	23,062	1,600	6.9%	1,341	5.8%
11/12	21,127	1,189	5.6%	964	4.6%
12/13	19,262	1,020	5.3%	897	4.7%
13/14	19,088	896	4.7%	896	4.7%

## New Year 1 Full Time Undergraduate Withdrawal Analysis

	New FT Year 1 UG Students	Withdrawals	% of New UG FT
AHS	1,085	108	10.0%
BUS	765	119	15.6%
ESBE	879	97	11.0%
HSC	948	67	7.1%
NBS	73	4	5.5%
LSBU	3,750	395	10.5%

## 10) Income Analysis

### Academic Fees

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Health Contract	27.5	25.9	-6.0%	24.9	0.2	25.1	-0.8	-3.1%	20.3	18.3	-2.1	-10.1%
Home & EU Fees - UG	37.0	45.3	22.2%	44.5	-0.0	44.5	-0.8	-1.8%	38.5	44.9	6.5	16.8%
Home & EU Fees - PG	7.2	8.8	20.8%	7.7	-0.1	7.7	-1.1	-12.5%	7.2	7.7	0.5	6.6%
Overseas Fees - UG	5.4	5.6	4.2%	5.2	-0.0	5.2	-0.5	-8.3%	5.4	5.1	-0.2	-4.6%
Overseas Fees - PG	3.4	3.8	9.7%	3.3	0.0	3.4	-0.4	-10.8%	3.4	3.4	-0.0	-0.9%
Other Fees	4.2	4.0	-3.2%	5.2	-0.5	4.7	0.6	16.0%	4.0	4.1	0.1	2.7%
<b>Total</b>	<b>84.8</b>	<b>93.3</b>	<b>10.1%</b>	<b>90.8</b>	<b>-0.4</b>	<b>90.4</b>	<b>-2.9</b>	<b>-3.1%</b>	<b>78.9</b>	<b>83.6</b>	<b>4.7</b>	<b>6.0%</b>

The 2013/14 Budget continues the transition from HEFCE funding to student led funding so we would expect there to be large growth in Home & EU Fees - UG. The budget target is 22% higher than 2012/13 so the YTD figures of 16.8% suggests that we are not going to deliver to budget. The YTD UG & PG figure is 0.4M higher than forecast to allow for withdrawals and refunds. This is being closely monitored.

Health Contract Income is budgeted to decline by 6% year on year but has now been reforecast to decline by 9%, this is inline with the YTD position although this is being closely monitored. Home & EU Fees - PG are budgeted to be 20% higher than the 2012/13 Outturn but they YTD figures are no longer on trend to deliver this. Overseas income was budgeted to increase but is now expected to decline year on year.

#### Faculty Detail

In terms of Academic Fees, AHS, BUS, ESBE and HSC have all now reforecasted their 13/14 income following second semester enrolments. AHS is no longer expected to deliver its income forecasts although there has been a slight improvement in OS income. BUS has increased its Home / EU PG income but OS income continues to fall, ESBE should deliver to budget in terms of income but this is due to Other fees rather than PG or UG income. HSC is struggling to hit each of its income targets. The full cost allocation, suggests that central costs are £2,944 per FTE for Home & EU students and £3,921 per Overseas FTE. AHS and ESBE are currently forecast to cover their full cost allocation.

#### Academic Fees (£m)

AHS	12 / 13 Actual	13/14 Budget	Increase %
Home & EU Fees - UG	12.9	15.4	19.5%
Home & EU Fees - PG	2.7	3.7	35.5%
Overseas Fees - UG	0.8	0.9	17.0%
Overseas Fees - PG	0.5	0.7	38.6%
Other Fees	0.9	0.1	-88.2%
<b>Total</b>	<b>17.8</b>	<b>20.8</b>	<b>16.8%</b>

12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
13.3	15.4	2.1	15.9%
2.7	2.6	-0.1	-2.9%
0.8	1.0	0.2	24.9%
0.5	0.6	0.1	25.1%
0.8	0.3	-0.5	-62.6%
<b>18.1</b>	<b>20.0</b>	<b>1.8</b>	<b>10.1%</b>

Apr 13 / 14 FYF	variance to Budget	% variance to Budget
15.2	-0.2	-1.1%
2.6	-1.1	-29.2%
1.0	0.1	8.7%
0.6	-0.1	-10.7%
0.3	0.2	201.2%
<b>19.8</b>	<b>-1.0</b>	<b>-5.0%</b>

The Year on Year performance of AHS is in line with the revised forecast. Whilst UG income is strong PG and OS PG are no longer forecast to deliver to budget

BUS	12 / 13 Actual	13/14 Budget	Increase %
Home & EU Fees - UG	10.0	11.9	18.6%
Home & EU Fees - PG	1.6	1.8	10.9%
Overseas Fees - UG	2.0	1.7	-12.1%
Overseas Fees - PG	1.6	1.9	16.9%
Other Fees	0.5	0.5	9.0%
<b>Total</b>	<b>15.7</b>	<b>17.8</b>	<b>13.4%</b>

12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
10.5	11.6	1.1	10.1%
1.6	1.8	0.2	10.7%
2.0	1.7	-0.3	-15.1%
1.6	1.5	-0.1	-5.7%
0.4	0.8	0.4	92.9%
<b>16.2</b>	<b>17.4</b>	<b>1.2</b>	<b>7.7%</b>

Mar 13 / 14 FYF	variance to Budget	variance to Budget %
11.4	-0.5	-3.8%
1.8	-0.0	-0.6%
1.7	-0.1	-3.1%
1.5	-0.4	-20.8%
0.8	0.4	70.5%
<b>17.3</b>	<b>-0.6</b>	<b>-3.2%</b>

BUS is no longer expected to deliver to target UG recruitment and is struggling with regard to OS and PG income.

ESBE	12 / 13 Actual	13/14 Budget	Increase %
Home & EU Fees - UG	12.3	15.9	29.5%
Home & EU Fees - PG	2.1	2.1	2.0%
Overseas Fees - UG	2.3	2.3	2.0%
Overseas Fees - PG	1.2	1.1	-9.1%
Other Fees	0.4	0.2	-44.0%
<b>Total</b>	<b>18.2</b>	<b>21.7</b>	<b>18.9%</b>

12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
12.7	15.5	2.8	22.4%
2.1	2.2	0.1	3.1%
2.3	2.2	-0.0	-1.2%
1.2	1.1	-0.1	-8.2%
0.3	0.5	0.2	51.1%
<b>18.5</b>	<b>21.5</b>	<b>2.9</b>	<b>15.9%</b>

Mar 13 / 14 FYF	variance to Budget	variance to Budget %
15.4	-0.5	-3.2%
2.1	-0.0	-0.0%
2.3	-0.1	-2.8%
1.1	0.0	0.2%
0.7	0.4	204.8%
<b>21.6</b>	<b>-0.1</b>	<b>-0.6%</b>

ESBE is performing well in terms of UG and PG recruitment but will be flat in terms of OS student income although international partnerships are holding up.

HSC	12 / 13 Actual	13/14 Budget	Increase %
Health Contract	27.5	25.8	-6.3%
Home & EU Fees - UG	1.4	1.9	34.8%
Home & EU Fees - PG	0.8	1.2	52.8%
Overseas Fees - UG	0.3	0.2	-17.9%
Overseas Fees - PG	0.1	0.1	-26.0%
Other Fees	2.3	2.8	25.0%
<b>Total</b>	<b>32.4</b>	<b>32.0</b>	<b>-1.1%</b>

12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
20.3	18.3	-2.1	-10.1%
1.5	1.6	0.2	11.3%
0.8	1.1	0.3	34.0%
0.3	0.2	-0.1	-31.3%
0.1	0.2	0.0	25.6%
2.3	2.3	-0.0	-1.8%
<b>25.4</b>	<b>23.7</b>	<b>-1.7</b>	<b>-6.8%</b>

Mar 13 / 14 FYF	variance to Budget	variance to Budget %
25.1	-0.7	-2.7%
1.6	-0.2	-11.5%
1.1	-0.1	-11.5%
0.2	-0.0	-16.3%
0.2	0.1	71.0%
2.6	-0.2	-8.1%
<b>30.8</b>	<b>-1.3</b>	<b>-3.9%</b>

HSC remains extremely dependent on Health Contract income and has reflected the £2.6M decline in its income forecast. Non Health Contract income is also now expected to be behind budget

#### Additional Income Analysis (£m)

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Research Grants & Contracts	3.3	2.3	-30.3%	2.3	-0.0	2.3	0.1	2.2%	2.2	1.9	-0.3	-15.5%
Other Operating Income	6.0	4.5	-25.4%	4.6	0.2	4.8	0.3	7.0%	3.6	4.0	0.5	12.9%
Endowment Income & Interest Receivable	0.6	0.5	-12.6%	0.4	0.0	0.4	-0.1	-15.3%	0.3	0.2	-0.2	-46.7%
<b>Total</b>	<b>9.8</b>	<b>7.3</b>	<b>-26.3%</b>	<b>7.4</b>	<b>0.2</b>	<b>7.5</b>	<b>0.3</b>	<b>4.0%</b>	<b>6.1</b>	<b>6.1</b>	<b>-0.0</b>	<b>-0.7%</b>

The YTD decline in Endowment Income and Interest receivable has now been reflected in the Full year forecast. There has been no change to anticipated Research income although other operating income continues to reflect growth in Refectory sales

#### 11 Staff Cost Analysis (£m)

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Academic - Permanent staff	39.5	39.2	-0.8%	37.4	-0.7	36.7	-2.5	-6.4%	28.4	28.2	-0.2	-0.6%
Academic - Temporary staff	3.8	3.4	-10.3%	3.5	-0.0	3.5	0.1	3.7%	2.5	2.4	-0.1	-2.2%
Technicians staff	2.8	2.8	1.2%	2.8	0.1	2.8	0.0	1.5%	2.1	2.1	0.0	1.7%
Support - Permanent staff	27.1	28.8	6.3%	27.5	-0.0	27.4	-1.3	-4.6%	20.1	20.0	-0.1	-0.5%
Support - Temporary staff	0.5	0.5	-12.3%	0.7	0.1	0.7	0.3	57.9%	0.3	0.6	0.3	91.8%
Third party staff	3.5	2.5	-27.6%	3.4	-0.3	3.1	0.5	21.0%	2.4	2.4	-0.0	-1.4%
Restructuring Provision		1.5		1.5		1.5						
<b>Total</b>	<b>77.1</b>	<b>78.6</b>	<b>2.0%</b>	<b>76.7</b>	<b>-0.9</b>	<b>75.8</b>	<b>-2.9</b>	<b>-3.6%</b>	<b>55.8</b>	<b>55.8</b>	<b>-0.0</b>	<b>-0.1%</b>

In terms of staffing, the University has reduced its staff base year on year by 32 FTE. The bulk of this reduction is within Catering as these staff no longer appear in the University's headcount. The reduction in staffing costs with Corporate Services this month is due to the IBM adjustment and Contractors now being charged to capital. There have been staffing reductions within the faculties of AHS, BUS and HSC and investment in additional academics within ESBE which have delivered year on year Academic staff savings of £1.1M within the Faculties as the University position itself for new areas of student demand. The reduction in Academic staff costs YTD is expected given the staff reductions within the faculties. The YTD increase in support staff costs and third party staff costs is primarily driven by the IBM investment and Investments in Marketing, Finance and the Library. The variance in Third party staff is primarily driven by ICT which is in the process of transition whilst awaiting potential changes to its infrastructure

#### Staff Cost Analysis (£m)

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %	12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
Total Faculty	49.3	50.2	1.8%	48.5	-0.4	48.1	-2.1	-4.1%	36.7	35.6	-1.2	-3.1%
Total Corporate Services	8.8	8.9	1.2%	8.8	-0.5	8.3	-0.7	-7.5%	6.6	6.1	-0.5	-6.9%
Total PVC External	4.8	5.5	13.1%	5.5	-0.2	5.3	-0.2	-3.5%	3.5	3.6	0.1	2.8%
Total PVC Academic	7.3	8.1	10.5%	8.0	0.0	8.0	-0.1	-1.0%	5.5	5.8	0.3	5.6%
Total Finance / GILT / Exec	6.9	6.0	-13.1%	5.9	0.2	6.1	0.2	2.8%	3.5	4.6	1.2	33.6%
<b>Total</b>	<b>77.1</b>	<b>78.6</b>	<b>2.0%</b>	<b>76.7</b>	<b>-0.9</b>	<b>75.8</b>	<b>-2.9</b>	<b>-3.6%</b>	<b>55.8</b>	<b>55.8</b>	<b>-0.0</b>	<b>-0.1%</b>

The year on year increase in PVC External is driven by investments in Enterprise staff, the increase in PVC Academic is driven by investments in Library and Student Services. The YTD figures are slightly behind in both these areas. The year on Year increase in Finance / Exec is due to restructuring costs of £1.1M which are held in FUNI and the investment in the Exec Programme Office. Corporate Services is declining year on year following the movement of Refectory staff to Opex following the deal with our new Catering provider. Given the risk within our income forecast we are closely monitoring staff cost growth.

## 12 Opex Analysis (m)

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %
Depreciation	7.9	8.6	9.5%	8.5	-0.0	8.5	-0.1	-1.3%
Total Other Operating Expenses	43.9	42.6	-3.1%	43.2	0.1	43.3	0.7	1.8%
Interest Payable	3.4	4.8	39.2%	4.7	0.0	4.7	-0.0	-0.7%
Exceptional Items	0.0	2.1	100.0%	2.1	0.0	2.1	0.0	0.0%
<b>Total</b>	<b>55.2</b>	<b>58.0</b>	<b>5.1%</b>	<b>58.6</b>	<b>0.1</b>	<b>58.6</b>	<b>0.6</b>	<b>1.0%</b>

12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
5.9	6.0	0.2	3.1%
26.6	26.7	0.0	0.2%
2.7	2.9	0.1	5.2%
0.0	0.0	0.0	0.0%
<b>35.2</b>	<b>35.6</b>	<b>0.4</b>	<b>1.0%</b>

The University is slightly overspent YTD on expenses but these are driven by planned depreciation costs. The additional expenditure within the Library, Marketing & the International Office which were considered timing differences have worked themselves out and these departments are still forecast to deliver on budget they are being closely monitored. The increase in exceptional items relates to contingencies particularly with regard to FRS 17 and restructuring that continue to be held in this area.

	12 / 13 Actual	13/14 Budget	Increase %	Mar 13 / 14 FYF	Monthly Move	Apr 13 / 14 FYF	variance to Budget	variance to Budget %
Total Faculty Spend	12.0	10.2	-15.0%	10.2	-0.1	10.1	-0.1	-0.9%
Total Corporate Services	28.0	30.8	9.9%	30.8	0.0	30.8	0.0	0.0%
Total PVC External	4.8	5.0	4.8%	5.1	0.1	5.2	0.1	2.9%
Total PVC Academic	4.5	4.3	-4.9%	4.5	0.0	4.5	0.2	5.3%
Total Finance / GILT / Exec	5.8	7.7	31.1%	7.9	0.0	8.0	0.3	4.0%
<b>Total</b>	<b>55.2</b>	<b>58.0</b>	<b>5.1%</b>	<b>58.6</b>	<b>0.1</b>	<b>58.6</b>	<b>0.6</b>	<b>1.0%</b>

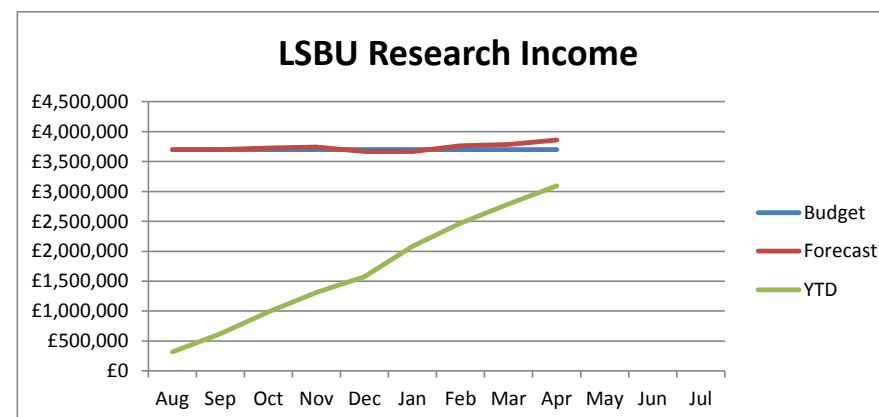
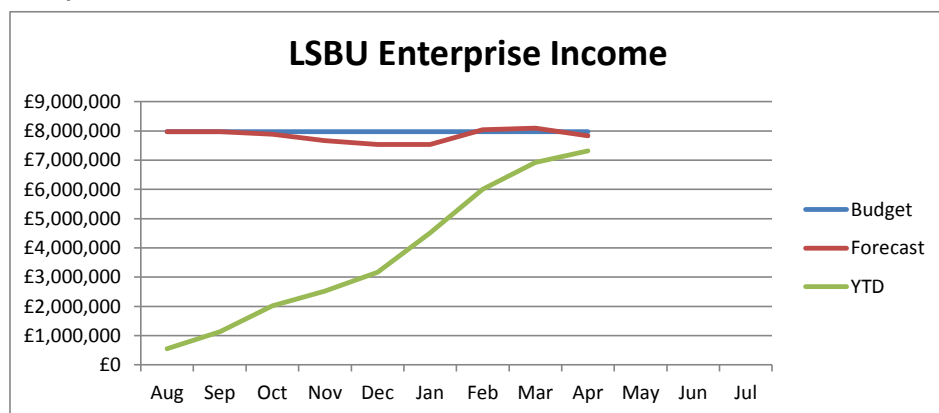
12 / 13 YTD	13 / 14 YTD	Variance to 12/13	Variance %
7.0	6.3	-0.7	-9.4%
19.6	19.3	-0.2	-1.3%
3.4	3.7	0.3	10.2%
2.7	3.1	0.4	15.4%
2.6	3.1	0.5	19.9%
<b>35.2</b>	<b>35.6</b>	<b>0.4</b>	<b>1.0%</b>

The YTD increase in Finance and GILT is due to SLC Bursary payments which are held in FUNI until they are charged to the appropriate faculty. The increase in PVC Academic is due to investments in the library as mentioned above. YTD Increases in Corporate Services are due to the structure of the new catering contract and the unwinding of a cost saving which has been replaced by additional income in order to deliver Corporate Services on Budget.

## 13 Capital Expenditure Analysis

In terms of Capital Expenditure, the University invested £0.7M in April taking our total for the year to date to £8.0M. The University is forecast to spend an additional £9.0M in 2013/14 on projects that have been approved as at 31 March 2014 taking us to a spend of £17.0M for the year. The IBM project is the largest risk in terms of capital expenditure. Its project is composed of both revenue and capital parts. The total project is not expected to exceed budget however there is currently a review of whether the classification of Revenue or Capital is appropriate. This review is the reason for the overspend rather than actual activity. There are currently bids in process totalling a further £8.0M although some of these are being reviewed for affordability.

## 14 Enterprise & Research Income



The Enterprise cost centre is behind budget, and overall Enterprise income is now expected to deliver slightly behind of Budget. This is strong activity within AHS, BUS and ESBE which has offset the decline in HSC CPPD activity but activity outside of these areas has not matched expectations. In terms of research we are now expected to deliver slightly ahead of budget. This is due to activity within AHS and BUS. The contribution target for both Enterprise and Research is ahead YTD of both budget and forecast and this is being monitored to see if the forecast should be increased.



LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2013 To The End Of April 2014

SMT Area: All

Cost Centre %

London South Bank University

REF MANSUM

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)		
			2013 Forecast (£)	2013 Budget (£)	Variance - Forecast to Budget (£)	%	Note	2013 Actuals (£)	2013 Budget (£)	Variance - Actuals to Budget (£)		%	Note
-34,738,016	-25,835,244	Funding Grants	-25,898,770	-26,886,577	(987,807)	(4%)		-19,896,399	-20,330,871	(434,472)	(2%)		-6,002,372
-27,525,984	-20,348,278	Health Contract	-25,082,665	-25,779,068	(696,403)	(3%)		-18,290,993	-19,309,301	(1,018,308)	(5%)		-6,791,672
-37,037,161	-38,485,963	Home & EU Fees - UG	-44,450,257	-45,270,793	(820,536)	(2%)		-44,945,512	-46,680,177	(1,734,665)	(4%)		495,256
-7,249,948	-7,223,022	Home & EU Fees - PG	-7,667,962	-8,858,594	(1,190,632)	(13%)		-7,696,892	-8,849,071	(1,152,179)	(13%)		28,929
-4,159,453	-4,038,290	Other Fees	-4,668,560	-4,026,127	642,433	16%		-4,148,247	-3,441,011	707,236	21%		-520,313
-5,393,250	-5,385,547	Overseas Fees - UG	-5,155,384	-5,621,731	(466,347)	(8%)		-5,135,994	-5,621,731	(485,737)	(9%)		-19,390
-3,435,348	-3,421,460	Overseas Fees - PG	-3,363,065	-3,768,550	(405,485)	(11%)		-3,391,408	-3,768,550	(377,142)	(10%)		28,343
-3,254,843	-2,202,589	Research Grants & Contracts	-2,319,261	-2,268,442	50,819	2%		-1,860,800	-1,721,568	139,232	8%		-458,461
-9,005,016	-7,153,971	Other Income - student related	-10,624,043	-10,181,800	442,243	4%		-7,194,656	-7,683,782	(489,126)	(6%)		-3,429,387
-6,022,684	-3,577,441	Other Operating Income	-4,805,074	-4,490,136	314,938	7%		-4,038,361	-3,494,712	543,649	16%		-766,713
-566,656	-342,892	Endowment Income & Interest Receivable	-419,448	-495,000	(75,552)	(15%)		-182,685	-371,250	(188,565)	(51%)		-236,764
<b>-138,388,359</b>	<b>-118,014,697</b>	<b>Total Income</b>	<b>-134,454,489</b>	<b>-137,646,818</b>	<b>(3,192,329)</b>	<b>(2%)</b>		<b>-116,781,946</b>	<b>-121,272,024</b>	<b>(4,490,078)</b>	<b>(4%)</b>		<b>-17,672,543</b>
39,497,395	28,424,690	Academic - Permanent staff	36,700,294	39,199,951	2,499,657	6%		28,246,620	29,476,722	1,230,102	4%		8,453,674
3,771,372	2,487,816	Academic - Temporary staff	3,506,738	3,381,180	(125,557)	(4%)		2,433,991	2,193,257	(240,734)	(11%)		1,072,746
		Interdepartmental Delivery staff	12	10	(2)	(20%)		7	7	0	100%		12
2,753,568	2,053,076	Technicians staff	2,827,073	2,785,920	(41,153)	(1%)		2,087,154	2,088,263	1,109	%		739,918
27,061,354	20,070,197	Support - Permanent staff	27,441,752	28,764,871	1,323,119	5%		19,968,607	21,596,634	1,628,027	8%		7,473,145
534,891	315,553	Support - Temporary staff	740,991	469,162	(271,829)	(58%)		605,295	340,123	(265,172)	(78%)		135,696
3,497,101	2,446,478	Third party staff	3,062,900	2,531,504	(531,396)	(21%)		2,412,978	1,711,019	(701,959)	(41%)		649,922
<b>77,115,681</b>	<b>55,797,810</b>	<b>Total Staff Costs</b>	<b>74,279,759</b>	<b>77,132,598</b>	<b>2,852,839</b>	<b>4%</b>		<b>55,754,646</b>	<b>57,406,025</b>	<b>1,651,379</b>	<b>3%</b>		<b>18,525,114</b>
7,870,225	5,863,361	Total Depreciation	8,503,381	8,614,738	111,357	1%		6,045,229	6,515,924	470,695	7%		2,458,151
2,449,990	1,666,670	Staff Related	2,273,068	2,104,836	(168,232)	(8%)		1,512,539	1,550,608	38,069	2%		760,529
2,217,670	1,784,198	Marketing and PR	2,316,210	2,213,726	(102,484)	(5%)		1,442,559	1,681,103	238,544	14%		873,650
1,107,570	512,771	Student Recruitment	714,375	1,338,550	624,175	47%		361,758	1,094,651	732,893	67%		352,617
3,714,396	1,817,499	Bursaries and Scholarships	2,330,202	2,133,756	(196,446)	(9%)		1,551,883	1,284,634	(267,249)	(21%)		778,319
5,879,054	3,773,593	Student Related	5,622,052	5,718,172	96,120	2%		4,207,664	4,111,706	(95,958)	(2%)		1,414,388
809,800	525,505	Equipment	701,923	694,949	(6,974)	(1%)		389,004	530,848	141,844	27%		312,919
2,800,152	1,706,208	Computing	3,421,334	2,996,336	(424,999)	(14%)		2,220,813	2,269,179	48,365	2%		1,200,521
3,273,100	2,620,403	Utilities	3,508,340	3,510,007	1,667	%		2,133,664	2,616,071	482,407	18%		1,374,676
7,601,733	3,986,524	Maintenance & Other Estate	7,228,563	7,442,436	213,873	3%		3,717,479	4,113,765	396,286	10%		3,511,084
4,642,659	3,287,651	Cleaning & Security	4,477,083	4,453,598	(23,485)	(1%)		3,334,166	3,282,119	(52,047)	(2%)		1,142,917
1,945,164	4,822	Financial	346,879	251,494	(95,385)	(38%)		281,809	186,370	(95,439)	(51%)		65,069
819,180	608,369	Communications	637,741	705,583	67,842	10%		427,260	536,369	109,109	20%		210,481
2,944,326	1,819,619	Legal & Professional	2,861,616	2,551,352	(310,264)	(12%)		1,753,014	1,863,312	110,298	6%		1,108,602
635,174	481,201	Subscriptions and Membership Fees	735,306	687,130	(48,176)	(7%)		539,890	548,810	8,920	2%		195,416
1,278,568	759,259	Photocopying and Stationery	1,190,457	1,018,630	(171,827)	(17%)		762,225	779,638	17,413	2%		428,232
1,794,015	1,288,985	Other	4,850,048	4,696,884	(153,164)	(3%)		2,051,405	3,508,263	1,456,859	42%		2,798,643
	-385	Internal recharges	84,123	34,702	(49,421)	(142%)		73	27,408	27,336	100%		84,051
<b>43,912,551</b>	<b>26,642,892</b>	<b>Total Other Operating Expenses</b>	<b>43,299,321</b>	<b>42,552,141</b>	<b>(747,180)</b>	<b>(2%)</b>		<b>26,687,205</b>	<b>29,984,854</b>	<b>3,297,649</b>	<b>11%</b>		<b>16,612,115</b>
3,433,426	2,714,438	Total Interest Payable	4,746,879	4,780,332	33,453	1%		2,856,032	3,585,249	729,217	20%		1,890,847
		Total Exceptional Items	2,073,220	2,073,220	(0)	(%)			1,692,156	1,692,156	100%		2,073,220
	-3	Total Internal Allocations	7,000	-	(7,001)	(%)			-2,084	(2,084)	(100%)		7,000
<b>-6,056,476</b>	<b>-26,996,198</b>	<b>Contribution</b>	<b>-1,544,928</b>	<b>-2,493,789</b>	<b>(948,861)</b>	<b>(38%)</b>		<b>-25,438,834</b>	<b>-22,089,900</b>	<b>3,348,934</b>	<b>15%</b>		<b>23,893,905</b>
55.7%		Staff costs as % of income	55.2%	56.0%			47.7%	47.3%					
4.4%		Contribution %	1.1%	1.8%			21.8%	18.2%					

	PAPER NO: BG.24(14)	
Board	Board of Governors	
Date:	22 May 2014	
Paper title:	Student Recruitment Update – 2014/15	
Author:	Tere Daly, Deputy Director, Marketing and Student Recruitment and Jennifer Parsons, Director, Internationalisation	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor (External)	
Recommendation by the Executive:	To note the progress towards recruitment for 2014/15	
Aspect of the Corporate Plan to which this will help deliver?	Student choice	
Matter previously considered by:	Policy and Resources Committee	On: 6 May 2014
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

### Executive Summary

- **Undergraduate Full-time SNC.** Applications continue to be ahead of the past two years and marginally ahead of the national trend. Our growth relative to our competitor group is strong. Within this, EU applications continue to grow strongly, albeit from a small base. Firm acceptances overall are up 8.15%
- **Health.** Following the backlog of applications between February to March we have not had any quick wins in conversion for Health programmes. We are currently still significantly down on acceptances (by 25.52%) and there has not yet been any sign of recovery here. Re-testing has commenced (from those students previously declined at test) which is helping, but we are still 134 student acceptances down on last year.
- **Part-time.** Both undergraduate and postgraduate entry are showing positive signs, although it is still early in the cycle. Both applications and acceptances are up (acceptances up +25% and +27% respectively). Most of these for undergraduate are within ESBE, for postgraduate, there are also encouraging increases in Management and Law

- **Post-graduate full-time. PGCE** withdrawal is reducing the numbers of acceptances significantly (there were 86 this time last year). However, net of this, acceptances are still -15%, or 28 down on this time last year. This is still relatively early in the cycle, and an extra programme of activities has been put in place to address this
- **International.** A stretch target has been set of increasing the number of new students recruited from 742 in 13/14 to 1000. Whilst it is early in the cycle, progress to date is very encouraging: 407 firm accepts compared to 240 this time last year. Last year, 1066 firm accepts at the end of the cycle delivered 742 enrolments, and 240 represented 22% of this. 407 represents 28% of the higher number of firm accepts required to convert to 1000.

## Application Summary – Undergraduate Full-time students

### Application Comparison

	2012	2013	2014	% Change 2012/2014	% Change 2013/2014
LSBU Applications	20,056	20,925	22,359	11.48%	6.86%
UCAS Applications (Nationally)	2,548,783	2,615,543	2,723,141	6.84%	4.11%
Competitor Applications	152,744	152,612	157,486	3.10%	3.19%

### Domicile Breakdown

	2012	2013	2014	% Change 2012/2014	% Change 2013/2014
UK Applicants	18,632	19,170	20,353	9.24%	6.17%
EU Applicants	753	1,032	1,165	54.71%	12.89%

Source: Report based on UCAS Tracker 28 April 2014

LSBU continues to track ahead of both national and competitor trend. Growth continues to be particularly strong in applications from the EU. When the substantial number of applications for Health is taken out, those for SNC remain above national and competitor trend, at 8.15% (which is almost 4% higher than the previously reported rate).

Growth in applications since 2013/14 is strongest in arts & media, education, social science, engineering & design and urban engineering; declines in current cycle compared to 2013/14 in UELS, accounting & finance, informatics, built environment and children's nursing. Law is marginally down only. However, for Law, UELS, accounting and finance and informatics, conversion has improved, and firm acceptances are up

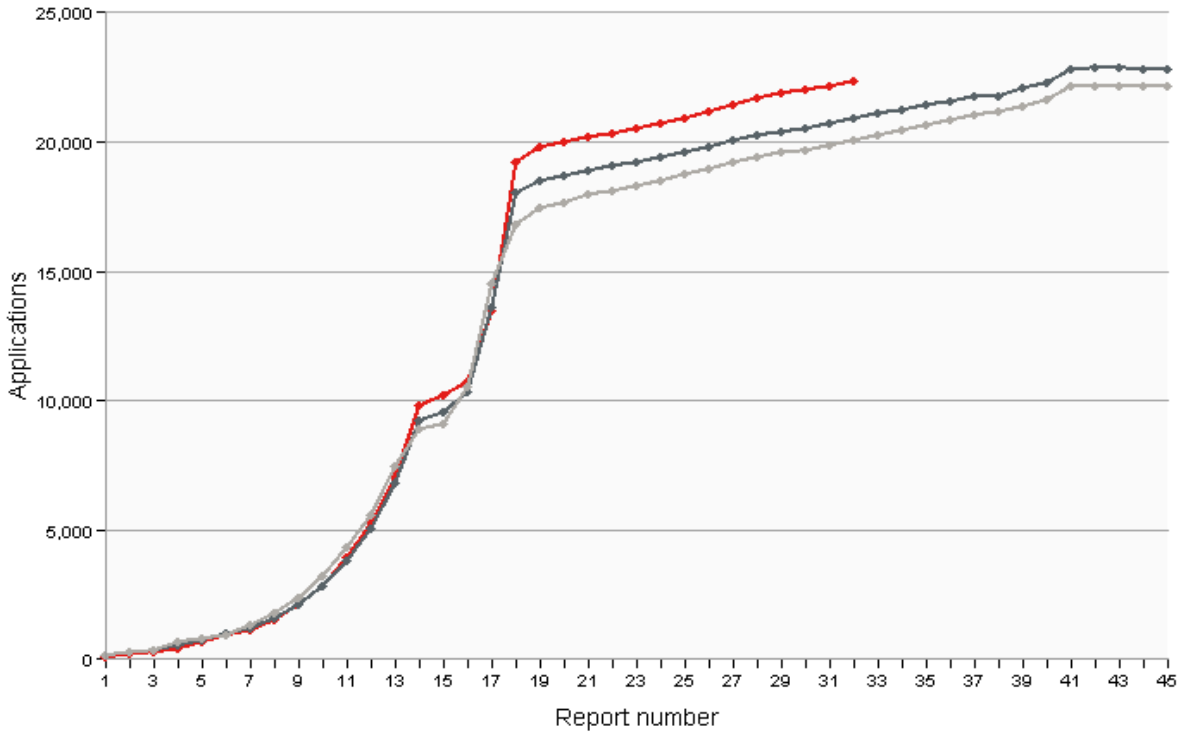
**Table One** – Comparison of total number of applications as at 28 April 2014

Department figures include foundation entry and top-up entry.

Faculties - Applications	LAST YEAR TO DATE (LYTD)				
	2012 Apps	2013 Apps	% - (2012/2013)	2014 Apps	% - (2013/2014)
Arts and Media	664	591	-10.99%	653	10.49%
Culture, Writing and Performance	971	1097	12.98%	1163	6.02%
Education	90	87	-3.33%	227	160.92%
Law	669	804	20.18%	798	-0.75%
Psychology	757	893	17.97%	922	3.25%
Social Science	664	642	-3.31%	728	13.40%
Urban, Environment and Leisure Studies	277	328	18.41%	308	-6.10%
<b>Faculty AHS Total</b>	<b>4092</b>	<b>4442</b>	<b>8.55%</b>	<b>4799</b>	<b>8.04%</b>
Accounting and Finance	581	681	17.21%	656	-3.67%
Business Studies	1206	1115	-7.55%	1201	7.71%
Informatics	550	562	2.18%	534	-4.98%
National Bakery School	46	64	39.13%	68	6.25%
<b>Faculty BUS Total</b>	<b>2383</b>	<b>2422</b>	<b>1.64%</b>	<b>2459</b>	<b>1.53%</b>
Applied Science	919	1122	22.09%	1188	5.88%
The Built Environment	733	702	-4.23%	635	-9.54%
Engineering and Design	646	711	10.06%	838	17.86%
Urban Engineering	337	293	-13.06%	325	10.92%
<b>Faculty ESBE Total</b>	<b>2635</b>	<b>2828</b>	<b>7.32%</b>	<b>2986</b>	<b>5.59%</b>
Adult Nursing and Midwifery	5072	5259	3.69%	5750	9.34%
Allied Health Professionals	1661	1883	13.37%	1960	4.09%
Children's Nursing	1335	1477	10.64%	1444	-2.23%
Mental Health and Learning Disabilities	1195	1232	3.10%	1328	7.79%
Primary and Social Care	1683	1381	-17.94%	1493	8.11%
<b>Faculty HSC Total</b>	<b>10946</b>	<b>11232</b>	<b>2.61%</b>	<b>11975</b>	<b>6.62%</b>
<b>University</b>	<b>20056</b>	<b>20924</b>	<b>4.33%</b>	<b>22219</b>	<b>6.19%</b>
<b>University (excluding HSC)</b>	<b>9110</b>	<b>9692</b>	<b>6.39%</b>	<b>10244</b>	<b>5.70%</b>

Source: Report based on UCAS Tracker 28 April 2014

**Chart One** – Comparison of total number of applications as at 28 April 2014 (excluding HSC)

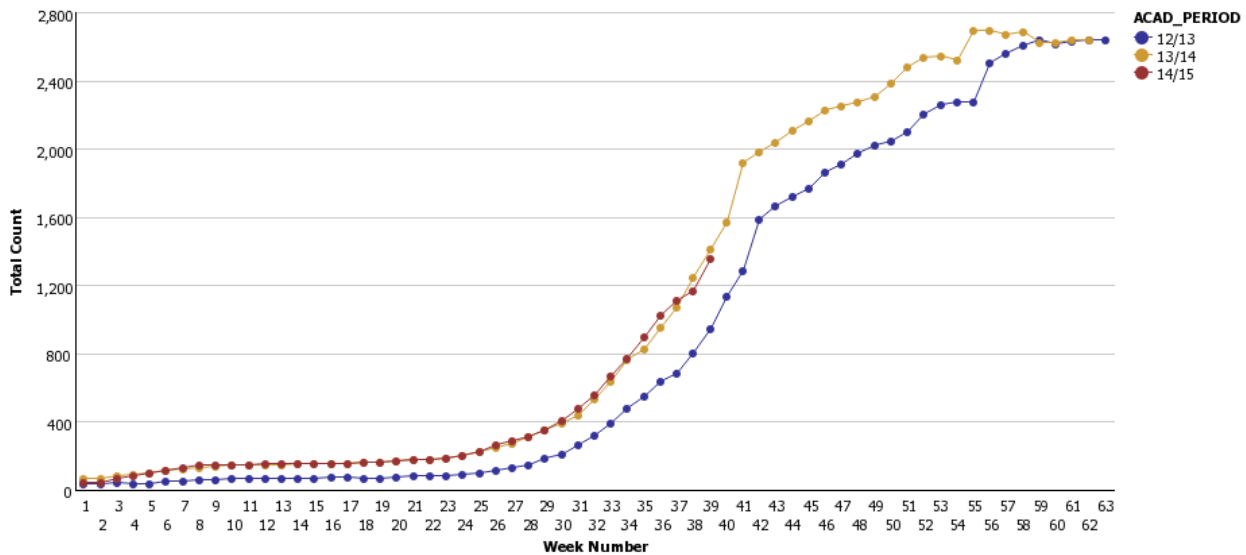


Source: Report based on UCAS Tracker Charts 28 April 2014

**Key**  
■ 2014/15   ■ 2013/14   ■ 2012/13

### Decisions: Undergraduate fulltime students

SNC firm acceptances are up by 8.93% compared to last year and Non-SNC (which is mainly Health) is currently down by 23.65%. Health has not yet had the recovery following the mass testing of applicants between February – March, although these still continue. Re-testing of students has commenced with students who originally failed the numeracy test, but there is still a gap of 134 student acceptances. The chart below indicated all undergraduate full time acceptances in firm only.



