

Meeting of the Board of Governors

4.00 - 6.00 pm on Thursday, 23 May 2019
in 1B27 - Technopark, SE1 6LN

Agenda

Note: 4.00pm to 4.25pm – presentation on the Group estate

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Declarations of Interest Governors are required to declare any interest in any item of business at this meeting		JC
3.	Minutes of previous meeting	3 - 8	JC
4.	Matters arising <ul style="list-style-type: none"> • Pensions working group terms of reference 	9 - 12	JC
Chair's business			
5.	Independent governor recruitment <ul style="list-style-type: none"> • Standing Orders amendment and co-opted governor 	13 - 18	JC
6.	Committee chairs and membership	<i>Verbal</i>	JC
7.	Update from Chair of MPIC	<i>Verbal</i>	DDSP
Items to discuss			
8.	Vice Chancellor's report	19 - 42	DP
9.	Group Chief Financial Officer's report	43 - 80	RF
10.	Corporate strategy progress report	81 - 92	PB
11.	Equality, Diversity and Inclusion annual report	93 - 118	SW
Items to approve			
12.	Appointment of contractor for Nine Elms Skills Centre	119 - 122	PI
13.	New governor declaration of interests	123 - 124	JS

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
Items to note			
<i>the following papers will only be discussed at the meeting if there is a matter that any governor wishes to raise with the Secretary the day before the meeting</i>			
14.	Reports and decisions of committees	125 - 130	SEC
15.	Health and Safety mid-year report	131 - 140	SW
16.	Corporate Risk	141 - 150	RF
17.	Board strategy day report <ul style="list-style-type: none"> • LSBU vision (<i>Pat Bailey</i>) 	151 - 164	SEC
18.	SU election results	<i>To follow</i>	SW

**Date of next meeting
4.00 pm on Thursday, 18 July 2019**

Members: Jerry Cope (Chair), Douglas Denham St Pinnock (Vice-Chair), David Phoenix, Steve Balmont, Duncan Brown, John Cole, Michael Cutbill, Peter Fidler, Nelly Kibirige, Hilary McCallion, Mee Ling Ng, Jenny Owen, Jeremy Parr, Rashda Rana, Tony Roberts, Deepa Shah, Nazene Smout and Vinay Tanna

Apologies Mark Lemmon

In attendance: Pat Bailey, Richard Flatman, Paul Ivey, James Stevenson, Shân Wareing, Michael Broadway and Askari Jafri

**Minutes of the meeting of the Board of Governors
held at 4.00 pm on Thursday, 14 March 2019
1B27 - Technopark, SE1 6LN**

Present

Jerry Cope (Chair)
Douglas Denham St Pinnock (Vice-Chair)
David Phoenix
Steve Balmont
Duncan Brown
Michael Cutbill
Nelly Kibirige
Peter Fidler
Mee Ling Ng
Jenny Owen
Jeremy Parr

Apologies

Shachi Blakemore
Kevin McGrath
Hilary McCallion
Tony Roberts
Nazene Smout
Pat Bailey

In attendance

Richard Flatman
Paul Ivey
James Stevenson
Michael Broadway

1. Welcome and apologies

The Chair welcomed members to the meeting.

The above apologies were noted.

The Chair noted that the Board had just received an informative presentation on the group estates redevelopment programme, including SE1 and Vauxhall.

2. Declarations of Interest

Jerry Cope declared that as Chair of the Croydon Health Alliance he had introduced LSBU to the Croydon campus opportunity (minute 9).

Peter Fidler declared that he is a friend of Mohammed Eid, Director of the Internationalisation Office at the British University in Egypt (minute 12).

David Phoenix declared that he is a director of the British University in Egypt (minute 12).

The Board noted these interests.

3. Minutes of previous meeting

The Board approved the minutes of the meeting of 22 November 2018 and their publication.

4. Matters arising

All matters arising would be discussed at a future meeting.

5. Chair's business

Independent governor recruitment

The Chair updated the Board on independent governor recruitment. The Nomination Committee had met immediately before the Board meeting to discuss a longlist of candidates provided by Audeliss, recruitment consultants.

The Nomination Committee is looking to fill at least some of the skills of audit, property, international and digital expertise on the Board.

Final interviews were due to take place at the end of March 2019.

Strategy day, 10 April 2019

The Board noted the planned topics for the joint Board and Academic Board strategy day of 10 April 2019 were the group corporate strategy, 2020-2025 and developing as a Group.

Student governors

The Chair congratulated Nelly Kibirige and Nazene Smout for their re-elections as President of the Students' Union and Chair of the Student Council and as student governors.

The Board noted that Nelly Kibirige was standing for election as President of the National Union of Students.

6. Staff governors update

The Board approved the recommendation to extend the terms of office of Jenny Owen and Tony Roberts as staff governors to 31 July 2019.