**Table Two** – Comparison of decisions (Firm Acceptances, Offers and Total Applications)

Department figures include foundation entry and top-up entry.

London South Bank University	Firm Acceptances CYTD	Firm Acceptances LYTD	% change	Offers CYTD	Offers LYTD	% change
Arts And Media - Total	82	79	3.80%	229	248	-7.66%
Culture Writing And Performance - Total	122	113	7.96%	390	366	6.56%
Education - Total	35	22	59.09%	80	39	105.13%
Law - Total	65	52	25.00%	259	268	-3.36%
Psychology - Total	91	101	-9.90%	311	271	14.76%
Social Sciences - Total	62	53	16.98%	244	216	12.96%
Urban, Environment And Leisure Studies - Total	45	35	28.57%	94	103	-8.74%
Accounting & Finance - Total	72	49	46.94%	278	296	-6.08%
Business Studies - Total	77	75	2.67%	384	294	30.61%
Informatics - Total	41	37	10.81%	233	243	-4.12%
Management - Total	18	16	12.50%	102	87	17.24%
Applied Science - Total	112	105	6.67%	395	362	9.12%
Built Environment - Total	35	39	-10.26%	208	203	2.46%
Engineering And Design - Total	63	56	12.50%	267	204	30.88%
National Bakery School (ESBE) - Total	18	29	-37.93%	5	9	-44.44%
Urban Engineering - Total	24	18	33.33%	106	117	-9.40%
Allied Health Professions - Total	101	89	13.48%	68	92	-26.09%
Adult Nursing - Total	116	141	-17.73%	100	103	-2.91%
Children's Nursing - Total	81	139	-41.73%	54	48	12.50%
Mental Health Nursing - Total	38	67	-43.28%	33	30	10.00%
Midwifery & Women's Health - Total	21	54	-61.11%	44	44	
Primary & Social Care - Total	34	35	-2.86%	50	24	108.33%
<b>Totals</b>	<b>1,353</b>	<b>1,404</b>	<b>-3.63%</b>	<b>3,934</b>	<b>3,667</b>	<b>7.28%</b>
<b>All Programmes (excluding Health)</b>	<b>962</b>	<b>879</b>	<b>9.44%</b>	<b>3,585</b>	<b>3,326</b>	<b>7.79%</b>
<b>Health Only (this includes a small number of SNC)</b>	<b>391</b>	<b>525</b>	<b>-25.52%</b>	<b>349</b>	<b>341</b>	<b>2.35%</b>

Source: Report based on YTD Admissions Report – COGNOS, 28 April 2014

## Undergraduate part-time

It is too early in the cycle to show meaningful figures at this stage, but so far part-time undergraduate applications are tracking positively with an increase of 32.06% in comparison to last year. Firm acceptances are also tracking positively at 25.30% up – these are heavily weighted to the built environment programmes which have an increase of 64.71%, but include increases in urban engineering, business and informatics. More details can be found in appendix A.

## Postgraduate full-time

PGCE continues to skew the year to date comparison – if we remove the PGCE programmes we are marginally down on last year for applications and acceptances (the equivalent to 15 applications and 28 acceptances) – this gap however is growing. More details can be found in appendix A.

Emphasis is being placed on increasing applications to postgraduate programmes and a new campaign is being launched. The new campaign has been developed taking on a number of customer insights and includes analysis into their use of technology, preferred channels and online behaviours. These will be launched in the next month to link directly into our main postgraduate recruitment period (although plans are being made to start this early in the next cycle).

## Postgraduate part-time

It is too early in the cycle to show meaningful figures at this stage, but so far part-time postgraduate applications are tracking positively with an increase of 11.17% in comparison to last year. Firm acceptances are also tracking positively at 27.06% up – these include increases in law and management (both doubling their numbers). More details can be found in appendix A.

## International students

A stretch target has been set of increasing the number of new students recruited from 742 in 13/14 to 1000. Whilst it is early in the cycle, progress to date is very encouraging: 407 firm accepts compared to 240 this time last year. Last year, 1066 firm accepts at the end of the cycle delivered 742 enrolments, and 240 represented 22% of this. 407 represents 28% of the higher number of firm accepts required to convert to 1000 enrolments

Growth is coming from a number of initiatives: Science without borders, Brazil – LSBU allocation has been increased to 69 students from an initial 50, fully sponsored; applications from UK based students, including partners CEG, INTO and Kaplan have increased by 21% to 624; Growth is strong across Africa – for example in Ghana, 32%; Applications from China have increased by 61%; from the USA (excluding Study Abroad) by 53% and from Qatar by 66%. These reflect agreed priorities. This growth is slightly offset by a reduction in applications from India, consistent with the trend to the UK, of 18%

## Actions

An extensive range of activity to maximise the outcome for 2014/15, including:

- **Conversion: student contact centre.** All applicants are contacted by the student contact centre and will continue to reinforce other activities such as applicant days and head start days
- **Applicant Days - offered to all offer holders.** Last year 10% of offer holders attended. The goal this year is to more than double this, since conversion has been shown to be significantly better for those who attend. We are currently averaging a 22% attendance rate and will continue to increase this
- **Head Start Days - offered to all who have firmly accepted.** The aim is also to double engagement through these. Last year, conversion to enrolment for attendees was approximately 90% compared to an overall average of approximately 65%
- **EU.** Following a submission to the Executive, a series of specialist conversion activities will commence from June in tier one countries. A business case has also been submitted the focuses on double EU income in the next 5 years.
- **Clearing / pre-clearing.** The Clearing team has recommended it's planning for this year's cycle (which involves membership from Marketing and Student Recruitment, Registry (Admissions) and Registry (Enrolment)) – to cover contact with students immediately pre-clearing and in early clearing to minimise the risks of students taking a decision to switch away, as well as ensuring a full service throughout clearing .

## Appendix A – PT and PG figures for Home and EU (excluding HSC)

Undergraduate Part time	Firm Acceptances CYTD	Firm Acceptances LYTD	% change	Offers CYTD	Offers LYTD	% change	Total Applications CYTD	Total Applications LYTD	% change
Arts And Media - Total	0	0		0	0		0	0	
Culture Writing And Performance - Total	0	0		0	0		0	0	
Education - Total	0	0		0	0		0	0	
Law - Total	4	5	-20.00%	4	3	33.33%	4	5	-20.00%
Psychology - Total	3	3	0.00%	2	2	0.00%	3	3	0.00%
Social Sciences - Total	1	0		0	0		1	0	
Urban, Environment And Leisure Studies - Total	10	3	233.33%	4	3		10	3	233.33%
Accounting & Finance - Total	4	7	-42.86%	5	4	25.00%	4	7	-42.86%
Business Studies - Total	6	1	500.00%	3	1	200.00%	6	1	500.00%
Informatics - Total	4	1	300.00%	3	1	200.00%	4	1	300.00%
Management - Total	1	1	0.00%	0	0		1	1	0.00%
Applied Science - Total	1	3	-66.67%	3	1	200.00%	1	3	-66.67%
Built Environment - Total	28	17	64.71%	33	17	94.12%	28	17	64.71%
Engineering And Design - Total	15	20	-25.00%	14	9	55.56%	15	20	-25.00%
National Bakery School (ESBE) - Total	0	0		0	0		0	0	
Urban Engineering - Total	27	22	22.73%	24	29	-17.24%	27	22	22.73%
Allied Health Professions - Total									
Adult Nursing - Total									
Children's Nursing - Total									
Mental Health Nursing - Total									
Midwifery & Women's Health - Total									
Primary & Social Care - Total									
	<b>104</b>	<b>83</b>	<b>25.30%</b>	<b>95</b>	<b>70</b>	<b>35.71%</b>	<b>104</b>	<b>83</b>	<b>25.30%</b>

Postgraduate Full time	Firm Acceptances CYTD	Firm Acceptances LYTD	% change	Offers CYTD	Offers LYTD	% change	Total Applications CYTD	Total Applications LYTD	% change
Arts And Media - Total	0	0		0	0		0	0	
Culture Writing And Performance - Total	4	3	33.33%	3	3	0.00%	4	3	33.33%
Education - Total	0	86	-100.00%	0	7	-100.00%	0	86	-100.00%
Law - Total	13	19	-31.58%	29	24	20.83%	13	19	-31.58%
Psychology - Total	9	11	-18.18%	8	13	-38.46%	9	11	-18.18%
Social Sciences - Total	13	7	85.71%	5	4	25.00%	13	7	85.71%
Urban, Environment And Leisure Studies - Total	4	11	-63.64%	8	6	33.33%	4	11	-63.64%
Accounting & Finance - Total	20	14	42.86%	8	8	0.00%	20	14	42.86%
Business Studies - Total	5	2	150.00%	6	6	0.00%	5	2	150.00%
Informatics - Total	2	3	-33.33%	0	7	-100.00%	2	3	-33.33%
Management - Total	18	21	-14.29%	25	20	25.00%	18	21	-14.29%
Applied Science - Total	23	27	-14.81%	16	8	100.00%	23	27	-14.81%
Built Environment - Total	38	44	-13.64%	22	31	-29.03%	38	44	-13.64%
Engineering And Design - Total	4	9	-55.56%	7	1		4	9	-55.56%
National Bakery School (ESBE) - Total	0	0		0	0		0	0	
Urban Engineering - Total	4	14	-71.43%	7	5	40.00%	4	14	-71.43%
Allied Health Professions - Total									
Adult Nursing - Total									
Children's Nursing - Total									
Mental Health Nursing - Total									
Midwifery & Women's Health - Total									
Primary & Social Care - Total									
	<b>157</b>	<b>271</b>	<b>-42.07%</b>	<b>144</b>	<b>143</b>	<b>0.70%</b>	<b>157</b>	<b>271</b>	<b>-42.07%</b>



Postgraduate Part time	Firm Acceptances CYTD	Firm Acceptances LYTD	% change	Offers CYTD	Offers LYTD	% change	Total Applications CYTD	Total Applications LYTD	% change
Arts And Media - Total	0	0		0	0		0	0	
Culture Writing And Performance - Total	0	0		0	0		0	0	
Education - Total	0	0		0	0		0	0	
Law - Total	14	7	100.00%	2	4		14	7	100.00%
Psychology - Total	15	17	-11.76%	4	7	-42.86%	15	17	-11.76%
Social Sciences - Total	6	4	50.00%	1	0		6	4	50.00%
Urban, Environment And Leisure Studies - Total	4	6	-33.33%	4	1	300.00%	4	6	-33.33%
Accounting & Finance - Total	8	6	33.33%	2	5	-60.00%	8	6	33.33%
Business Studies - Total	5	0		0	0		5	0	
Informatics - Total	0	0		0	1	-100.00%	0	0	
Management - Total	18	9	100.00%	4	4	0.00%	18	9	100.00%
Applied Science - Total	3	1	200.00%	1	1	0.00%	3	1	200.00%
Built Environment - Total	24	26	-7.69%	17	2	750.00%	24	26	-7.69%
Engineering And Design - Total	3	1	200.00%	1	2	-50.00%	3	1	200.00%
National Bakery School (ESBE) - Total	0	0		0	0		0	0	
Urban Engineering - Total	8	8	0.00%	4	2	100.00%	8	8	0.00%
Allied Health Professions - Total									
Adult Nursing - Total									
Children's Nursing - Total									
Mental Health Nursing - Total									
Midwifery & Women's Health - Total									
Primary & Social Care - Total									
	<b>108</b>	<b>85</b>	<b>27.06%</b>	<b>40</b>	<b>29</b>	<b>37.93%</b>	<b>108</b>	<b>85</b>	<b>27.06%</b>

# London South Bank University

	PAPER NO: BG.25(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Reports from committee meetings	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsors:	Relevant committee chairs	
<b>Recommendation:</b>	That the Board note the reports	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	As indicated	On:
Further approval required?	No	On:
Communications – who should be made aware of the decision?	Redacted minutes of committee meetings are published on the University's website	

## Summary

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

The Board is requested to note the reports.

## **Summary of Committee decisions**

### **Policy and Resources Committee – 6 May 2014**

The committee discussed:

- Management accounts to 31 March 2014 – summary paper **BG.23(14)**
- Student recruitment – paper **BG.24(14)**
- HEFCE Grant settlement, 2014/15
- Students' Union half yearly financial report
- Treasury management report

### **Property Committee – 7 May 2014**

The committee discussed:

- Student Centre post occupancy review – paper **BG.26(14)**
- Update on estates strategy
- General estates matters

	PAPER NO: BG.26(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Student Centre Post Occupancy Evaluation	
Author:	Carol Rose, Director of Estates	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	To discuss and note the information contained in the evaluation report and to receive an update of the current situation regarding work outstanding at the end of the defect period.	
Aspect of the Corporate Plan to which this will help deliver?	Delivery of the Board approved (July 2010) 25 year vision for the estate.	
Matter previously considered by:	Property Committee	On: 7 May 2014
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	N/A	

### **Executive Summary**

This report provides the Board with the Post Occupancy Evaluation report carried out by Alexi Marmot Associates and gives an update as to the current position regarding progress with work outstanding at the end of the defect period and the position regarding the final account for the project.

## **1 Post Occupancy Evaluation Report**

1.1 The initial vision for the Student Centre was that it would be :

*‘..... a state of the art facility for the University. It will provide a ‘triage service’ for all the support and help that students need outside of the faculty context and students will be aware of the Student Centre as the focus for the support they need, both from the University and from their Students’ Union’.*

1.2 The Student Centre has now been occupied for almost a year and a half (November 2012). A Post Occupancy Evaluation has been carried out by Alexi Marmot Associates Ltd. (AMA), framework consultant. As part of the preparation of the report, AMA undertook an escorted walk around the Centre and carried out interviews with representatives of the user groups occupying the building. In addition, 168 questionnaires were completed and returned from students. Detailed results can be found in the attached report.

1.3 Results show that the ‘The building is well liked and the high quality design, finishes and flexibility are much appreciated’.

## **2. Current position regarding outstanding remedial work and final accounts**

2.1 The report identified that the experience of the LSBU Development Team were ‘not as positive as that of the new occupants’. Despite their best efforts, previously identified rectification works and the final accounts remain unresolved.

- Various meetings have been held with Mansell to discuss a programme of work. An undertaking was given for the outstanding end of defects period work to be completed by Easter.
- Some of the remedial work has now been completed and the situation is being regularly monitored by the Head of Estates Development.
- The problem with the leaking skylight continues. Mansell and their sub-contractor are still unable to provide an acceptable resolution. LSBU continue to attempt to get Mansell to resolve the problem.
- Mansell has now presented their final account which exceeds the account prepared by the consultant quantity surveyor by approximately £300,000. The quantity surveyor is currently in the process of querying the account with Mansell as it appears to contain a number of inaccuracies in various areas including prolongation for which they do not have an extension time.

The Development Team continue to press for the outstanding work to be completed. No final payment will be made to Mansell until a resolution regarding the final account has been reached and all defects have been satisfactorily rectified.

The Board is requested to note the report.



# Student Centre Post Occupancy Evaluation

for

**London South Bank**  
University

24 March 2014

674



**London South Bank**  
University

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## Executive Summary

This document is a short report of the Post Occupancy Evaluation that was carried out at the start of 2014 on the London South Bank University Student Centre. The building has been occupied for just over a year. The brief was completed in October 2010 and people moved in during November 2012. The building occupies the undercroft of the 1970s Tower Block and provides a positive link with Kell Street and the rear of K2.

The initial vision stated *“This SC will be a state of the art facility for the University. It will provide a ‘triage’ service for all the support and help that students need outside of the faculty context and students will be aware of the SC as the focus for the support they need, both from the University and from their Students’ Union.”*

The POE involved an escorted walk through the entire building, interviews with representatives of the user groups occupying the building and 168 questionnaires completed by students on site. The building is well liked, and the high quality design, finishes and flexibility are much appreciated. Some opportunities for adaptation have already been taken, such as the introduction of the Job Shop and the Employment Gym.

### User comments

- Features such as the intrinsic flexibility, spaciousness, light, range of activities supported and connectivity with adjacent buildings and the rest of the site were all mentioned positively by students and staff.
- User departments made comments about some shortcomings but none have led to overall dissatisfaction with building.
- Some people expressed the wish for space for growth, and criticised unsuitable file storage in office space, noise from chair legs scraping on the concrete floor and the furniture design in the study booths.
- Problems with disruption during construction were minor and outweighed by current benefits.

### Project team experience

- The experience of the LSBU project team was not as positive as that of the new occupants. Use of the same contractor in future is not recommended by the team.
- The building was delivered late and there are some outstanding problems to be solved.
- The continued failure of the contractor to find a permanent solution to the leaks though the new roof light has caused embarrassment to LSBU.
- The use of Design and Build as a procurement route is not liked as it removes important skilled support from the in-house team and the preference would be not to use this method.
- Post occupancy reviews are considered a valuable way to learn lessons for future projects.

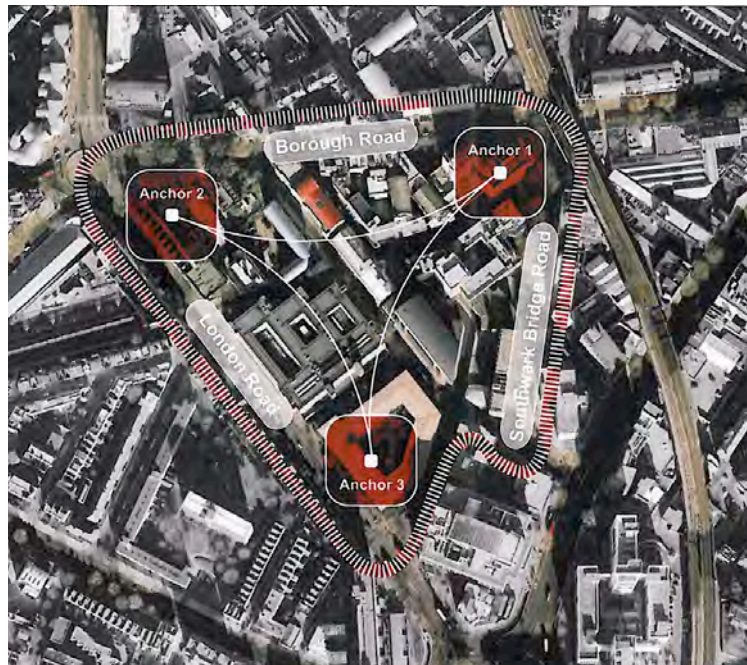


## 1. Introduction

This document is a post occupancy evaluation report on the London South Bank University (LSBU) Student Centre on Borough Road, first occupied in November 2012. It sets out aspects of the way in which the building serves the intended purpose and looks briefly at the process for procuring it but should not be viewed as a detailed project report.

The building is much liked, well used and serves a very important centre for the University. The late delivery by the build contractor caused some initial problems and is to be regretted. There are some aspects that are not functioning as well as desired. However in general there is great satisfaction with what has been achieved. The space has sufficient flexibility, has already been able to adapt to new pressures and will no doubt continue to evolve in response to need and management decisions.

The building is one of the construction projects undertaken by LSBU to progress their Estates Strategy 2010-2013. This strategy envisaged three new 'gateways' to the triangular LSBU site providing identity for the university. The Student Centre, at 'Anchor 1', was the first of these to be completed and the second, the Enterprise Centre, at 'Anchor 2', was occupied a few months later. Anchor 3 has always been considered a longer term development opportunity to be considered in the future.



Plan from the LSBU Estate Strategy 2010- 2013 illustrating the key anchor points

LSBU is committed to continued development of its campus, providing excellent facilities for staff and students. At the outset the University



needed to replace the Temporary Students' Union building, to be demolished by the end of 2012 due to expiring of planning consent. The opportunity to co-locate the student-led Union activities with a range of University provided non-academic student support services was taken in order to improve the student experience and to achieve best value for money. The Student Centre therefore forms the focus for supporting students' needs, both from the University and from their Students' Union.

The new Student Centre (SC) is located below the 1970s Tower Building in what was an undercroft used for servicing and car parking, and incorporating some adjacent areas. The vision for the building was conceived in line with LSBU's overall Estate Vision<sup>1</sup>, Corporate Plan 2009-2012<sup>2</sup> and LSBU's Estate Strategy to 2020<sup>3</sup>.

An overall vision for LSBU was *"To be the most admired university in the UK for creating professional opportunity, and thus a source of pride for our students, our staff and the communities we serve"*.

The outline brief, completed in October 2010, suggested that the newly constructed part of the facility would have a floor area of circa 1500m<sup>2</sup> GIA (representing an approximated NUA of 950m<sup>2</sup>) with an approximate outline construction and fitting out budget of £3.75m which would include the cost of incorporation of any existing spaces.

The project team at LSBU wish to follow best practice by ensuring that lessons learnt from any project can be incorporated into future projects and that good ideas are captured. They have therefore commissioned this Post Occupancy Evaluation (POE) of the completed project. It is prepared by AMA Alexi Marmot Associates who wrote the outline brief and therefore know some of the early history of the project but have had no involvement with it since that time. This has helped to set the achievements of the SC project into the context of the original vision for the building. The following is a quotation from the original brief which summarises this vision in the context of the planned site.

*"This SC will be a **state of the art facility** for the University. It will provide a 'triage' service for all the support and help that students need outside of the faculty context and students will be aware of the SC as the focus for the support they need, both from the University and from their Students' Union. It will be recognised among academic institutions as a leading example of the con-joined, 'one-stop shop' service approach. It is anticipated that the accommodated services will benefit from co-location and shared skills. It will act to knit together the adjacent*

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<sup>1</sup> LSBU Estates & Facilities Directorate, (May 2010), *Estates Vision*, London South Bank University.

<sup>2</sup> LSBU (2009), *Corporate Plan 2009-12 'Students First'*, London South Bank University.

<sup>3</sup> AMA Alexi Marmot Associates, (December 2005), *Southwark Estate Plan*, London South Bank University.



buildings and open spaces existing and created, and thereby transform it's location into a desired destination as well as a gate to the campus and to routes through it.

The SC will provide the client facing and support services for the Centre for Learning Support and Development (CLSD), the LSBU's main support service and other LSBU advice services relating to accommodation, finance and issues for international students. It will also house the social, advisory, administrative and support facilities of the Students' Union. The SC will be a place to which students will be drawn to relax in a variety of ways, interacting with others and developing socially and academically through contact with their peers. Its ambience and aesthetic qualities will enhance the image of LSBU to potential students, their parents, employers of graduates, employees and the local neighbourhood. It will provide a welcoming, public face for the University to the street and surrounding neighbourhoods. It provides the opportunity to improve and 'green' the public realm including establishing a route from Southwark Bridge Road along Kell Street to K2 as a publicly accessible and attractive pedestrian link enhancing this strategic east-west axis through the Estate. "

To meet this vision a number of different uses, previously in separate locations on the Campus were to be brought together.



Fig. 1: Key space types identified for the SC – Source *Outline Brief*

Success criteria identified from the start were

- design quality;
- sustainability;
- time and budget including whole life costs and maintainability;
- compatibility with the LSBU's Estates and Facilities (EAF) 'Standard Requirements for Equipment, Fixtures and Finishes' and 'Infrastructure Standards';
- accessibility; and



- adaptability.

Key stakeholders were consulted for the outline brief. They included people responsible for Estates and Facilities, including ICT and Catering, the teams offering student support in relation to enrolment, fees and finance, residential issues, and learning support, representatives of the Students' Union and affected faculties such as AHS and ESBE.

The process for carrying out this POE has included:

- Review of design material provided at various stages of the process
- An 'expert walk through' of the building to see what has been built how it is being used
- Interviews and visits to the building with stakeholder representatives such as staff users, service managers, the project sponsor and project director
- Questionnaire responses from student users



## 2. Project details

Once a decision had been taken to move forward with this project. AMA was commissioned to prepare an outline brief, which was used to help select an architect and design team. The programme was determined by a clause of the original planning permission for the Temporary Students' Union building setting the date by which it would be demolished. The planning consent on the Temporary Students' Union Building was such that demolition had to be complete by 31 Dec 2012. Demolition commenced on 05 Dec 2012 and was completed in mid January 2013. Occupation of the new space was projected to be by August 2012 allowing operations to be in place for the start of the 2013/14 academic year and demolition to be completed well in time. It was a disappointment to all that these deadlines were not met, as the building was not ready for occupation until November 2012.

The tables below summarise the some facts about the project. Other details about the project progress are available in Project Board meeting minutes. Other sections of this report consider the completed building.

Table 1: Key dates in the process

Outline Brief	Oct 2010
Selection of design team	Jan 2011
Stage C sketch design report	April 2011
Stage D detailed design report	Aug 2011
Planning permission	Dec 2011
Tender period start	Oct 2011
Selection of Contractor	Dec 2011
Work on site start	13 Feb 2012
Contract Completion date	31 July 2012
Practical Completion	05 Nov 2012
Occupation	26 Nov 2012

Table 2: The team

Architect	Hawkins\Brown
M&E Consultant	TGA Consulting Engineers
Structural Engineer	Conisbee
Contractor	Mansell Construction Services Ltd
PM	Gardiner and Theobald
QS	Sweett Group
LSBU project sponsor	Phil Cardew, PVC Academic
LSBU project manager	Roger Tuke, Head of Estates Development

Table 3: Key figures

Gross Internal Area	2036 m <sup>2</sup> GIA
Construction cost	£4,840,000
Cost per sqm	£2377
Procurement	Single stage D&B
	Novated design team
Overall cost estimate (+fees, FF&E,VAT)	£7,471,000

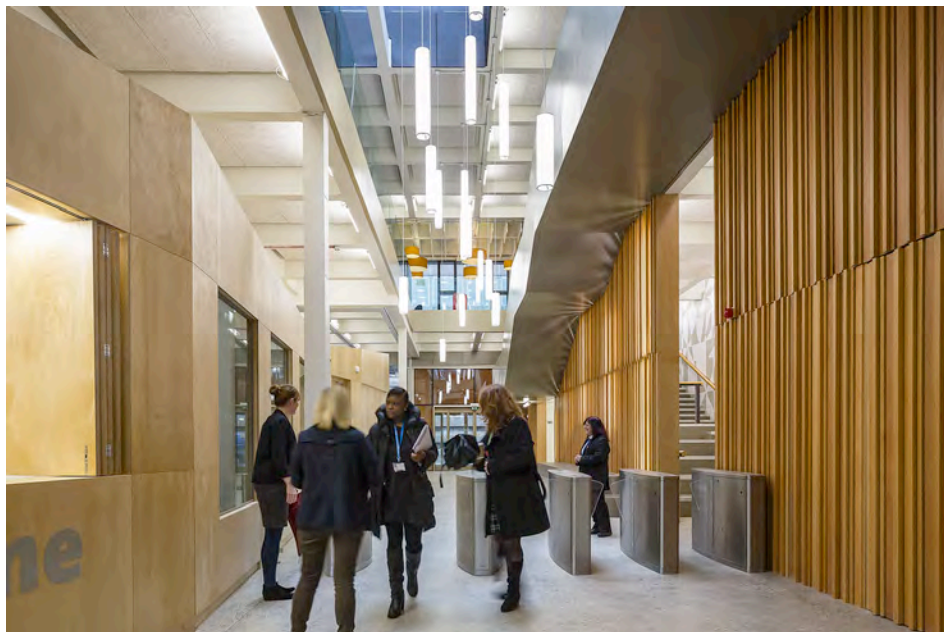


### 3. The finished building

This review process was started after the building had been in use for one year. Information has been sought about how the building is perceived and used through discussions with a number of people and through a short questionnaire with students actually present in the building, using its facilities in February 2014. The building has transformed the old existing space and many reactions reflect this.



Ground floor, view from Borough Road (before)



Ground floor, view from Borough Road (after)



### 3.1 Interviewees comments

#### 3.1.1 Positive reactions

As mentioned above, the building is well liked and many very positive things were said about it. Overall it has met the vision set out for it at the start, fulfils the brief and serves the needs identified. When in the building, it can be seen that it is heavily used, people are comfortable especially in the 'public realm', use all the spaces, and respect the building so it is not mistreated.

An additional external endorsement of the success of the design was achieved by the building recently. It was submitted by the architects for an retrofit award offered by the Architects Journal, and in September 2013 the Student Centre was announced as the winner in the Higher Education category.

*"The judges praised architect Hawkins\Brown's design, located in LSBU's Tower Block building, for a space 'infiltrated with daylight through the cooled concrete mass' which has transformed the former car park into a 'vibrant hub'. The Student Centre has also been shortlisted for Design Week and Royal Institute of British Architects awards"*

Specific positive things were reported by those interviewed about a variety of aspects of how it looks and feels and how it can be used.

#### Design quality

The building has been very positively received overall. Comments were made about the way in which the long stair connecting the levels emphasises the communication links as well as providing a sense of space. The light and airiness was commended. This is especially significant when it is remembered what a dark and gloomy undercroft it replaces. People commented positively on the décor, the colours, the appearance and quality of the lighting, and the materials used. Its role as a gateway and welcoming front door to the University was also commended, as were the improvements to the exterior space both on Borough Road and on the Kell Street connection to K2.

*"When you walk in, there is a sense of space and openness and light."*

*"It is a fantastic building-nice bright and fresh"*

*"It was a good idea to incorporate the staircase and the mezzanine as part of the space – it makes it more generous"*

*"You feel you have arrived at a university"*

*"The building has had a positive impact on the surroundings"*

*"I like the spatial quality and the building is good for students"*





**London South Bank**  
University



Ground floor, view from Kell Street (before)



Ground floor, view from Kell Street (after)

### **Functionality**

As well as the way the building looks and feels, it serves its users well in many respects and this is recognised in many ways. The way the design allows a range of different activities in smaller spaces to take place as well as large ones in a fully opened up space has been welcomed, and seems to have been well utilised so far and this can be expected to increase. The opportunity for the Edric Hall performances to have the use of the space as a foyer and mingling area has been



welcomed and used for internal productions. The opportunity to extend this to more public events has not yet been taken but the building could support it.

The design has also proved itself to be flexible enough to allow new activity, which had not received the emphasis it needed initially, to be incorporated. Two 'new' spaces have been provided to support employability; the Job Shop, which has replaced a potential retail area, and the Employability Gym in a space adjacent to, and accessible from, the first floor. These are acknowledged to be of extreme importance to the student body, a need not fully recognised at the time of the initial briefing process.

*"As a student hub it is really good. It is a big step forward for LSBU"*

*"It has worked out better than expected"*

*"The best aspect of the building is that from day one everyone started to USE it the way it was intended."*

### **3.1.2 Negative reactions**

As is normally the case, when people are asked about their reactions to any building, there are usually many complaints, both minor and of more significance. These should be seen in the context of an overall positive reaction to the building, influencing whether adjustments should be made and the lessons learned for future projects.

#### **Heating**

Most people commented on the poor performance of the heating system, particularly with reference when the building was first occupied. There was agreement that it was better this year, but people do not trust the fact that it is now fully effective as they recognise that the winter season experienced this year had so far been mild and fear it may not perform in truly cold weather. It is important to bear in mind that in this case the building fills in a space that had been external for decades and additional time may be needed for fabric to heat up. In addition, due to the late delivery of the building, occupation took place very soon after Practical Completion and this did not allow enough time to prove the environmental systems or bed them in. It is always hard for building users to understand that a building must be in use through all the seasons before the environmental systems have had a chance to be fully tested and adjusted. Time will show whether the inadequacies initially experienced have been fully overcome.

#### **Furniture**

There were some criticisms of specific furniture. Some of these have been corrected, others are awaiting solutions. Problems include:

- the wooden chairs outside the bar scrape on the concrete creating serious disturbance in their vicinity,



- the bean bags split and had to be removed,
- the tables in the booths were built in but were too high and so the seating has had to be raised,
- the design of the storage units in the offices does not suit some of what has to be stored,
- some of the casual seating is without backs which is not comfortable for prolonged periods of time inhibiting their use for casual meetings.

### **Space**

Of more significance are the problems with the amount and layout of some of the spaces. Both of the office areas, for Student Services and the Students' Union, have proved too small for the numbers of people that these groups now wish to locate there. They have found that the immediate need for growth could not be satisfied and as a consequence have started to use the 1:1 small interview spaces as permanent desk spaces. These are not suitable for this use and are uncomfortable with inadequate ventilation and no natural light. This has become a problem in part because at the time of the development of the detailed design those providing input failed to anticipate the potential need for growth and change. When a new use pattern and much organisational change takes place in conjunction with the provision of new space, considerable input is needed into the impact of these changes on spatial needs prior to freezing a design and layout.

A separate issue about the spatial layout relates to the servery in the Grads Café. This is too small, and the Catering team estimate that it probably causes a significant weekly loss of income at this location - perhaps as much as £150-200 - as well as causing frustration to the user group at busy times. There may be good opportunities to increase the space available, which could be taken at a stage when refreshing the area is being considered.

Some of the design ideas about seating incorporated into the fixed fabric of the building have not succeeded in attracting the anticipated use. The fixed 'seating steps' alongside the main flight of stairs from the ground level for example, have led to an unexpected problem for members of staff and have been separated from the main stair run by handrails. This has made them less likely to be used for 'pop up' performance seating. The bench 'seat' alongside the stair way on the ground floor is not used and may be too deep for comfortable use.

### **Leaks**

There have been several leaks through the new roof light. These were the responsibility of the contractor. Temporary repairs have been executed but a permanent solution is still being developed. The continued failure of the contractor to find a permanent solution to the problem has caused embarrassment to LSBU. It is a basic expectation that a building should keep out the weather and if that has not been achieved then there is a real reason to criticise the outcome. A lesson



from this experience is to avoid the use of this contractor in future. There have been other leaks from within the existing Edric Hall plant room through the existing roof structure. They are unrelated to the project and Estates Maintenance are responding to these.

*“The offices are far too tight for current use let alone not providing space for expansion or changed direction for the SU.”*

*“The bar is not really comfortable – needs some cosy locations, old squashy sofas etc.”*

*“There are not enough places for getting away quietly or breakout for staff.”*

*“The tea point should not have been an access route for SU office.”*

*“Students don’t get best use out of ‘booths’ – they cannot really be used by different groups at the same time – or unconnected individuals.”*

*“The 1:1 rooms were wrongly conceived. They have become permanent workplaces and are not suitable.”*

### **3.1.3 The project process**

#### **Late Delivery**

The late delivery of the building, which was extremely difficult and frustrating to deal with at the start of its life, is important for lessons about the project process. It could be in part also associated with the initial ambition and site circumstance. When a project involves refurbishment and, in this case, connection of two separate existing buildings there are likely to be unexpected problems in working with the unknowns of existing structures and systems. This makes it of special importance for all design and construction process suggestions to be rigorously challenged in the course of the design development and when tender interviews are held. The integral complexity of the task was made worse through a slow start and cumulative delays, which were the responsibility of the contractor. Although there was considerable delay it was fortunate that this did not cause the University to breach its agreement with the London Borough of Southwark to demolish the Temporary Students’ Union building. Managing this process effectively was to the credit of the project team at LSBU.

#### **User consultation**

While potential users were consulted widely during the translation of the University’s vision into the outline brief and detailed design, these people are largely no longer at LSBU and had left well before the opening of the building. Some of the needs felt by the current users might have been captured and provided for more readily, and practical problems avoided, had they been available from the start. However it is often the case that



the client users move on in the course of a project and a constant awareness of this is always needed. Considerations of appropriate flexibility to manage any slight change of emphasis of needs and patterns of use by the time of completion should be part of the design process.

### **Contractor performance**

Although the chosen contractor had some particularly good ideas regarding proposed site management and promises about programme delivery, these did not materialise in reality. There was some poor performance on the part of the contractor's team and lack of good site management, which could not be seriously influenced by the client team. An appropriate standard of work was enforced but this in itself caused some delay. The appointed D&B contractor failed to develop Stage F quickly enough, so some subcontractors were not issued with drawings to the full level of detail that others received. This led to a gap-management problem, affecting both time and quality.

### **Disruption**

One group of people, those occupying the Tower Block above the construction site, were particularly inconvenienced by some of the contractor's work practices. For example, though a standard 7 days of warning was given through staff emails about antisocial working hours or changes of access routes caused by blocking off certain areas at different times, clearly some people failed to pick up the warnings and were taken by surprise. The noise and disruption was definitely '*a pain*', some of which could perhaps have been avoided. The faculty in question, ESBE, were aware that there would be problems during the construction period and were sufficiently in favour of the '*gain*' that they perceived would accrue from this project that they were willing to accept it. Nonetheless some believe it could have been better managed, though it seems that for a project of this scale, subject to delays, and so close to existing uses that continued throughout there was in fact remarkably little real disruption. Whatever the thoughts at the time, the result is much appreciated and ESBE representatives feel that the benefit to students, and particularly to their own, for who the SC is now an important entrance to the faculty space in the Tower was what they wanted and has been delivered.

## **3.2 Student reactions**

In view of the NSS and other surveys being carried out by LSBU itself over the period, it was decided not to do a 'survey monkey' type questionnaire, emailed to all students, but instead to create a short survey that could be completed on the spot by people actually in the Student Centre. The Students' Union was consulted about the questionnaire, and its contents were agreed by Student Services at the Centre. It asks students what they are using the Student Centre for, and how they assess various aspects of the building. It is short and asks



respondents to rate a range of elements in the centre as well as to provide free comments about good, and bad features and good ideas from this building that could be spread to other locations on the campus. We visited the centre briefly on a Monday to test the survey, and carried it out on the following Tuesday, by distributing paper questionnaires and collecting them a short while later. In total, 168 questionnaires were completed.

Around 90% of respondents were undergraduates, and around half of these were first-year undergraduates (42% of the total). Around 40% each of respondents were from the schools of Engineering, Arts, and around 10% each from Business and Health.

Just over half of respondents (52%) said they usually came to use the Job Shop or Careers Gym, and close to half (45%) usually came to work there, while a quarter usually came to use the Grads Café. Relatively few came to get information from, or for an appointment with the Students' Union (9%) or Student Services (7%). Asking this question in the form 'What are you here for today?' gave roughly similar results, though fewer people (16%) said they came to use the Grads Café. These results were similar across different years/schools. The only different group was the small number of first-time visitors. Just over a quarter of them came to either use Student Services, the Students' Union, or meet a member of staff. All of these said they'd be likely to visit again.