7. **SBUEL Board update**

The Board noted an update on the South Bank University Enterprises Ltd (SBUEL) Board from Michael Cutbill, LSBU governor and director of SBUEL. The Board supported the strategic plans to increase the company's income in the medium-term and co-develop the approach to "South Bank Enterprises".

8. **Governance effectiveness review**

The Board noted the proposed governance effectiveness review which would begin in April 2019 and report to the Board in July 2019. The Board noted that its role in academic quality assurance and its relationship with the Academic Board would form part of the review.

The review would be undertaken in-house by the LSBU governance team with external review and challenge of the final draft report.

9. **Vice Chancellor's report**

The Board discussed the Vice Chancellor's report in detail.

The Board noted that the University's level 4 and 5 apprenticeship provision had recently been inspected by Ofsted and had been assessed as 'good'. The report would be reviewed by the Audit Committee at its meeting of 13 June 2019.

The Board noted that the South Bank Engineering UTC had received a 'requires improvement' grading from Ofsted. The report would be considered by the South Bank Academies Board at its next meeting.

The Board discussed the University's approach to unconditional offers and entry tariffs. The Board noted that the University did not offer any 'conditional unconditional' offers. The average entry tariff was in line with the previous year. The approach to unconditional offers will be reviewed at the end of the academic year.

The Board noted that student recruitment was positive across all categories of students.

The Board discussed the opportunity to develop a higher education presence in Croydon, in partnership with Croydon Council. The prospectus was noted and a full business case was being developed.

The Board noted strategic discussions with the National College of Creative Industries in Purfleet and the Deputy Commissioner.

10. **Group Chief Financial Officer's report**

The Board discussed the Group Chief Financial Officer's report, which included an update on the latest income projections for 2018/19, budget planning for 2019/20, pensions and South Bank Colleges.

The Board noted that the current forecast for 2018/19 is at least to deliver to budget.

The Board noted challenges for the next financial year included increasing staff costs through the annual pay award and increased pension costs. The Board noted that a board pensions working group is being established to consider options for the future provision of the Local Government Pension Scheme (LGPS).

The Board approved the appointment of BDO as Group Internal Auditors from 1 August 2019 for a term of 3 + 1 + 1 years.

11. **Draft Group Corporate Strategy 2020-2025**

The Board approved the Group Corporate Strategy, 2020-2025 which would be discussed in more detail at the Board strategy day on 10 April 2019. The University's mission of "transforming lives, communities, businesses and society through applied education and oversight" would be delivered through four strategic pillars: 'access to opportunity', 'student success', 'real world impact' and 'fit for the future'.

12. **International Branch Campus Cairo - strategic business case**

The Board discussed the strategic business case to establish an international branch campus (IBC) in Egypt. At its meeting of 28 February 2019, the Major Projects and Investment Committee had reviewed the business case in detail and recommended it to the Board for approval.

The Board approved the strategic business case and authorised the Executive to proceed with the IBC licence application to the Ministry of Higher Education in Egypt.

13. **Standing declaration of interest**

The Board authorised the declared interests of Michael Cutbill, to be published on the website.

14. **Reports and decisions of committees**

The Board noted the reports.

The Board approved the opening of a deposit account with Nationwide.

15. **Corporate Risk**

The Board discussed the corporate risk update.

The Board noted the potential risk to fee income following the Augar review of post-18 education and funding, which was expected to report in May 2019. Modelling of possible scenarios from the report would be reported to the Board at its strategy day in April 2019. The Board noted that the LSBU SU President had contributed to the review.

The Board asked the Audit Committee to look at the balance of risk at its next meeting.

16. **Project Larch update**

The Board noted the update and the successful transfer of Lambeth College to South Bank Colleges on 31 January 2019.

17. **SU code of practice**

The Board noted the revised Education Act 1994 Code of Practice, which had been approved by the Finance, Planning and Resources Committee at its meeting of 26 February 2019. The funding agreement had been updated by the Executive.

18. **Any other business**

The Board noted that Julie Chappell, Kevin McGrath and Shachi Blakemore had resigned from the Board. The Chair thanked them for their valuable contributions to the Board and the University.