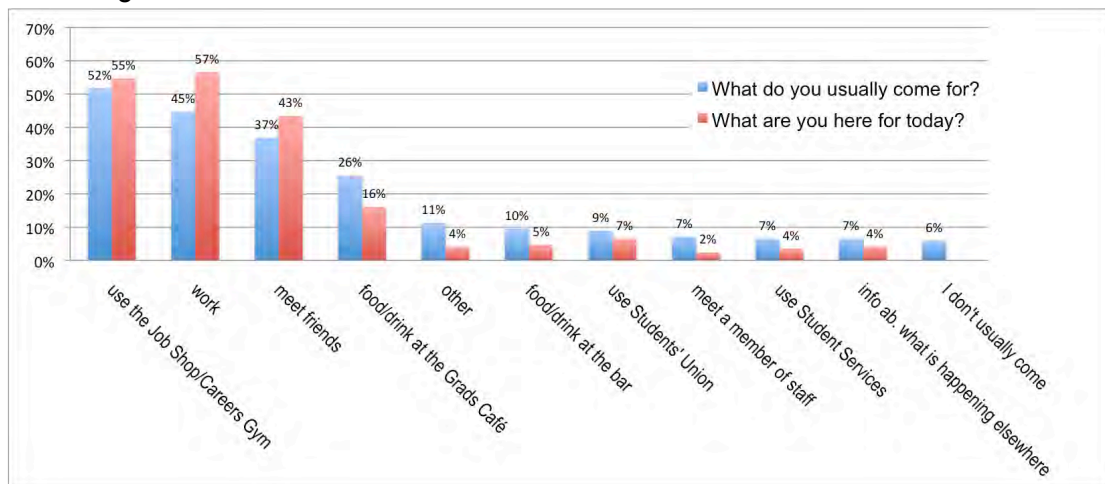


Fig. 2: Use of the Student Centre

As the only day we collected a large number of surveys was Tuesday it is probably not surprising that more than two thirds of our respondents said this is their usual day as most students use the Centre before or after classes, and for some this may be their usual day for coming into LSBU at all. Only very few (4%) said they use it in the evenings. Between 30-46% of the respondents also use the Centre on other weekdays. Only 0.6% said they usually came on Saturdays. This pattern is fairly similar across different years and schools, with the



exception of the 26 third-year undergraduates, who are slightly more likely to use the Student Centre on Fridays.

Almost half of respondents (44%) are in the Student Centre for between 1-2 hours, and around a third for less than an hour. Only relatively few said they would typically be there for more than two hours (16%), with the exception of third-year undergraduates: almost half of them use the Centre for more than two hours.

The Centre is clearly popular for meeting friends, working together in a relaxed atmosphere where ‘you can talk’ and being able to eat, even to bring your own food.

*“you can chill with your friends for as long as you want & do work”*

Although there were comments about the café prices being both appropriate for some, but too high for others, and some criticism of the food range these issues were not prominent and will no doubt be under review by the catering team.

When students were asked to rate a list of features of the Student Centre on a scale from 1-5, 1 representing ‘excellent’, 3 ‘neutral’, and 5 ‘very bad’, respondents considered the building ‘good’ giving an average rating of 1.9. Average results for different years / schools are virtually identical.

The highest ratings by far were awarded for the interview rooms (1.4) and the job shop (1.5), while the lowest ratings were given for the ‘café servery and payment area’ (2.5), noise levels (2.5) and WiFi (2.7).

Overall, views of the Student Centre are positive – none of the average ratings falling even as low as ‘neutral’. (The average ratings range from 1.4 – 2.7, neutral has a rating of 3).

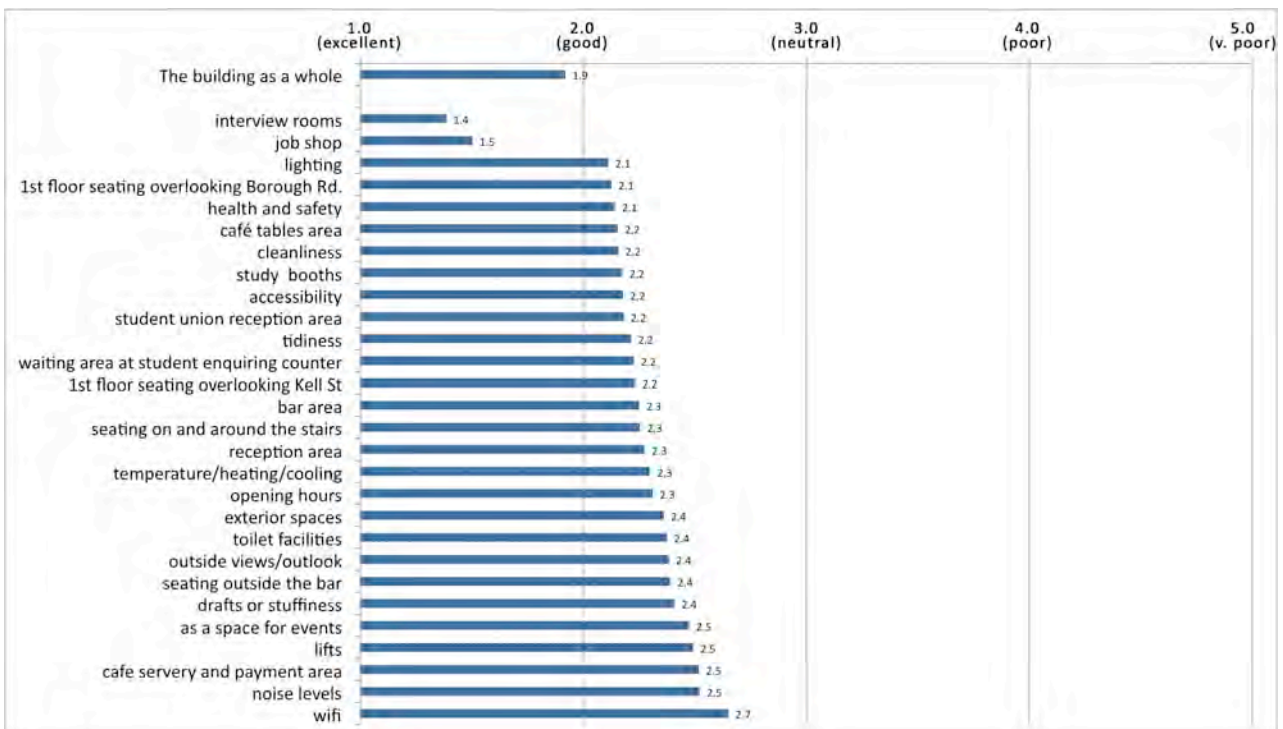




Fig. 3: Opinions of the Student Centre

Most of the ratings for the building are fairly similar across different years and schools, the only exception being the study booths, which are highly rated by first-year undergraduates (with a rating of 1.8), but far lower by third-year undergraduates (2.8).

Some points of interest come out in the free text questions, though generally people did not write much.

Some people clearly appreciate the fact that the building can be used for many different activities and in many different ways, is well connected to other parts of the campus and is a modern and well designed space.

*'versatility due to range of different spaces.'*

*'the transit between K2 Building and Tower block/Borough Road building.'*

*'bright and airy, spacious/natural daylight, close to the canteen in comparison to LRC/Library, close to my lectures, faculty office and Tower block.'*

When asked 'What do you like best about the building?', over a quarter suggested that the sense of space, light and good quality design was the most important aspect. More enthusiasm still was shown for the amount, range of types and comfort of the seating. Nearly 40% made favourable comments about various types of seats and the amount available.

The comments seem to point to the possibility that LSBU has hitherto not provided enough of this style and range of seating, as in all free text questions this was the topic that received the most comment. So when people were asked 'If you could change one thing about the building what would it be?' nearly 20% said they wanted more seats of various kinds, with considerable stress on comfort, and another 8% mentioned that the design of the booths, the intrusive columns and arrangements of chair and table heights and seating comfort was inadequate. When asked what facilities provided here would be welcome elsewhere on campus, again seating captured the most responses, 13% mentioning they would like more seating elsewhere like the booths or casual comfortable seating.





## 4 Lessons

The POE process is the basis for learning lessons about how to get the most out of future projects. It is also an effective way to identify any issues needing immediate attention in the current project. It can help to establish good practice by recording both positive and negative experiences.

### **Collaborative teamwork**

In all projects a 'working together' approach is needed between the future users, the internal project team, and the external team of designers, project manager and all contractors, to get the best outcome. The Soft Landings approach, currently in favour with government, was developed around this concept. It was initially focussed on the performance of buildings services as being where failure is most common, user expectations are perhaps too high and bedding a system in to operate as intended usually takes months, or even years, as all conditions, of climate and use patterns, need to be experienced before full adjustments can be made to some of the services systems. However it has something to offer any aspect of a project. Lessons from this approach can be taken for future projects even if it is not adopted in this form. This involves ensuring that LSBU is working with people committed to the spirit of cooperation, a more important factor than simple construction costs when value for money is the real goal.

### **The Client friend**

In a Design and Build contract (D&B), such as this was, even when the design has been taken as far into detail as possible by the client design team (to stage E), when the design team is novated to the contractor, as happened here, the in house project team may be left unsupported. They lose their 'design friend', someone to challenge solutions and changes put forward by the contractor who is now the paymaster for the original designers. It is important to understand the full impact of decisions as the scheme progresses and unbiased advice is valuable. In addition the full input of the internal team responsible for managing and maintaining the building, as well as the potential users, is important. They too should have a role to challenge decisions before sign-off. This approach is now well understood within the Estates Department at LSBU and should be formally acknowledged in establishing the necessary time commitment for people who also fulfil other ongoing day-to day roles within the university.

### **From vision to reality**

This project has shown that an ambitious and innovative vision for LSBU can successfully become reality. There are a number of contextual issues in this case that were minor, or more significant factors behind some of the problems experienced as well as integral to the success of the project. The vision was one that focussed on achieving a good solution to a real need to improve the student experience. By using the



opportunity to transform previously depressing space of little value to students it had a particularly positive effect. By seeking high quality design it has achieved a place well liked and with future potential.

At the same time this very situation is behind some of the minor criticisms. It is common in complex, existing, inner city estates working within very tight physical constraints, to have to work on sites that will throw up problems. When establishing the budget and timeframe for projects at Board level, this needs to be recognised as part of the process, in order to allow sufficient time and budget to achieve a good result in the desired time frame.

In parallel with the physical project, the vision implied organisational transformation, for which time and nurturing is needed to achieve it smoothly. This has in fact been achieved, though there are inevitable teething troubles, which were commented upon. Had it been possible to get some of the current operational team at LSBU on board earlier, some decisions might have been taken differently, resulting in a more effective working space, better provision for the growth and development of the two main activities housed there; Student Services and the Students' Union. However it is rarely possible for relevant staffing changes to coincide with building projects. The predecessors of those now finding some operational problems were fully consulted but did not always anticipate the way in which the building would actually be used. There are flexibilities in the design and the physical context that have allowed for evolution and there are opportunities in neighbouring space to consider other ways to meet emerging needs.

A very small percentage of the initial budget could be set-aside at the start of any project to make it possible to respond rapidly to post contract delivery issues, making the handover and initial occupation easier. This approach is supported by the concept of 'Soft Landings' as it acknowledges openly the inevitable, that there will be at least some minor issues even if there are no major ones.



**London South Bank**  
University

This document was prepared by

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	PAPER NO: BG.27(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2013	
Paper title:	HEFCE assessment of institutional risk	
Author:	Richard Flatman, Chief Financial Officer	
Executive sponsor:	Richard Flatman, Chief Financial Officer	
Recommendation by the Executive:	The Executive recommends that the Board notes HEFCE's assessment of risk and the associated financial benchmarking data.	
Aspect of the Corporate Plan to which this will help deliver?	Financial sustainability  Creating an environment in which excellence can thrive.	
Matter previously considered by:	Audit Committee & Board of Governors	Annually
Further approval required?	Audit Committee (for noting)	On:12 June 2013
Communications – who should be made aware of the decision?	N/A	

### **Executive summary**

HEFCE assesses on an annual basis the accountability, risk and sustainability of institutions which it funds. A small number are deemed to be at “higher risk” with the vast majority being “not at higher risk”.

Based on the accountability returns for 2012-13, HEFCE's assessment is that LSBU is “not at higher risk” at this time.

*Attachment: Risk assessment letter from HEFCE dated 3/04/13*

7 April 2014

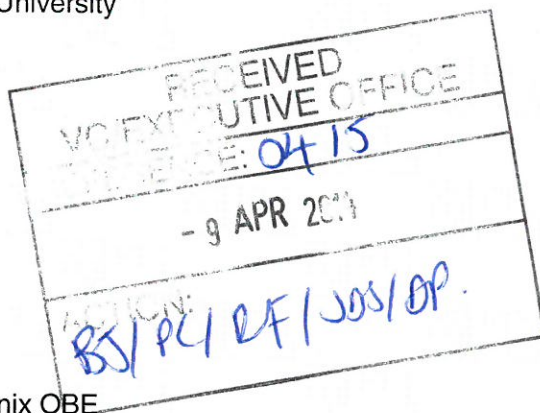
HIGHER EDUCATION

FUNDING COUNCIL

hefce

FOR ENGLAND

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Vice Chancellor and Chief Executive  
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Dear Professor Phoenix OBE

### HEFCE's annual assessment of institutional risk: London South Bank University

1. The purpose of this letter is to inform you of the risk status of London South Bank University as determined by HEFCE, and of any failure to comply with the accountability obligations set out in the Financial Memorandum (HEFCE publication 2010/19) and other HEFCE guidance. We have copied this letter to Mr David Longbottom, Chair of the Board of Governors, and request that you formally submit this letter to the next meeting of the governing body.
2. Based on the accountability returns submitted for 2012-13 our overall assessment at this time is that London South Bank University is **not at higher risk**. In making this assessment we also conclude that the institution is meeting the accountability obligations set out in the Financial Memorandum and other HEFCE guidance.
3. We have been engaging with the University over the last 18 months over student number trends and the financial consequences of these. We will continue to engage constructively with the University's senior management to further our understanding of recruitment for 2013-14 and 2014-15, trends in education (NCTL) funding and the University's expectations for the future (including its strategic direction under new leadership).

#### Risk assessment process

4. The annual accountability returns submitted to HEFCE by higher education institutions (HEIs) are the primary means by which HEFCE assesses the accountability, risk and sustainability of institutions. These annual risk assessments are based on current information in a number of areas of activity, including: financial performance, student recruitment and retention, audit findings, and compliance with HEFCE accountability requirements (including the Financial Memorandum).



5. In relation to the 2012-13 annual accountability returns, we intend to send every institution a risk letter in the period March to May 2014. We may issue a further risk letter to some institutions following the assessment of July forecasts, but only if that assessment makes a material change to the earlier risk assessment. Although the risk assessment is an annual process, issues emerging during the year can lead to a review of an institution's risk status and a change to its risk assessment at any point in the year. We currently assess a small number of institutions as being 'at higher risk', with the vast majority 'not at higher risk'. In addition some institutions 'not at higher risk' may have a specific risk issue highlighted for their attention. It is the responsibility of the governing body of the institution to ensure that risks are being managed effectively.

#### Adverse changes in circumstances

6. We require institutions to report material adverse changes in the institution's circumstances, such as a significant and immediate threat to the financial position, significant fraud or major accounting breakdown. The Financial Memorandum<sup>1</sup> (Annex B paragraphs 14-17) provides more detail on the specific requirement. Whilst we fully respect the autonomy of institutions, we remind you of this requirement and that timely reporting of material adverse changes is an important element of the accountability framework for higher education. Given the scale of the current changes to higher education funding and possible impacts on student recruitment, it is especially important that you inform HEFCE of any material adverse changes at the earliest stage.

#### Future context and feedback on financial performance

7. As the sector faces a squeeze on the level of direct government funding as well as changes to student number control arrangements and expectations of greater efficiency, we encourage you to continue to assess the potential impacts of these changes on operations and, where necessary, to implement mitigating actions. Your scenario planning will need to consider the financial and non-financial impact of all these changes, including changes in student recruitment and retention, and staff pay and pensions pressures. These are among the many factors that will need to be monitored by you, your senior team and governing body, and we are happy to discuss these with you as part of our regular engagements with the institution.

8. The Annexes provide feedback on the relative financial performance of the institution compared to the rest of the higher education sector. Inclusion of this information is intended to be helpful, rather than flagging areas of significant concern to us. For contextual information, additional financial benchmarking data has been made available to the institution's head of finance.

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<sup>1</sup> The Financial Memorandum is currently being revised. The revised version will apply with effect from 1 August 2014.

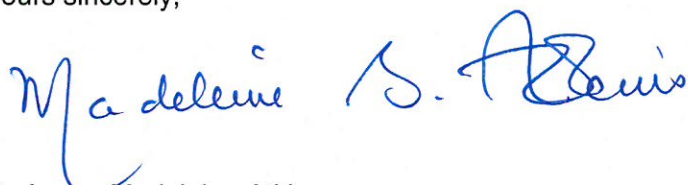
Who to contact

9. For further feedback from the annual accountability process, or if you would like to discuss any issues relating to risk assessment or accountability, contact the HEFCE Assurance Consultant, Jacqui Brasted (0117 931 7389, j.brasted@hefce.ac.uk) in the first instance, or Regional Consultant, Derek Hicks (0117 931 7460, d.hicks@hefce.ac.uk).

Freedom of information

10. This letter is provided in confidence to London South Bank University. While we have no objection to it being made available to third parties, we do not accept responsibility for any reliance they may place upon it. Though we have no plans proactively to release this information we ask you to consider carefully the implications of any public disclosure you may wish to make or are asked to make. As you know we are subject to the Freedom of Information Act 2000, and the content of this letter may ultimately be disclosable if a request is made to us under that Act.