Date of next meeting
Board strategy day – 10am on Wednesday, 10 April 2019
Board meeting – 4pm, on Thursday 23 May 2019

Confirmed as a true record

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**BOARD OF GOVERNORS - THURSDAY, 14 MARCH 2019
ACTION SHEET**

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
9.	Vice Chancellor's report	Apprenticeships Ofsted report to June Audit and Risk Committee	13 June 2019	Shân Wareing	On agenda for June 2019 Audit and Risk Committee
10.	Group Chief Financial Officer's report	Establish board working group on pensions	Week commencing 3 June 2019	Richard Flatman, James Stevenson	Planned for start of June 2019 – see update attached
15.	Corporate Risk	Look at balance of risk at its next meeting	13 June 2019	Audit and Risk Committee	On agenda

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Draft Terms of Reference – Pensions Working Group

The issue of pension provision and deficits has been identified as a key risk by the University for a number of years. The University operates 2 principal pension schemes, the Teachers' Pension scheme (TPS) for academic staff and the London Pension Fund Authority (LPFA) for support staff. A small number of teaching staff are members of the Universities Superannuation scheme (USS) and staff employed by SBUEL are offered a defined contribution scheme, the LSBU Group Personal Pension Scheme.

It is the cost of the LPFA pension scheme which is of greatest concern, both in terms of the accounting deficit in the scheme and the cost of on-going contributions.

The University commissioned Mercers to model the options available to the University to reduce the cost of support staff pensions or reduce the risk of this provision becoming unaffordable.

The options presented were:

	Current arrangements	Scenario 1	Scenario 2	Scenario 3	Scenario 4
New Hires	LGPS for all	DC up to and including grade 9	DC for all	DC up to and including grade 9	DC for all
Existing LGPS members		DC as an option	DC as an option	LGPS above grade 9	

The Executive previously considered this matter and expressed a preference for Scenario 2; which would mean that:

- Existing LGPS members retain the option to remain in the LGPS, but with the option to transfer to a DC arrangement
- Existing staff who have opted out of the LGPS retain the option to join the LGPS or the DC arrangement
- New hires from a specified date will be automatically enrolled into the DC arrangement, but have no access to the LGPS

Since this matter was considered by the Executive, the University has also undertaken an analysis of the University's membership and the HR implications of the options presented and other options such as grade related pension options should now also be considered in more detail as well as schemes in place for employees of South Bank Colleges and South Bank Academies.

In addition, the FE College and Post 92 University sector is beginning to consider its options around teachers' pension provision and alternatives to the TPS.

The purpose of the Pension's committee is to:

- consider the options available to the University

- make a recommendation to the board regarding future staff pension provision
- provide governance oversight to the implementation of agreed changes to pension provision in the university group.
- provide input to the development of a Group Reward strategy

The Director Organisation Development (projects) is working with Finance and the working pension group to look at pensions within the context an overall reward strategy. The aim of this strategy will be to define a Group approach to reward which will enable the University, College and Academies to continue to attract and retain talent in a competitive marketplace.

	CONFIDENTIAL
Paper title:	Independent governor recruitment update
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	Askari Jafri, Governance Officer
Board sponsor:	Jerry Cope, Chair of the Board
Purpose:	To update the Board on independent governor recruitment
Recommendation:	The Board is requested to note the update

Independent governor recruitment

Following recommendation by the Nomination Committee and approval by the Appointments Committee (via email on 24 April 2019), the following have been appointed as independent governors from 1 May 2019:

- John Cole;
- Mark Lemmon (co-opted governor from 1 May 2019 to 31 July 2019 and an independent governor from 1 August 2019);
- Rashda Rana;
- Deepa Shah; and
- Vinay Tanna.

In order to appoint all five governors it is necessary for the Board to approve an amendment to its Standing Order No. 4 to allow it to co-opt governors for a certain period of time in addition to the 13 independent governors.

It is proposed that Mark Lemmon is appointed as a co-opted governor until 31 July 2019 and as an independent governor from 1 August 2019 (when Steve Balmont's retirement as an independent governor will create a vacancy for an independent governor).

The co-opted governor will be a director under the Companies Act and have the same powers and duties as the independent governors on the Board.

The proposed Standing Order No. 4 is attached for approval.

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4. Composition of Board and methods of appointment

1. Under article 8.2¹ the Board has determined that, when fully complemented, the membership of the Board shall consist of 18 members, as follows:
 - a. 13 independent governors;
 - b. the Vice Chancellor (by virtue of office);
 - c. two students; and
 - d. two staff members of the Academic Board.
2. Under article 8.3 the Board may amend the composition of the Board, ensuring that independent governors are in a majority and that there are not less than eight and not more than eighteen members of the Board.
3. If the Board decides to alter the composition of the Board to exclude student or staff governors it should formally record in its minutes the reasons for doing this and inform the funding council.
4. The Board may appoint at least one, and not more than nine, co-opted members as nominated by the Appointments Committee, in addition to the maximum number of 18 Board members.
 - a. The Board of Governors, through the Appointments Committee will determine the length of the co-opted governor's term, not exceeding four years.
 - b. The co-opted governor's appointment must fulfil a skills gap identified for the Board.

Independent Governors

¹ Article 8.2: The Board of Governors shall determine and set out in Standing Orders the number of its membership, the number of its members to be appointed in each of the categories of membership set out in Article 8.1 above and the appointment of nominated individuals and in so doing shall ensure that a majority of the members of the Board of Governors when constituted are Independent Governors.



5. Independent Governors are defined in Article 8.1.2 as “persons who are neither Staff nor Students and who are considered by the Appointments Committee to have experience and capability relevant to the University’s requirements”.
6. The Nomination Committee shall consider potential candidates for the position of Independent Governor and shall make recommendations to the Appointments Committee having evaluated the balance of skills, knowledge and experience required for a particular appointment and having due regard to the benefit of equality and diversity in the composition of the Board.
7. Independent Governors shall be appointed by the Appointments Committee, having considered a recommendation from the Nomination Committee.
8. Under Article 9.1.2, Independent Governors shall be appointed for an initial term of four years. The Appointments Committee may re-appoint an Independent Governor at the end of their term of office on a recommendation from the Nomination Committee, based on effective performance.
9. Under Article 9.2, an Independent Governor may not normally be appointed for more than two terms of office in total. If it recommends that an Independent Governor is to be appointed for a third term, the Nomination Committee shall make a clear justification to the Appointments Committee.

Student Governors

10. A Student is defined in the Articles as “a person who ... is pursuing a full-time course of not less than one month’s duration... . For this purpose, sabbatical officers of the Student Union shall be deemed to be students”.
11. The President of the Student Union shall be a Student Governor and will serve as a governor throughout their period of office.
12. The Chair of the Student Council shall be a Student Governor and will serve as a governor throughout their period of office.

Staff Governors



13. There shall be two governors who shall be current members of the Academic Board (Staff Governors). The Staff Governors shall be recommended to the Board of Governors by the Academic Board.
14. The Staff Governors are appointed by the Board, having considered the recommendation from the Academic Board
15. The Staff Governors serve for a period of three years or until they cease to be a member of the Academic Board, whichever is the soonest.



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Termination of Appointment

16. Under Article 9.3.4 the procedure for removing governors by the Members follows ss.168-169 Companies Act 2006.

Approved by the Board on 9 July 2015.

Revision approved by the Board on 12 October 2017.

	CONFIDENTIAL
Paper title:	Vice Chancellor's Report
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	David Phoenix, Vice Chancellor
Executive sponsor:	David Phoenix, Vice Chancellor
Purpose:	To update the Board on University matters
Recommendation:	To note the report

Executive Summary

Our current recruitment position is strong with application growth outstripping our London competitor set and the sector (4.7% versus 0.7% and 0.1% respectively). This is our first cycle of application growth since 2015/16 and so far, we have recruited 3,470 Firm Accepts overall for September 2019, which is up 22% (or +630 FAs) year-on-year. We are also improving in year retention, 6% of students have withdrawn or interrupted compared to 9% at the same point last year.

Research income is on budget and we are currently looking at extending our focus in this area to consider additional indicators linked to the forthcoming research excellence framework. Enterprise income is up on last year but slightly behind budget.

Work to develop the LSBU Group continues. In SBA and SBC we have newly appointed independent chairs and work is underway to develop the 5 year plans in line with the Group strategy.

I am pleased to say that the Finance, Planning and Resources Committee approved our Corporate Roadmaps for 19/20 and these can be found in Appendix 1 for information. This is the last year related to the last five year plan and work to develop measures for the 2025 Group strategy is underway and will be finalised with Board members shortly.

Vice Chancellor's Report May 2019

This report has been formatted around the three key outcomes listed in the corporate strategy followed by a review of activity related to the enablers.

1.0 Corporate Strategy Outcome 1: Student Success

The focus of this outcome is developing the learning pathway to improve student engagement and the outcomes they achieve.

1.1 Retention

Positive trends compared to the prior year continue both in the number of withdrawn and interrupted students and in the associated lost income. Key figures as at March 2019 YTD are:

- 6% of students have withdrawn or interrupted their studies, compared to 9% at the same point in 2017/18.
- There were 377 fewer withdrawals and interruptions than in the previous year, largely as a result of a reduction in interruptions across all schools.
- YTD lost income of £3,724k represents 3.95% of total tuition fee income which is favourable to 4.47% at the same time last year.
- The full year lost income forecast as of April 2019 has reduced to £4.42m, which is £460k better than budget.