Yours sincerely,



Professor Madeleine Atkins  
Chief Executive

cc: Mr David Longbottom, Chair of the Board of Governors



## Annex A – Table of benchmarking of key financial metrics

**Institution: London South Bank University**

Indicators:		2011-12	2012-13	2013-14
		Actual	Actual	Forecast
<b>1. Historical cost surplus / (deficit) as % of total income</b>	<b>Institution</b>	<b>5.3</b>	<b>4.6</b>	<b>2.4</b>
	Overall sector mean	4.8	5.0	2.8
	1 <sup>st</sup> quartile	2.4	2.7	1.7
	Median Value	5.3	4.6	3.2
	3 <sup>rd</sup> quartile	7.8	7.3	5.1
<b>2. Net liquidity / (total expenditure – depreciation) (days)</b>	<b>Institution</b>	<b>209</b>	<b>177</b>	<b>139</b>
	Overall sector mean	117	123	98
	1 <sup>st</sup> quartile	76	80	63
	Median Value	109	117	92
	3 <sup>rd</sup> quartile	157	170	139
<b>3. External borrowing (on balance sheet) as % of total income</b>	<b>Institution</b>	<b>24.1</b>	<b>22.5</b>	<b>21.1</b>
	Overall sector mean	23.6	25.8	27.0
	1 <sup>st</sup> quartile	9.8	9.0	9.8
	Median Value	22.7	23.0	25.9
	3 <sup>rd</sup> quartile	34.7	34.7	38.2
<b>4. Discretionary reserves (excl. pension asset/(liability)) as % of total income</b>	<b>Institution</b>	<b>77.1</b>	<b>83.2</b>	<b>88.3</b>
	Overall sector mean	58.0	61.7	62.9
	1 <sup>st</sup> quartile	39.0	42.6	43.8
	Median Value	55.5	59.1	59.2
	3 <sup>rd</sup> quartile	74.5	79.8	83.4
<b>5. Net cash flow as % of total income</b>	<b>Institution</b>	<b>14.5</b>	<b>9.2</b>	<b>10.0</b>
	Overall sector mean	8.1	8.3	6.6
	1 <sup>st</sup> quartile	6.1	5.8	4.6
	Median Value	8.4	8.9	7.3
	3 <sup>rd</sup> quartile	11.6	12.8	10.3
<b>6. Staff costs as % of total income</b>	<b>Institution</b>	<b>52.6</b>	<b>53.4</b>	<b>55.1</b>
	Overall sector mean	52.7	52.4	53.8
	1 <sup>st</sup> quartile	49.6	49.6	50.6
	Median Value	53.0	53.2	54.2
	3 <sup>rd</sup> quartile	55.9	55.8	57.1
<b>7. Estates: percentage of estate classified in condition categories C and D in 2011-12</b>	<b>Institution</b>	<b>40.8</b>		
	Overall sector mean	21.1		
	1 <sup>st</sup> quartile	9.5		
	Median Value	15.4		
	3 <sup>rd</sup> quartile	27.0		

Source of data: Indicators 1 to 6 are calculated from the 2013 financial results and forecasts data as submitted to HEFCE in December 2013. Further details on this and on how the indicators are calculated are available on the HEFCE extranet under '2013 financial results and forecasts – summary statistics'. Details on how to access this benchmarking information will be sent to Directors of Finance.

Indicator 7: 2011-12 Estates data provided from Estates Management Statistics. For further information see HEFCE publication 2011/17 or

[http://www.hesa.ac.uk/index.php?option=com\\_collns&task=show\\_colln&Itemid=232&c=C11042&s=10&wvy=any&wvs=1&isme=1](http://www.hesa.ac.uk/index.php?option=com_collns&task=show_colln&Itemid=232&c=C11042&s=10&wvy=any&wvs=1&isme=1)

Although not comprehensive, these indicators were chosen to provide an overall view of financial performance:

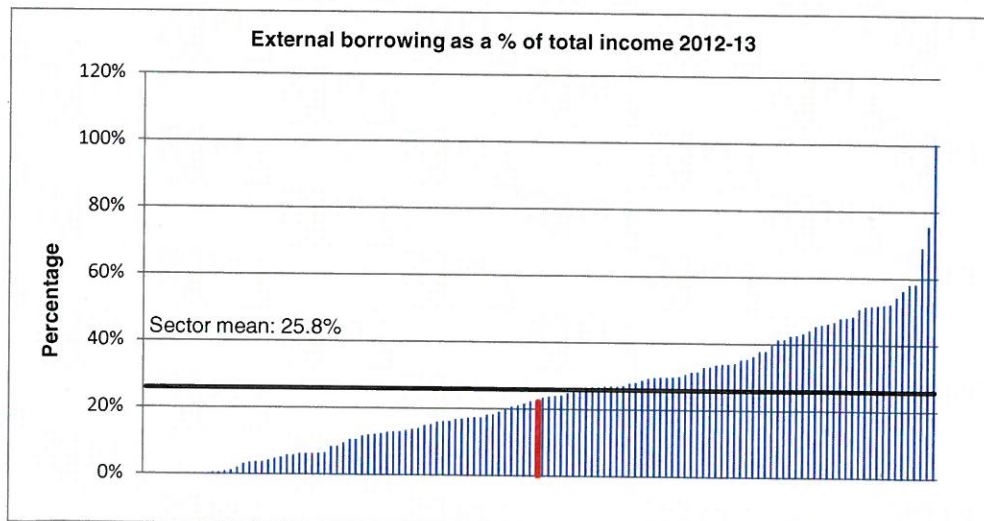
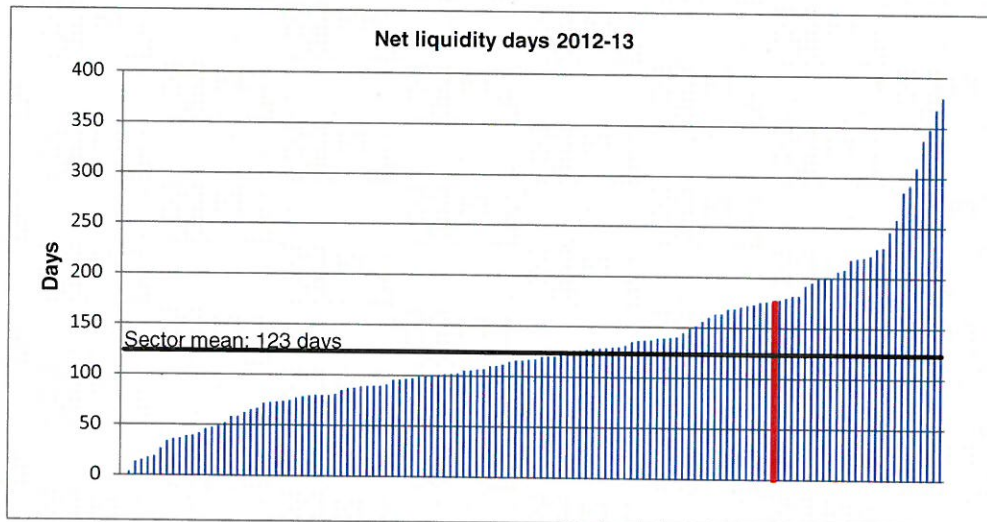
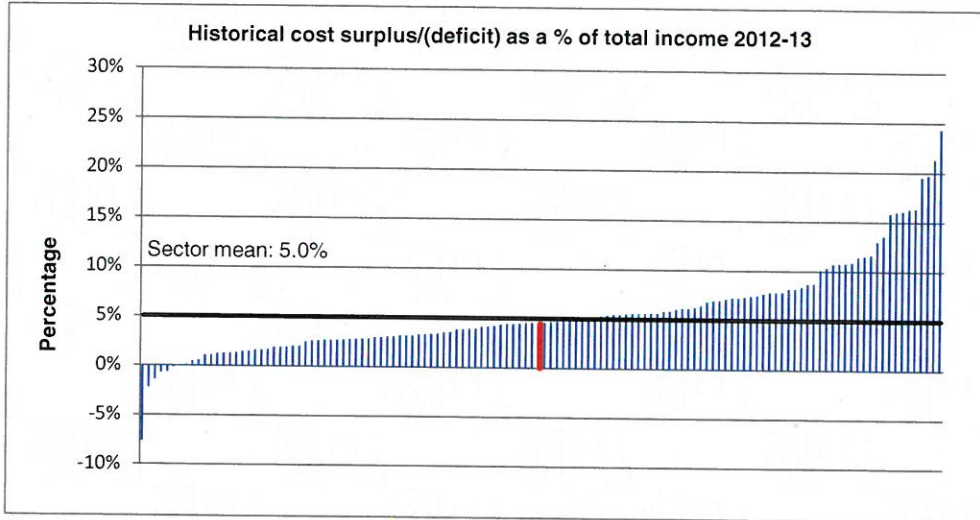
- Historical cost surplus: generation of surplus for investment
- Net liquidity: coverage of, and ability to respond quickly to, short-term financial pressures
- External borrowing (on-balance sheet): reliance on borrowings for development, balancing need for growth/development with increased costs of borrowing
- Discretionary reserves (excluding pension asset/(liability)): provision of a buffer against large unexpected financial pressures
- Net cash flow from operating activities: financial sustainability of the institution's core business
- Staff costs: appropriateness and significance of the staff cost structure for the institution
- Estates: indication of possible future estates costs

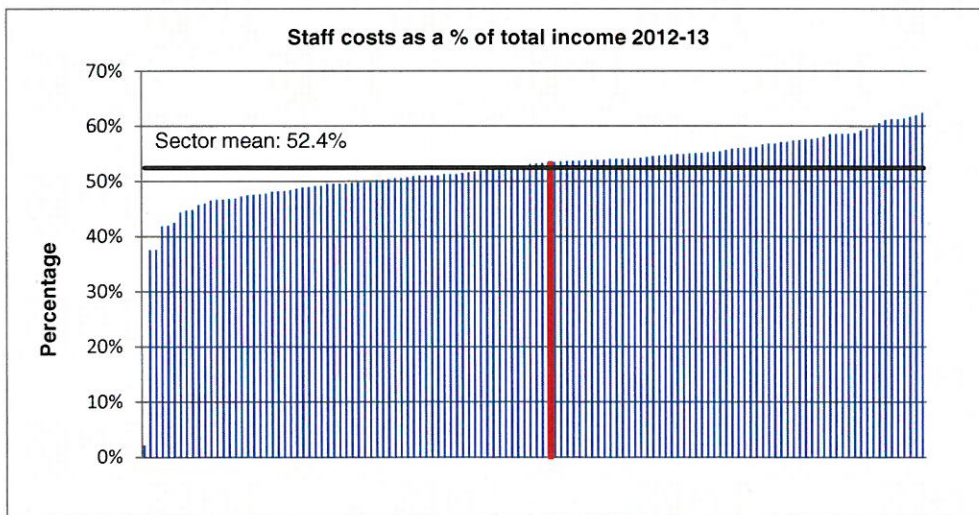
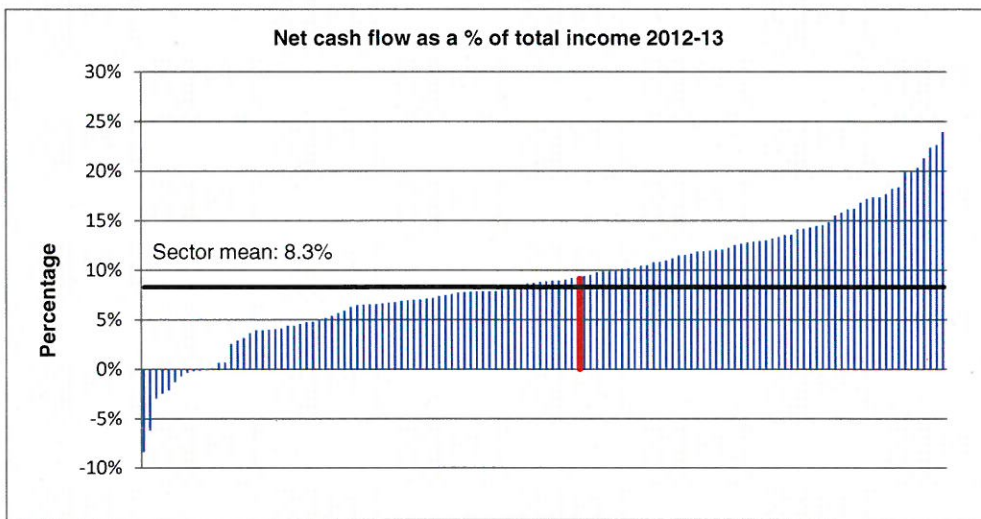
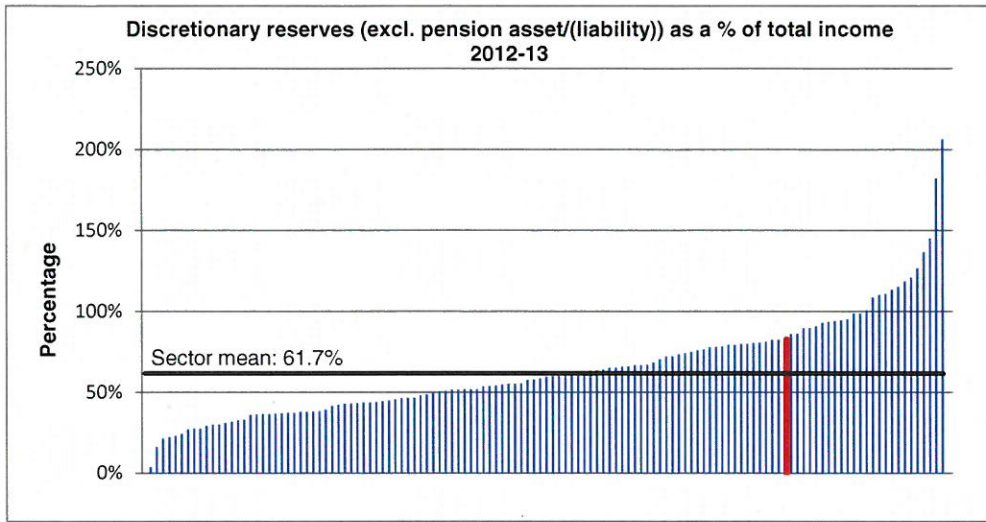


## Annex B - Benchmarking of key financial indicators for 2012-13

Institution: London South Bank University

The figures below show the key financial information for 2012-13 relative to the sector. The data for London South Bank University are highlighted in red.





Source of data: Financial indicators are calculated from the 2013 financial results and forecasts data as submitted to HEFCE in December 2013. Further details on this and on how the indicators are calculated are available on the HEFCE extranet under "2013 financial results and forecasts – summary statistics". Details on how to access this benchmarking information will be sent to Directors of Finance.

	PAPER NO: BG.28(13)	
Board/Committee:	Board of Governors	
Date:	22 May 2013	
Paper title:	SU Elections Results and report	
Author:	Yemi Gbajobi, Advice and Representation Manager	
Executive sponsor:	Prof Phil Cardew, Pro Vice Chancellor (Academic)	
Recommendation by the Executive:	That the Board notes the SU election results and that the election was carried out in a fair and democratic manner	
Aspect of the Corporate Plan to which this will help deliver?		
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Election results published on SU website	

### **Executive summary**

Student Union elections for sabbatical officers for 2014/15 took place in March 2014. The new sabbatical officers for 2014/15 are as follows:

- President: Ilham Abdishakur
- Vice President Student Experience: Abdi Osman
- Vice President Employability and Activities: Ashley Storer-Smith

Under the Education Act 1994 the Board has a duty to take such steps as are reasonably practicable to ensure that appointment to major union offices should be by fairly and properly conducted election in a secret ballot in which all members are entitled to vote. The Returning Officer's report is attached which confirms that the

# **London South Bank**

University

election was run in a fair and democratic manner which satisfies the stipulations as laid out within the 1994 Education Act.

Attached: Returning Officer's Report

# **Student Union Spring Elections 2014 Report**

## **Key People**

**Returning Officer:** Emma Powell, Head of Membership, National Union of Students

**Deputy Returning Officer:** Yemi Gbajobi, Advice and Representation Manager, London South Bank Students' Union

**Election Advisor:** Dylan Williams, Student Voice and Policy Manager, Kings College London Student Union

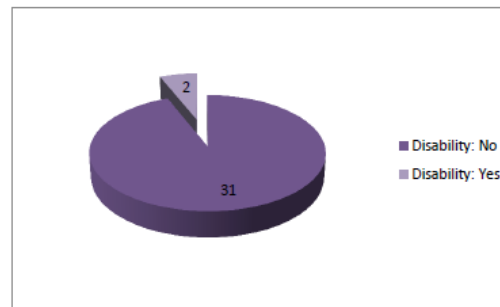
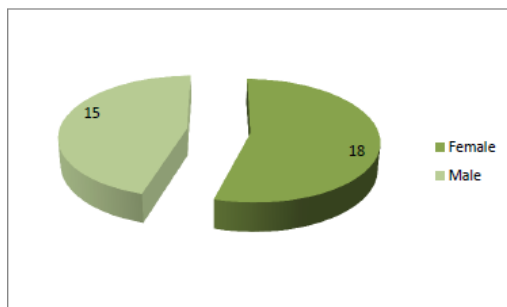
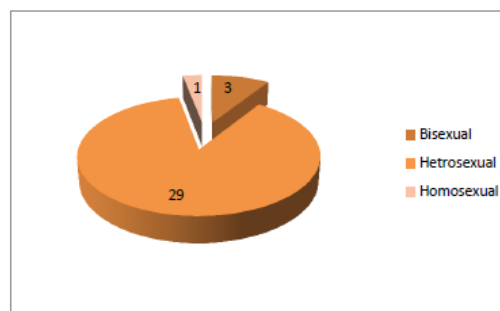
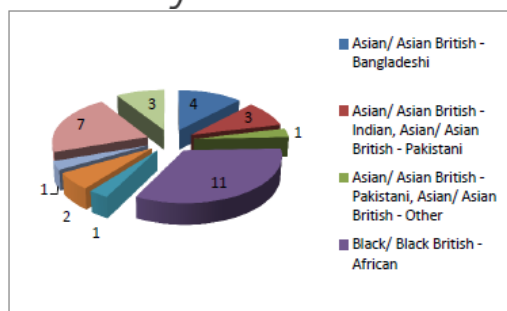
## **Nominations**

Nominations packs including the nomination form for all elections were made available online via the Students' Union website from 10am on 10th February to 1pm on Wednesday 5th March.

Upon the close of nominations, the Returning Officer received the following number of valid nominations for each position:

President	3
Vice President Student Experience	7
Vice President Employability and Activities	6*
NUS Conference Delegate	4
Student Trustee	5
Ethnic Minorities Campaign Convenor	2
Womens' Campaign Convenor	2
Ethical and Environmental Campaign Convenor	1
LGBT Students Campaign Convenor	1
Part Time Students Campaign Convenor	1
Mature Students Campaign Convenor	1
Disabled Students Campaign Convenor	1
International Students Campaign Convenor	1

# London South Bank University



Although 6 nominations were received for position of Vice President Employability and Activities, only 5 were accepted by the Returning Officer with one being ruled out of order. It was found that the name of the candidates nominator and seconder had already graduated, that the seconders name and student number did not match student records and that the nominator did not give consent for his details to be used in the nomination. More information can be found in the section titled 'Returning Officer decisions and complaints'.

At the close of nomination, all candidates were invited to one of two scheduled candidate's briefings on the 6th or 7th March. Some candidates were not able to attend the prearranged candidates briefing due to work commitments, classes or illness so the Deputy Returning Officer facilitated 2 additional briefings on

Monday 10th and Tuesday 11th March to allow all candidates the opportunity to participate, however, these candidates were advised that they were not permitted to start campaigning for the election until they had received a briefing.

## Publicity

Publicity for both nominations and elections took place on a number of platforms including print media, member's emails (information can be seen in the graph below), on the Student Union website and through social media such as Twitter and Facebook.