• **Table 1: Withdrawn and Interrupted students as a proportion of Total students**

Level of study	Year of programme	2017/18			2018/19	
		Total WD/INT	Mar WD/INT	Progression rate	Proportion non-progressors WD/INT	Mar WD/INT
First degree	1	13%	12%	70%	42%	8%
	2	7%	7%	81%	27%	6%
	3	5%	5%	-	-	3%
Other undergraduate	1	10%	10%	66%	41%	5%
	2	6%	6%	20%	7%	5%
	3	11%	11%	-	-	0%
Postgraduate (research)	1	11%	13%	80%	46%	6%
	2	11%	8%	85%	10%	11%
	3	8%	8%	-	-	8%
Postgraduate (taught)	1	9%	8%	56%	20%	7%
	2	6%	6%	17%	4%	3%
	3	19%	20%	-	-	10%
Total		9%	9%	65%	25%	6%

1.2 NSS 2019

We launched the NSS on 7 February 2019 when the first official email invite was sent to the 2599 eligible students by Ipsos Mori. The survey closed on 30 April 2019. Completion rates have trended 1.2% behind the same time last year but have exceeded threshold levels required (Appendix 2). The OfS will publish 2019 NSS data on Wednesday 3 July 2019 and I will update the Board on our results thereafter.

1.3 Widening Participation Dashboards - OfS Key Performance Measures

The OfS has an aim to eliminate inequalities, particularly in the Key Performance Measures (KPM) listed below. LSBU is currently working on the 2020-25 Access and Participation Plan which will set out how we will improve equal opportunities for under-represented groups in the Institution and which will align with these KPMs. The OfS have released dashboards to enable Providers to identify gaps in access, continuation, success and progression.

For the OfS KPMs, the key trends at LSBU are:

- There has been a significant narrowing of the gap in degree attainment between white and black full time students, currently 16pp compared to 25pp in year 1 and 23pp currently in the sector. The degree attainment gap between white and black students for the part time cohort is currently at 42pp, compared to 23pp in the Sector, however this is a small population (approx. 150 black and 300 white in each year).

- Non-disabled students have better degree attainment (1st or 2:1s) than disabled students. The gap has widened in the latest year at LSBU (7pp compared to 3pp in the sector), however the disabled cohort is relatively small (approx. 370 graduates in each year). There is also a gap for the part time cohort but this is a very small population at LSBU of less than 100 with disabilities.
- There has been a narrowing of the gap in full time continuation between POLAR4 Q5 and Q1, from -6pp to 0. However, the cohort sizes are small and likely to fluctuate (approx. 100 in Q1 and 460 in Q5).
- Access for full time POLAR4 Q1 18 year olds is below the sector, but this is a small cohort of approx. 100 entrants so likely to fluctuate. Similarly, entry from Q5 (18 year olds) is also below the sector (cohort size approx. 450). There is a similar trend for the part time cohort and the cohort sizes are much smaller here, so not likely to be significant differences.

It should be noted that while OfS relies upon POLAR data in many of its metrics this is unhelpful in London. POLAR looks at performance by area using postcode data and assumes populations in each area have similar characteristics. Very few postcodes are identified as low participation neighbourhoods in London using POLAR, even though many of our students come from lower socioeconomic backgrounds, hence LSBU will be using the Index of Multiple Deprivation (IMD) to inform its priorities instead of POLAR. The Access & Participation Plan will be submitted to the OfS in July 2019, and will align with LSBU's 2025 Group Strategy.

1.4 Prevent monitoring: ADR and risk assessment outcome

The Office for Students has regulatory oversight for ensuring that providers of higher education meet their responsibilities under the Counter Terrorism and Security Act 2015. I am pleased to report that we have been assessed as not at higher risk of non-compliance with this duty (the Prevent duty). This means that we are not considered to be at higher risk of non-compliance with the duty and will be entered into the sample population for Prevent Review Meetings.

2.0 Corporate Strategy Outcome 2: Real World Impact

This outcome focuses on the applied nature of our teaching research and enterprise and the way the three interact to ensure we have a real world focus and impact.

2.1 Research, Enterprise and Innovation

The March 2019 management accounts forecast research income to be £100K over target at £6.2M for the year (including QR grant element which is based on performance in the last research excellence framework). 2017/18 actuals were £5.3M. Enterprise income is forecast to be £600K under target at £11.4M (17/18 actuals were £10.9M). Research benefits from a well-established bid pipeline and

multi-year contracts. Enterprise income is usually delivered in year and has proved more problematic in defining business 'prospects'. Work is underway within REI to establish stronger business generation planning and with finance to ensure resilient data reporting. The REI business generation team (both research and enterprise) is now at full strength for the first time since mid-2018, and finance and REI have agreed joint protocols for reporting. More detailed analysis of these areas will be provided to FPR in future.

3.0 Corporate Strategy Outcome 3: Access to Opportunity

This outcome focuses on the need to work in partnership with key organisations to deliver our strategy and the civic engagement aspects of our vision. Its outcomes include measures such as recruitment of students that can succeed as well as international activity.

3.1 UGFT UCAS Trends – Semester 1 2019/20 (Home/EU/OS as at 05/05/2019)

Application growth at LSBU is outstripping our London competitor set and the sector (4.7% versus 0.7% and 0.1% respectively). Our year-on-year growth represents in excess of 800 additional applications compared to the same point last year. Given the wider market context – with Home applications falling by 1% (or -22.7k applications) – performance at LSBU is strong. It remains our first cycle of application growth since 2015/16, an affirmation of our increasing reputation and continuing marketing impact.

3.1.1 Recruitment Position – S1 2019/20 (Home/EU/OS as at 05/05/2019)

LSBU has recruited 3,470 Firm Accepts overall for September 2019 entry, which is up 22% (or +630 Firm Accepts) year-on-year. Our position is equally as strong excluding HSC, with 2,220 Firm Accepts recruited - up 20% (or +370 Firm Accepts) year-on-year.

Our performance is underpinned by a strong UGFT campaign; following the May 2019 UCAS reply deadline for early offer-holders, we now have a clearer picture of our recruitment outlook for September 2019. We have recruited 2.6k UGFT students so far (compared to 2.1k last year), representing growth of about 24% over the previous year. Against our recruitment goal of around 4,000 Firm Accepts for September, we have currently secured 66% of our target. Traditionally we enter Clearing with a goal to recruit 1,000 Firm Accepts, but based on current performance we expect that number to be lower this year, as a result of our earlier offer-making and strong main cycle performance. At this point in the cycle it remains too early to comment on performance of other provision, as the majority of applications for part-time and postgraduate courses arrive over summer.

In terms of non UK student recruitment, the reporting from mid-May 2019 indicates continuing strong growth for EU students, both at the undergraduate and post-graduate levels. Overseas (non EU) student (OS) recruitment at undergraduate level is tracking at last year's performance, however post-graduate OS recruitment is down. Last year the University engaged an external agency, QSES, to drive performance in the recruiting of students and this was successful. Recently this year QSES have been engaged to help open up new markets particularly in South East Asia. The international team start issuing visas to semester 1 students in June and the focus will be School targets and recruitment plans for key courses in key geographical markets.

Table 2 Current Recruitment Performance for Home/EU/OS – 5th May 2019; DARR.

LSBU	Year on Year Recruitment Performance			Progress to Recruitment Target	
Mode Home / EU / OS	YTD FAs / UFs	LYTD FAs / UFs	Change (% +/-)	FAs / UFs Target	Progress to Target
UGFT	2645	2140	24%	3987	66%
UGPT	89	99	-10%	381	23%
Apprenticeships	36	11	227%	572	6%
PGFT	552	487	13%	1054	52%
PGPT	128	89	44%	456	28%
Study Abroad	20	26	-23%	158	13%
LSBU Overall	3473	2846	22%	6608	53%
Home	2802	2268	23.5%	5321	53%
EU	528	382	38%	580	91%
OS	143	196	-27%	708	20%
LSBU excluding HSC	2220	1849	20%	5452	41%
Home	1678	1366	23%	4226	40%
EU	401	288	39%	523	77%
OS	141	195	-28%	703	20%

3.2 Cairo International Branch Campus

The application to the Ministry of Education in Cairo for the licence to host an International Branch Campus (IBC) has been submitted by our partners in Egypt. A company, AHEA, has been formed by Mr Farid Khamis to hold the licence and provide the branch campus with services. Two senior LSBU representatives will be invited as non-exec directors to look after LSBU interests on the AHEA Board. Similarly AHEA representatives will be invited to the relevant fora on the LSBU side of the IBC. Preparatory work is underway to produce a contract between LSBU and AHEA which will form the legal basis for the IBC to operate. The business case is also being refined to bring to the Board or MPIC for final sign off in the summer. The premises set aside for occupation by LSBU are now complete shells and the internal arrangements for lecture rooms etc. should be complete by the end of July 2019. A project manager is in the process of being recruited who will guide the IBC to

opening its doors in September 2020. It will be at least 3 months before anything is heard from the MoE which will come in the form of a Presidential decree.

3.3 Apprenticeships

LSBU has 889 apprentices enrolled and this should increase with two additional nursing associate cohorts to enrol before the end of the academic year. Achievement rates are the key performance indicator for apprenticeships and both our Ofsted Grade and ESFA contract depend on meeting Minimum Levels of Performance. The sector average for Health Care Assistant Practitioner in 2017/18 was 82.5%, LSBU are currently predicted a 66.7% achievement rate, therefore are currently 15.8% under benchmark. There have been instances of apprentices in the School of Health being allowed to attend without being accepted onto the programme. This is being further investigated to ascertain what if any liabilities this has generated for LSBU and the relationships with the Trusts are being managed. As a result, Teaching Quality & Enhancement are facilitating a Quality Review into Health partnerships including a focus on Apprenticeship provision. The Apprenticeship team are continuing to recruit for 19-20 and have been awarded tenders for NHS trusts and Local Authorities. The School of Law and Social Sciences has recently launched the Level 7 Town Planning apprenticeship with considerable interest from local authorities nationwide. The Mayor's Construction Academy successfully completed the first monitoring visit by the GLA. The Passmore Centre also hosted the shortlisting for the Southwark Business Awards on 8 May 2019.