# London South Bank University

14,770 Recipients

List All Student

Delivered Tue, Mar 25, 2014 05:37 pm

Subject Giving you the chance to improve your future at LSBU

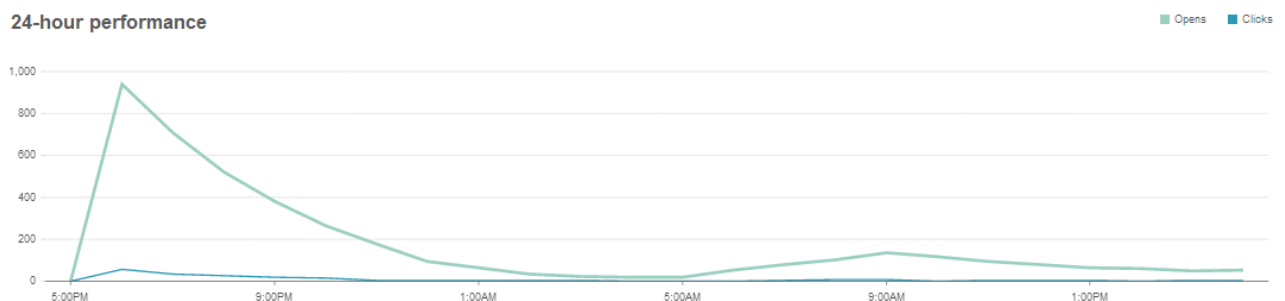
[View Email](#) · [Download](#) · [Print](#) · [Share](#)

Open rate	35.4%	Click rate	1.9%
List avg	29.8%	List avg	2.0%
Industry avg (Education and Training)	15.9%	Industry avg (Education and Training)	1.8%

5,089 Opened	271 Clicked	385 Bounced	20 Unsubscribed
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Successful deliveries	14,385 97.4%	Clicks per unique opens	5.3%
Total opens	7,176	Total clicks	335
Last opened	5/6/14 8:14AM	Last clicked	4/9/14 2:47PM
Forwarded	0	Abuse reports	5

## 24-hour performance



## Candidates Question Time

This year Candidates Question Time took part on the first floor of the Student Centre on 20th March 2014 with candidates quizzed about their manifesto and experience by members in the audience. It was attended by approximately 30 students and a live twitter feed of the event was also conducted for students to follow and submit questions.

## Ballot Stations

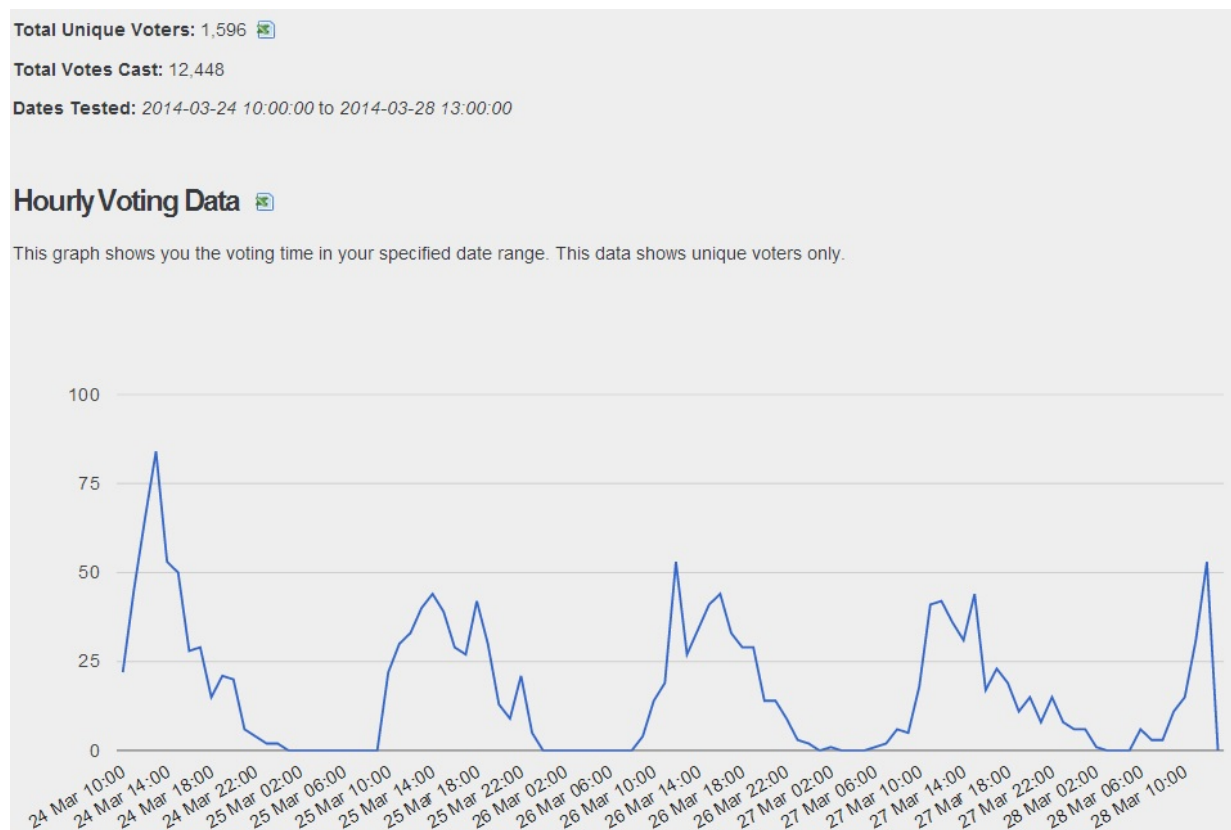
Although the election took place online, the Union created polling stations around campus so that there was physical presence for the elections. These were in the Student Centre, London Road Building, Learning Resources Building and Faraday Building. As seen below, coupled with the staff training, these proved successful in raising the profile of elections outside of the Student Centre.

## Staff Training

On the afternoon of 21st March, all full time Union staff took part in training for the elections as it was decided that staff should assist in promoting the elections during voting week as a way to increase voter turnout and promote the elections positively.

# London South Bank University

Evidence from the elections graph, see below, show that that this training and focus on staff encouraging students to vote was successful as the most popular times for voting coincided with when staff were out on ballot stations promoting the elections.



## Withdrawals

The year there were an unprecedented number of withdrawals by candidates with 9 candidates withdrawing throughout the process. When asked for feedback on why they withdrew, there were a number of varied reasons. However, there were a couple of students that cited that they felt that they had run for the wrong position or lacked confidence to run against other candidates and this is something that the Union should work on for the next election cycle.

## Returning Officers Decisions and Complaints

Although there were not a large volume of complaints, there were a number of complex complaints and decisions that the returning officer had to make which led to one official warning and three disqualifications of candidates. A number of complaints were also raised with the Deputy Returning Officer informally by candidates but these were able to be dealt with without a formal pronouncement.

The upheld complaints and rulings are set out in the returning officer's report.

# **London South Bank**

University

## **Close of Elections**

Voting closed at 1pm on 28th March 2014. At this point all candidates had returned their budget expenditure sheets and all complaints had been received.

## **The Count**

The count took place via the online submission system at approximately 5pm once all outstanding election complaints had resolved and affected candidates contacted. As an online count does not involve any manual counting or verification, the Returning Officer delegated the responsibility of extracting the results from the online system to the Deputy Returning Officer which was also observed by the Union's Chief Executive. The total number of individual votes cast was just under 12,000 from 1596 members. The announcement of the results was made from 6pm in the Venue Bar in the Student Centre.

## **Next Steps**

Due to disqualifications and the subsequent withdrawals of a number of election candidates in that same election, there remains of a vacancy for the position of Vice President Student Experience.

The constitution states that this vacancy should be filled before the end of the academic year. However, the constitution has very specific time requirements for running a constitutional election. The time limits would make it impossible to run an election before the end of the academic year.

After lengthy conversations with the returning officer they decided that the Union would not be able to fill the position this academic year and would work with NUS and its Trustees to fill the position at the start of the 2014/ 2015 academic year.

## The Winners

### President



Ilham  
Abdishakur

### Vice President Student Experience



Abdi Osman

### Vice President Activities and Employability



Ashley  
Storer-Smith

### Student Trustee



Lousia  
Nyandey



Onyema  
Augustine  
Nwangere



Theodora  
Anah

**NUS Conference Delegates (5 positions)**



Saeeda  
Alizada

Shakirah  
Farooq

Temitope  
Ahmadu

Amanda  
Bhogal

**Ethnic Minorities Campaign Convenor**



Temitope  
Ahmadu

**Ethical and Environment Campaign Convenor**



Saeeda  
Alizada

**Womens Campaign Convenor**



Louisa  
Nyandey

**LGBT Campaign Convenor**



Rob Waterson

**Mature Students Campaign Convenor**

Theresa  
Joseph

**Disabled Students Campaign Convenor**

Joshua  
Benjamin  
Hamerton

# Returning Officer Report

## London South Bank Students' Union

**Returning Officer:** Emma Powell, Head of Membership, National Union of Students

**Deputy Returning Officer:** Yemi Gbajobi, Advice and Representation Manager, London South Bank Students' Union

**Election Advisor:** Dylan Williams, Student Voice and Policy Manager, Kings College London Student Union

### Election details (to be completed by SU)

Election dates	24th - 28th March 2014
Method of election	24 hour online voting
Number of Members of Students' Union	14770
Number of Candidates in total this year	36
Number of Positions in total this year	13
Number of Students that voted this year	1596
Election turnout of membership this year (%)	10.8%
Number of Candidates in total last year	33
Number of Positions in total last year	27
Number of Students that voted last year	1960
Election turnout of membership last year (%)	8.36%
Election turnout difference between this year and last year (%)	+2.44%

### Complaints (to be completed by SU)

Number of Complaints submitted to Returning Officer	5
Number of Complaints upheld	4
Number of official warnings issued	1
Number of Candidates disqualified from the election	3

### Upheld Complaints details (to be completed by SU)

#### Ruling one

Candidate:	Samer Fawaz
Election:	Vice President Employability and Activities
Date of Ruling:	11 <sup>th</sup> March 2014
Circumstances:	Election Regulations state that for a nomination to be accepted, it needs to be supported by 'nominators' who are Full Members
Investigation:	<p>After the close of nominations, the Deputy Returning Officer checked against its membership list to ascertain that all candidates and nominators were Full Members (as defined in the Constitution).</p> <p>The investigation of nominators for Samer Fawaz found that two of his nominators Yusuf Milyani (2806052) and Preston Onyeke (3621504) were no longer Full Members of the Union having graduated from their programs in January 2014.</p> <p>While investigating the student numbers, Preston confirmed that he was not aware of his name being used as no one had contacted him for permission.</p>
Decision:	The Returning Officer ruled that Samer Fawaz nomination could not be accepted as it contained nominators who are not Full Members of the Union and also contained a fraudulent nomination.
Appeal	After receiving details of his disqualification, Samer Fawaz contacted the Returning Officer but did not make an appeal.

#### Ruling two:



Candidate:	Angelin Regina Kalikumar (ARK)
Election:	President
Date of Ruling:	26 <sup>th</sup> March 2014
Circumstances:	On the 24 <sup>th</sup> March 2014, the Chief Executive received a complaint from a student (AB) who alleged that they had seen ARK campaigning in the Learning Resource Centre (LRC) at approximately 3pm on 24 <sup>th</sup> March 2014 and using computers to vote for herself after they had logged into the system.
Investigation:	The outcome of the Security investigation concluded that there was evidence of ARK in the LRC that confirmed the complaint.
Decision:	On the 27 <sup>th</sup> March 2014, The Returning Officer visited the University Security Office and viewed the CCTV. They ruled the ARK had been coercing students and casting votes for herself and this was contravention of the rules and so ARK was disqualified.
Appeal	She did not appeal

### Ruling Three:

Candidate:	Hussein El Gharib (HEG)
Election:	Vice President Student Experience
Date of Ruling:	28 <sup>th</sup> March 2014
Circumstances:	On the 24 <sup>th</sup> March 2014, the Chief Executive received a complaint from a student (AB) who alleged that they had seen HEG campaigning in the Learning Resource Centre (LRC) at approximately 7pm on 24 <sup>th</sup> March 2014 and using computers to vote for himself after they had logged into the system.
Investigation:	On 25 <sup>th</sup> March, The Deputy Returning Officer contacted the University Security Department and asked if HEG could be seen in the LRC on 24 <sup>th</sup> March 2014 at approximately 7pm.  The outcome of the Security investigation concluded that there was evidence of HEG in the LRC that confirmed the complaint.
Decision:	After relaying all this information to the Returning Officer, they concluded that <ul style="list-style-type: none"> <li>· We have CCTV evidence that they have moved from computer to computer speaking with students in the LRC and physically take control of the mouse</li> <li>· That AB statement is evidenced by CCTV</li> <li>· That the AB is not linked to any campaign</li> </ul>
Appeal	HEG appealed to the University against his disqualification under the rules specified in clause 12 of the Election Regulations in the Constitution. The University upheld the disqualification.

### Ruling Four

Candidate:	Ilham Abdishakur
Election:	President
Date of Ruling:	28 <sup>th</sup> March 2014
Circumstances:	It was reported by candidate ARK that she had seen Ilham in the LRC in contravention of the election regulations on Tuesday 25 <sup>th</sup> March in the evening at approximately 6pm.
Investigation:	The Deputy Returning Officer contacted University Security to see if there was any evidence of Ilham in the LRC on the date in question.  At the same time the Deputy Returning Officer met with Ilham informally and put the allegation to her. She accepted that she had been in the LRC on Monday evening with a group of friends as she wanted to change some election posters which had an error in them. She stressed that she did not take part in any activity which would have influence students to vote when they were at their computers.  An investigation by University Security found that Ilham had entered the LRC on Monday at approximately 6pm with a group and proceeded to the third floor. At no time while in the LRC did she engage with anyone who was not with the original group she was entered in, neither was she seen at a computer terminal.



Decision:	The Returning Officer ruled that Ilham would receive an official warning for being in a banned area (LRC) however; she would not be disqualified as there was no evidence of her coercing students to vote.
Appeal	None

### Returning Officer Comments (to be completed by RO with NUS Contact)

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### Returning Officer Recommendations (to be completed by RO with NUS Contact)

<p>There were several issues during the spring elections period, however many of these could not have been foreseen by the students union or those administering the election due to their exceptional nature. Thankfully the substantial issues were isolated to the student experience sabbatical election, allowing other elections to be carried out relatively issue free.</p> <p>I understand the practical difficulties of conducting a re-run of an election before the end of the year given the academic cycle, and can see that an autumn election is now the only option however hopefully some of the recommendations below will help to mitigate the same situation recurring again</p> <ol style="list-style-type: none"> <li>1. To clarify the importance of the nominations process to candidates, to review the process of verification of eligibility to stand.</li> <li>2. To plan a contingency for a re-run of an election after the Easter break</li> <li>3. To separate election investigations and conduct investigations to allow for the two processes to be completed separately, so not to disrupt the election timetable. The only interrelationship between the two processes should be at the conclusion of one or both.</li> </ol>
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### Confirmation of fair election

I hereby declare that this election was run in a fair and democratic manner which satisfies the stipulations as laid out within the 1994 Education Act.
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### Returning Officer Signature and Date

Date:	Signature:
29th March 2014	Emma Powell

	PAPER NO: BG.29(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Corporate Risk Register	
Author:	John Baker, Corporate and Business Planning Manager	
Executive sponsor:	Richard Flatman, Chief Financial Officer	
<b>Recommendation by the Executive:</b>	That the Board notes the risk register	
Aspect of the Corporate Plan to which this will help deliver?	The corporate risk framework is aligned to the new corporate plan and effective management of corporate risk underpins successful delivery of all aspects of the plan.	
Matter previously considered by:	Audit Committee	On: 6 February 2014
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

### **Executive Summary**

The Board is requested to note the updated risk register.

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

**Date:** 13 May 2014

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

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

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

Changes since presentation at April Executive meeting detailed below:

Updated items:

Risk reference	Risk area	Changes made
1	Response to changes in environment	
2	Revenue & income targets	Partnership strategy Action: extended to end July 14.  International Action update. A short term action plan is being implemented to deliver accelerated growth in 14/15, tracked by the Executive. Priority partnerships have been identified to deliver significant new growth from 2015/16 and a new director of collaborations is being appointed to manage execution. A broader internationalisation strategy is being developed as part of the overall University strategy by sep. Action date extended to end Sept 14.
3	Pensions deficit	
6	Ineffective data	Action updated - Deloitte Review of Student HESA data completed.
14	Loss of NHS income	
37	Estates strategy £ impact	Action around student centre: The POE is completed and was considered at Property Committee on 7 <sup>th</sup> May. The F.A. is yet to be agreed as snagging issues continue.
305	Data Security	Action 2 superceded by IBM project on data security.
362	Staff Engagement	Launch of Behavioural Framework postponed to the start of 14/15 Academic Year, following discussion at the last Executive meeting.
397	Restructuring impact on service	Action completed – phase 1 of communications plan. The plan was delivered to the Executive and agreed for the first phase. A nominated lead has been appointed from the marketing team to be part of the Change Team to ensure that communications are actively managed on an ongoing basis for all stakeholder groups. Ongoing feedback loops have been put in place through the dedicated email account, line management and VC and Executive meetings with staff. The second phase of consultation was completed to time and outcomes shared with staff Responsibility going forward sits with the change team ( Mike Molan & Amir Rashid)  No new risks identified.
398	Academic programmes do not remain engaged and promote progression and achievement	