4.0 Group Issues and Environment

4.1 South Bank Academies Trust

Newly appointed independent chairs are now embedded in both schools and have chaired their first school advisory board meetings. Following these and other recent appointments, there remains only two local governor posts to fill across the two school advisory boards and candidates are being sought. In addition, SBA management is working in partnership with the three SBA chairs and school Principals to further develop the SBA strategy and ensure that the Trust is fit for purpose and fully aligned with the Group's vision. An SBA strategy day took place on 14 May 2019 to engage the SBA Board on the strategic plan and priorities.

Recruitment demand at the University Technical College (UTC) for September 2019 entry is broadly in line with last year with Year 10 recruitment continuing to be challenging, off-set by stronger demand for the Sixth Form places. Activities linked to school outreach and application conversion are continuing and engagement with applicants will continue throughout the summer. The University Academy of Engineering (UAE) is expected to meet its Published Admission Number of 150 in Year 7 and continue to grow its Sixth Form, facilitated by internal transfer of a proportion of its year 11 cohort. As the UAE has increased its Sixth Form entry tariff,

the schools are working together to ensure that relevant UAE students are also offered the UTC as a technical pathway and this approach has already produced a number applications.

The Trust was recently audited by LSBU's internal auditors, PWC and a report was discussed by the LSBU Audit and Risk Committee in February 2019. Management continues to explore opportunities to expand the Trust and a number of possible expansion opportunities were discussed with the SBA Board at the May meeting.

4.2 South Bank Colleges

There is deeper work ongoing regarding the potential for System Integration between the college and LSBU. Specifically, staff are scoping out the Agresso/iTrent/Accident reporting systems for adaption across both institutions.

Lambeth College with support from LSBU has been focussing on the Improvement of Financial Management processes and systems, which provides greater transparency of the financial situation and assurance for managing this in the future. Financial Regulations and standard Terms and Conditions of contract for goods and services have been produced specifically for SBC.

The People and Organisation team have started a review of the employee journey and potential standardisation of key processes such as appraisals and induction. It is the intention that the learning and development offer at LSBU will be made available across the Group, this will require appropriate enablers through technology and as with other developments ensure that the offer is appropriate to the Group needs.

On 3 April 2019, LSBU hosted two welcome events for Lambeth staff. The purpose of the event was to provide a tour of our Southwark Campus, enable networking amongst staff and explore further the benefits to students of the two institutions coming together. To support this, student facing LSBU teams took part.

There is an assessment underway of the potential to have shared access across buildings so that staff feel part of the "Group" whilst maintaining safeguarding and security at all sights.

A financial update is given in the CFO's report. The Executive Principal is currently developing clear KPIs for academic turnaround which are being reported to SBC Board. We have been notified of an Ofsted inspection from 14 May 2019 – 17 May 2019. On 22 May 2019 we launched the GLA-funded Mayor's Construction Academy Hub which, led by LSBU, involves a number key borough council and education and skills partners. There were discussions also with local councils relating to ongoing projects including the development of Lambeth College, FE in Southwark and other projects.

We submitted a proposal to take over NCCI in Purfleet. This was based on absorbing the College into South Bank Colleges, using the NCCI brand for wider

delivery and substantial investment from the Department for Education. We were not successful; however, this opportunity may re-open if the chosen partner is unable to agree terms.

4.3 Croydon

Following the initial discussions with Croydon Council, we have secured a Letter of Intent which provides LSBU a period of exclusivity around forming an agreement to provide a university campus at Davis House in Croydon. We have developed an initial business plan for discussion with the Major Projects and Investment Committee.

4.4 Public Affairs and Civic Engagement

For the first time, we received a visit from the Secretary of State for Education, Damian Hinds. This focused on apprenticeships, Level 4 and 5 education and student wellbeing and included discussions with students. This was followed by a visit from Universities Minister Chris Skidmore. We held meetings with other MPs: Ian Mearns (Education Select Committee), Neil Coyle (Southwark), Helen Hayes (Lambeth and Southwark), Vicky Foxcroft (Lewisham) and Ann Coffey (LSBU alumna). We met BEIS representatives to discuss the ERDF and future Social Prosperity Fund and the LSBU Family; and Chris Millward, the Office for Students Director of Fair Access.