## Corporate Level - Risk Register

<b>Date</b>	08/05/2014
<b>Risk Status</b>	Open
<b>Risk Area</b>	Corporate

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
1	<p>Failure to position the university to effectively respond to changes in government policy and the competitive landscape</p> <p><b>Risk Owner: David Phoenix</b></p> <p><b>Last Updated: 29/01/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p><b>Causes:</b></p> <ul style="list-style-type: none"> <li>- Changes to fees and funding models</li> <li>- Increased competition, supported by Government policy</li> <li>- Failure to anticipate change</li> <li>- Failure to position (politically)</li> <li>- Failure to position (capacity/structure)</li> <li>- Failure to improve League Table position</li> </ul> <p><b>Effects:</b></p> <ul style="list-style-type: none"> <li>- Further loss of public funding</li> <li>- Loss of HEFCE contract numbers</li> <li>- Failure to recruit students</li> <li>- Business model becomes unsustainable</li> </ul>	<p>4 3</p> <p><b>Critical</b></p>	<p>Financial controls (inc. forecasting/modelling, restructure) to enable achievement of operating surplus target</p> <hr/> <p>Regular scrutiny of press packs by Board &amp; Executive to monitor Institutional Esteem, and direct PR activity as appropriate.</p> <hr/> <p>Maintain relationships with key politicians/influencers, boroughs and local FE</p> <hr/> <p>Annual review of corporate strategy by Executive and Board of Governors</p> <hr/> <p>OFFA agreement for 13/14 and Student Access &amp; Success Strategy for 14/15</p> <hr/> <p>Modelling work regularly updated to establish a fee position net of fee waivers less than £7500 for the 12/13 entry cohort, using allocation of fee waivers and bursaries as required. elling/updated.</p>	<p>4 1</p> <p><b>High</b></p>	<p>Ensure appropriate leadership for the organisation through an open range of senior appointments and a more strategic approach to Business Intelligence.</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 01/08/2014</b></p> <hr/> <p>Consider potential impact of significant reduction in Student Opportunity Funding.</p> <p><b>Person Responsible: Richard Flatman</b></p> <p><b>To be implemented by: 30/06/2014</b></p> <hr/> <p>Conduct full consultation with staff to enable development of Medium Term Strategy from 2015 - 2020.</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 30/06/2014</b></p> <hr/> <p>Realign academic offering to market through restructuring of Faculties into Schools and appointment of new Deans &amp; Deputy Vice Chancellor.</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 29/08/2014</b></p> <hr/> <p>Full review of organisational structures to ensure clarity of roles and alignment with key deliverables.</p> <p><b>Person Responsible: David Phoenix</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
<b>To be implemented by: 01/08/2014</b>						
2	Loss of revenue if recruitment targets not met	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Changes to fees mechanisms for UGFT</li> <li>- Increased competition (removal of SNC cap in 15/16)</li> <li>- Failure to develop and communicate brand</li> <li>- Lack of accurate real-time reporting mechanisms</li> <li>- LSBU late entrant to international student market and fails to catch-up</li> <li>- Poor league table position</li> <li>- Portfolio or modes of delivery do not reflect market need</li> <li>- Failure to engage with non-enterprise activities</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Under recruitment</li> <li>- Loss of HEFCE contract numbers</li> <li>- Over recruitment leading to penalties on HEFCE numbers</li> <li>- Failure to meet income targets for non-HEFCE students</li> </ul>	4 3 <b>Critical</b>	<p>Report on student recruitment presented to every monthly Executive meeting and also reviewed by Board of Governors</p> <hr/> <p>Enterprise Business Plan submitted annually to SBUEL Board for approval &amp; quarterly updates provided at Board meetings.</p> <hr/> <p>Sustainable Internationalisation strategy &amp; Action Plan, includes Fees &amp; Discount policy, with simplified fee structure and discount/scholarship programme for targeted countries, &amp; enhanced in-market and partner activities</p> <hr/> <p>League Table action plan</p> <hr/> <p>Modelling of student recruitment numbers, including worse case scenarios which aid the planning process.</p> <hr/> <p>Reports on the 16-20 Challenge Programme (Financial &amp; Narrative) will be provided to each Executive Meeting to aid constant scrutiny of this initiative and review of progress against 5 year income targets.</p> <hr/> <p>SBUEL has 2 Non-Executive Directors in place to oversee the Enterprise strategy</p>	4 2 <b>Critical</b>	<p>Develop partnership strategy for working with local schools</p> <p><b>Person Responsible: Beverley Jullien</b></p> <p><b>To be implemented by: 31/07/2014</b></p> <hr/> <p>Develop generic LSBU student outcomes at all award levels to ensure continued course competitiveness.</p> <p><b>Person Responsible: Phil Cardew</b></p> <p><b>To be implemented by: 30/11/2014</b></p> <hr/> <p>Recruitment strategy for International to be refocused into an Internationalisation Plan to deliver a step-change in recruitment of international students at both UG and PG.</p> <p><b>Person Responsible: Beverley Jullien</b></p> <p><b>To be implemented by: 30/09/2014</b></p> <hr/> <p>Support and engage with University Engineering Academy &amp; support development of University Technical College.</p> <p><b>Person Responsible: Rao Bhamidimarri</b></p> <p><b>To be implemented by: 28/11/2014</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
				Differentiated campaigns started for postgraduate and part-time students		
3	Staff pension scheme deficit increases	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Increased life expectancies</li> <li>- Reductions to long term bond yields, which drive the discount rate</li> <li>- Poor stock market performance</li> <li>- Poor performance of the LPFA fund manager relative to the market</li> <li>- TPS/USS schemes may also become subject to FRS17 accounting</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Increased I&amp;E pension cost means other resources are restricted further if a surplus is to be maintained</li> <li>- Balance sheet is weakened and may move to a net liabilities position, though pension liability is disregarded by HEFCE</li> <li>- Significant cash injections into schemes may be required in the long term</li> </ul>	3 <b>High</b>	<p>Switch of inflator from RPI to CPI (expected to be lower in the long term)</p> <hr/> <p>Regular monitoring of national/sector pension developments and attendance at relevant conferences and briefing seminars</p> <hr/> <p>Regular valuation of pension scheme (actuarial and FRS 17). Most recent FRS valuation shows significant reduction in LPFA deficit.</p> <hr/> <p>Regular Reporting to HR committee.</p> <hr/> <p>DC pension scheme now established for SBUEL staff.</p> <hr/> <p>Tight control of staff costs in all areas (and reported to committee and Board via agreed KPIs)</p> <hr/> <p>New LPFA scheme, effective April 2014</p> <hr/> <p>Strict control on early access to pension at redundancy/restructure</p> <hr/> <p>Active monitoring in year of trends in discount rate, life expectancy assumptions etc to ensure year-end adjustments are minimised</p>	3 <b>High</b>	<p>To review Pension funding statement when received and then take action as appropriate.</p> <p><b>Person Responsible: Richard Flatman</b></p> <p><b>To be implemented by: 31/07/2014</b></p>



Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
6	<p>Ineffective data systems provide Management Information that is not meaningful and reliable, either for internal decision or for external reporting</p> <p><b>Risk Owner: Phil Cardew</b></p> <p><b>Last Updated: 08/05/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p><b>Causes:</b></p> <ul style="list-style-type: none"> <li>- Data in systems is inaccurate</li> <li>- Data systems are insufficient to support effective delivery of linked management information</li> <li>- Resource constraints &amp; insufficient staff capability delay system improvement</li> <li>- unclear data during clearing</li> <li>- Lack of data quality control and assurance mechanisms</li> </ul> <p><b>Effects:</b></p> <ul style="list-style-type: none"> <li>- Insufficient evidence to support effective decision-making at all levels</li> <li>- Inability to track trends or benchmark performance</li> <li>- Internal management information insufficient to verify external reporting</li> <li>- over-recruitment penalties</li> <li>- HESA/HESES returns not credible</li> <li>- League table position impaired by wrong data</li> <li>- UKBA licence revocation if conditions not satisfied = loss of £8m+ revenue/year, &amp; reputation damage</li> <li>- Failure to satisfy requirements of Professional, Statutory and Regulatory bodies (NHS, course accreditation etc)</li> </ul>	<p>3 3</p> <p><b>High</b></p>	<p>Regular Engagement with internal auditors &amp; 3 year IA cycle to systematically check data in key systems (and related processes):</p> <ul style="list-style-type: none"> <li>- Finance (including student fees)</li> <li>- Student data (&amp; data Quality)</li> <li>- HR systems</li> <li>- Space management systems</li> <li>- UKBA requirements &amp; compliance</li> </ul> <hr/> <p>Systematic data quality checks of staff returns by HR in conjunction with faculties.</p> <hr/> <p>Engagement between International Office, Registry and Faculties to ensure compliance with UKBA requirements, specifically with regards to:</p> <ul style="list-style-type: none"> <li>- Visa applications and issue of Certificate of Acceptance to Study</li> <li>- English language requirements</li> <li>- Reporting of absence or withdrawal</li> </ul> <hr/> <p>Systematic data quality checks of student returns by Registry in conjunction with faculties.</p> <hr/> <p>International Office runs annual cycle of training events with staff to ensure knowledge of &amp; compliance with UKBA process</p>	<p>3 2</p> <p><b>High</b></p>	<p>Data management project has 3 stages:</p> <p>Stage 1 - completed May 2013</p> <p>Stage 2 - Sep 2013, disappointing PQQ response &amp; on hold as significant overlap with the IBM partnership proposal</p> <p>Stage 3 - September 2014, contingent upon broader partnership or a separate strand of action, including Master Data Management.</p> <p><b>Person Responsible: David Swayne</b></p> <p><b>To be implemented by: 30/09/2014</b></p> <hr/> <p>Construct a 'master data view' &amp; report system exceptions, including:</p> <ul style="list-style-type: none"> <li>* Student Records</li> <li>* Staff Records</li> <li>* Student Engagement / Progression</li> <li>* Admissions (especially during clearing and enrolment)</li> <li>* Curriculum</li> <li>* Estate (especially spaces used for teaching)</li> <li>* Timetable</li> <li>* VLE and other learning systems usage</li> <li>* Finance Records</li> </ul> <p><b>Person Responsible: David Swayne</b></p> <p><b>To be implemented by: 30/05/2014</b></p> <hr/> <p>Restructure to bring central control environment for finance and student data management and reporting</p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
						<b>Person Responsible: Richard Flatman</b> <b>To be implemented by: 31/07/2015</b>
14	Loss of NHS contract income	<b>Cause &amp; Effect:</b> Cause: NHS financial challenges/ structural change is resulting in a total review of educational commissioning by Health Education England ( and 3 London HEE) with an expected overall 40% reduction in available funding. In addition late decision making over community programmes. Failure to recruit to target inspite of increased applications due to low numeracy and literacy pass rates. Failure to maintain student numbers on the contract resulting in clawback Effect: Reduction in income Reduced staff numbers Negative impact on reputation	3 3 <b>High</b>	Named Customer Manager roles with NHS Trusts, CCGs and HEE. <hr/> Monitor quality of courses (CPM and NMC) annually in autumn (CPM) and winter (NMC) <hr/> Support with numeracy and literacy test preparation Develop BSc Health and Social Care by Spetmebr 2015 for applicants not meeting course tariffs requirements and to support PGDip recruitment. <hr/> Regular contact with HEE DEQs, None Medical Deans and commissioning contract managers.	3 2 <b>High</b>	Attend consultation events with CoD and HEE (review of NHS Pre-reg contract benchmark price / move to Outcome Based Commissioning could = drop in NHS income) <b>Person Responsible: Judith Ellis</b> <b>To be implemented by: 01/08/2014</b> <hr/> Ensure a quality campus in each HEE/ LETB area. <b>Person Responsible: Warren Turner</b> <b>To be implemented by: 01/09/2014</b> <hr/> Grow into new markets for medical and private sector CPPD provision <b>Person Responsible: Warren Turner</b> <b>To be implemented by: 31/08/2014</b> <hr/> Develop opportunities for further International 'in-country' activity. <b>Person Responsible: Mary Lovegrove</b> <b>To be implemented by: 30/09/2014</b> <hr/> Increase uptake in band 1-4 activitiy Support Trusts in seeking external (non NHS) funding <b>Person Responsible: Sheelagh Mealing</b>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
						<p><b>To be implemented by: 01/09/2014</b></p> <hr/> <p>Improve NSS participation &amp; scores</p> <p><b>Person Responsible: Sue Mullaney</b></p> <p><b>To be implemented by: 31/07/2014</b></p>
37	Negative impact of estates strategy delivery on financial position	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>- Poor project controls</li> <li>- Lack of capacity to manage/deliver projects</li> <li>- Reduction in agreed/assumed capital funding</li> <li>- Reduction in other government funding</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>- Adverse financial impact</li> <li>- Reputational damage</li> <li>- Reduced surplus</li> <li>- Planned improvement to student experience not delivered</li> <li>- Inability to attract new students</li> </ul>	<p>3 3</p> <p><b>High</b></p>	<p>Regular Reports are provided to both P&amp;R and the Board on planned capital expenditure.</p> <hr/> <p>Full Business Case including clarity on cost and funding prepared for each element of Estates Strategy and approved by Board of Governors</p> <hr/> <p>Clear requirement (including authority levels) for all major (&gt;£1m) capital expenditure to have Board approval</p> <hr/> <p>Property Committee is a sub-committee of the Board of Governors and has a remit to review all property related capital decisions.</p> <hr/> <p>Automated process developed for business cases including all capital spend. Guidance developed as part of new process.</p> <hr/> <p>Capex reporting routines established and embedded into regular updated financial forecasts &amp; management accounts and regular Board reports.</p> <hr/> <p>Clear project governance established for both the renovation of the Terraces and the Student Centre</p>	<p>3 1</p> <p><b>Medium</b></p>	<p>Terraces Project completes Anchor Projects in current development plan. The potential acquisition of the Hugh Astor Court (Peabody Building) on Keyworth Street opens up the opportunity for the redevelopment of the North West quarter of the campus and the creation of a clear University 'front door'. Plans have been developed for a major redevelopment scheme that was shared with the Executive in July and with Governors in Autumn 2013. The plan will be developed and cross referenced with the Capex schedule of the Five year plan.</p> <p><b>Person Responsible: Ian Mehrtens</b></p> <p><b>To be implemented by: 30/11/2013</b></p> <hr/> <p>Complete and report on the final negotiations for the Student Centre. Update: the 12 month defects liability period has past &amp; we're working through the final defect list. No progress on Final Account completion until works are done to ensure completion. POE by the end of Feb.</p> <p><b>Person Responsible: Ian Mehrtens</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
				Estates & Facilities Dept project controls		<b>To be implemented by: 30/04/2013</b>
305	Student & other data not used and maintained securely or appropriately	<b>Cause &amp; Effect:</b> Loss of student data security either en masse (e.g. address harvesting) or in specific cases (e.g. loss of sensitive personal files)	3 2 <b>High</b>	Following a meeting on 16/11/12, David Swayne has taken responsibility for improving our control over data protection risks at an institutional level.	3 2 <b>High</b>	<p>Review course administration process around data entry and approval, to ensure appropriate levels of approval and monitoring of amendment.</p> <p><b>Person Responsible: Andrew Fisher</b></p> <p><b>To be implemented by: 27/06/2014</b></p> <hr/> <p>Define an Information Security solution for LSBU and implement it. LSBU has no Information Security Manager - the post was removed some time ago. To rectify this situation a Managed Security Service is being procured.</p> <p><b>Person Responsible: David Swayne</b></p> <p><b>To be implemented by: 20/12/2013</b></p> <hr/> <p>1. Define Mobile Device Policy - this is agreed and published                  2. Prepare and deliver a training course on this topic - this is in progress in collaboration between ICT and OSDT                  3. Ensure that all mobile devices have adequate protection - laptop encryption tool being selected, mobile device management tool purchased and being deployed</p> <p><b>Person Responsible: David Swayne</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
<b>To be implemented by: 29/11/2013</b>						
362	Poor staff engagement with University  <b>Risk Owner: David Phoenix</b>  <b>Last Updated: 07/05/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p>Causes:</p> <ul style="list-style-type: none"> <li>•Bureaucracy involved in decision making at the University</li> <li>•No teamwork amongst departments at the University</li> <li>•Staff feeling that they do not receive relevant information directly linked to them and their jobs</li> <li>•Poor pay and reward packages</li> <li>•Poor diversity and inclusion practises</li> </ul> <p>Effects:</p> <ul style="list-style-type: none"> <li>•Decreased customer (student) satisfaction</li> <li>•Overall University performance decreases</li> <li>•Low staff satisfaction results</li> <li>•Increased staff turnover</li> <li>•Quality of service delivered decreases</li> </ul>	3 3 <b>High</b>	<p>Departmental Business Planning process</p> <hr/> <p>Feedback page for staff to leave comments on staff Gateway</p> <hr/> <p>Scheduled Team meetings</p> <hr/> <p>Staff engagement survey</p> <hr/> <p>Regular Business review meetings</p>	3 2 <b>High</b>	<p>The Executive and SMG will develop and implement relevant action plans to address outcomes from the survey, having access to an interactive tool to aid the action planning process. Least positive survey areas will be addressed in the Organisational Development Strategy.</p> <p><b>Person Responsible: Mrs Vongai Nyahunzvi</b></p> <p><b>To be implemented by: 27/06/2014</b></p> <hr/> <p>Launch Behavioural Framework &amp; embed within HR processes and documents at start of 14/15 Academic Year</p> <p><b>Person Responsible: Mike Molan</b></p> <p><b>To be implemented by: 15/10/2014</b></p> <hr/> <p>Oversee staff opportunity to contribute to development of Corporate Strategy for 2015-2020</p> <p><b>Person Responsible: David Phoenix</b></p> <p><b>To be implemented by: 30/05/2014</b></p>

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
397	Effectiveness of delivery impaired as Institution goes through restructuring process  <b>Risk Owner: David Phoenix</b>  <b>Last Updated: 08/05/2014</b>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> The structural re-organisation of academic groupings from 4 faculties to 7 schools. The re-focusing of support departments into professional service clusters. - undertaken to underpin academic and business effectiveness.</p> <p><b>Effect:</b> Staff morale could be impacted negatively by process of change, and by perceived threats to job security, which impairs enthusiasm and contribution in role. In turn this can cause high performing staff to seek employment elsewhere, which can cause skills shortages and loss to the institutional knowledge base. Service levels - to staff and students - could be impacted negatively by teams trying to deliver business as usual whilst also going through the change process. Data reliability might be impaired if the translation process encounters issues such as limitations with the flexibility of existing software solutions, unforeseen time or money resource implications or error in the relocation process.</p>	3 3 <b>High</b>	<p>The Executive team are taking a Project Management Approach to the Change, bringing in a PM expert on Organisational change, and freeing up experts from within the organisation to act as a change team that reports directly into meetings of the Executive.</p> <hr/> <p>The Executive have developed a Communications Strategy to ensure significant consultation with internal and external stakeholders.</p> <hr/> <p>New Professional Service groupings will be created from existing business units to minimise impact on service delivery.</p>	3 2 <b>High</b>	

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority	Existing Controls	Residual Risk Priority	Action Required
398	<p>Academic programmes do not remain engaged with technological and pedagogic developments which support students and promote progression and achievement</p> <p><b>Risk Owner: Phil Cardew</b></p> <p><b>Last Updated: 29/01/2014</b></p>	<p><b>Cause &amp; Effect:</b></p> <p><b>Cause:</b> LSBU does not effectively exploit the learning potential of new technologies. Curriculum do not adapt sufficiently to give students the knowledge and skills valued by employers Support mechanisms do not provide some students with the learning support they need to navigate and succeed in the learning environment.</p> <p><b>Effect:</b> Retention does not meet the targets within the 5 year forecast. Employability of LSBU graduates does not improve. Market appeal of courses is impaired</p>	<p>2 3 <b>Medium</b></p>	<p>Delivery of the Teaching Enhanced Learning Strategy (TEL) through Academic Board and related committees.</p>	<p>2 2 <b>Medium</b></p>	<p>Implement 'Exceptional Student Experience' aspect of the IBM Investment programme to deliver a step change in the institutional use of personal in year data to drive communications to students concerning their academic performance.</p> <p><b>Person Responsible: David Swayne</b></p> <p><b>To be implemented by: 31/07/2015</b></p> <hr/> <p>Oversee delivery of BUILT change Programme to switch to Moodle VLE (Virtual Learning Environment) for all students</p> <p><b>Person Responsible: Phil Cardew</b></p> <p><b>To be implemented by: 01/08/2014</b></p>

# London South Bank University

	PAPER NO: BG.30(14)	
Board/Committee:	Board of Governors	
Date:	22 May 2014	
Paper title:	Declarations of Interest update	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors	
<b>Recommendation by the Executive:</b>	That the Board authorises the situational conflicts listed below	
Aspect of the Corporate Plan to which this will help deliver?	N/A - Compliance with Companies Act 2006.	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Register of Interests published on website.	

## Executive summary

In November each year the Board is asked to authorise the situational conflicts of interest of its members and the Executive. Douglas Denham St Pinnock has declared that he is owner and director of Owengate Environmental Ltd.

The Board are asked to authorise this interest.

The Board is requested to authorise the interests as listed below. These entries will be published on LSBU's external website along with the entries for all governors.





**Douglas Denham St Pinnock**

<b>Organisation with which connected</b>	<b>Sector</b>	<b>Relationship with organisation</b>	<b>As of date</b>	<b>Notes</b>	<b>Date authorised by Board</b>
Owengate Capital Ltd	Financial trading	Owner/director (paid)	1988		19/07/2012
Owengate Ltd	Financial trading	Owner/director	Pre1995	Dormant company	19/07/2012
Owengate Equipment Finance	Financial trading	Owner/director	Pre1995	Dormant company	19/07/2012
Council for the Defence of British Universities	Higher Education	Member	2012		21/03/2013
Owengate Environmental Ltd	Environmental advice	Owner/director	2014		