The university hosted two stakeholder breakfasts. The first of these was a consultation with key local stakeholders on the draft group corporate strategy. The second was on the subject of Level 4 and Level 5 education. There were discussions also with a number of key research and opinion former organisations: The Gatsby Trust, The Sutton Trust, Learning and Work Institute, Institute of Education, and Institute of Engineering and Technology. We attended the first meeting of the DfE Stakeholder Group on T Levels and progression to Higher Education and continued to contribute to the Youth Commission and the Independent Advisory Group on a National Education Service.

We made submissions on a number of sector consultations including:

- Independent Review of TEF
- HESA Subscription Consultation
- Knowledge Exchange Framework
- UKSCQA degree classification Consultation, Quality Assurance Agency

The university hosted a second round of visits as part of the Department for Education Higher Education Immersion Programme through which DfE staff spend three days at an HEI to learn about the workings of the higher education sector.

5.0 Strategic Enablers

5.1 SBC Estate Development

Work to date at Lambeth comprises refining the building design to meet the internal sponsor needs given the SBC academic strategy, and working with Lambeth Council to finalise use not only for the NESC but more importantly the remaining buildings: to this end so-called 'block D' has been added to the scheme to support a 'maker space'. A compliant tender and procurement process has been completed to source a main contractor and the submission for planning is anticipated in June. The estate at Clapham has been reviewed by Wilkinson Eyre to maximise massing, and therefore income potential. This will underpin funding for the Vauxhall development. This study is with a QS team to appoint values and Lambeth Council to clear any objections to the three options proposed. This project is on time and on budget at £45M (with the caveat that construction cost are estimated not finalised), however a planning change for block 'C' at Lambeth has used up most time contingencies and there is 6 months (max) pressure on project completion time. The GLA grant of some £20M (LEAP funding) has been removed from Lambeth College, and the replacement grant agreement from the GLA to SBC is being reviewed.

5.2 LSBU 'Phase 1' Estate Development

Phase 1 of the Southwark Campus re-development is now underway. Currently 10 projects are required to be completed in this phase and are now in progress or have been completed. The most significant of these are a new 'home' for the Business School adopting open plan academic offices and a pilot learning zone scheme combining academics and entrepreneurs, and the first ideas for a campus plan coalescing teaching activity, staff accommodation and the new 'learning hub' (London Road). Over the course of developing these 10 projects approximately one in three of LSBU full time staff will be moving to a new location. The phase 1 development is on time however the £65M budget has £2.8M of cost pressure (albeit final construction costs for London Road are estimated ahead of appointing a construction contractor). There is a 5% contingency in the development budget to match this and recent experience suggest that QS modelling estimates are usually proving conservative. Governors should note that every project is being value engineered either by the estates team and/or the contractor so not to draw down on this contingency. A considerable amount of unforeseen work has arisen either from the challenge of replacing the capacity of London Road into the remainder of the campus, and the replacement of critical student facilities. Finally Governors should note the considerable estates workload from both the SBC and LSBU phase 1 development projects.

5.3 Planning

The 2019/20 Corporate Roadmap has been published, and local planning and budgeting is underway. This will be complete by mid-June 2019. Schools and PSGs are working to slightly different timescales to take account of the ALIGN process, but both processes will complete concurrently.

The 2020-25 Group Strategy has been published, and work is being undertaken to define the KPIs within it. These KPIs are presented in the table below. In addition to this, work is being undertaken to develop sub-strategies at group level, which relate to all academic and educational provision across the group. As part of this process, KPIs will also be developed for the sub- strategies. A Board working party will be convened to examine the KPIs listed below during the coming months

Pillar	KPI(s)
Access	Positive impact on 1 million lives
Student Success	Learning Gain
Real World Impact	Economic Impact of £5bn
Fit for the Future	Financial Surplus
	EBITDA
	Staff Engagement
	Service Effectiveness

5.4 2019-20 New JNCHES Negotiations

The University and Colleges Employers Association (UCEA) negotiating team met with the five trade unions on 30 April 2019, in the third of the three negotiating meetings for the 2019-20 new JNCHES pay round. There were some constructive discussions, at the end of which UCEA made a final offer with a modelled sector-level cost of 1.85%.

The final offer includes the deletion of spine point 2 and the weighted increases mean that the new lowest point 3 will provide an hourly rate at £8.65 on a 37-hour week that would be able to meet the expected National Living Wage from April 2020; the lowest point would also exceed the prevailing (current) voluntary living wage when using a 35-hour week.

UCEA also responded to all the non-pay elements of the unions' claim (gender pay gap etc.) and indicated those areas where it is possible to offer some sector-level

joint work as well as indicating those matters that it would not be possible to address through JNCHES.

The trade unions indicated that they would report on the offer to their committees and members and would be determining their respective processes for consultations in the coming weeks, at executive committees or, in UCU's case, at its sector conference on 24-26 May 2019. We therefore expect these processes to take several weeks and potentially extend into June 2019.

5.5 Employee Relations

A constructive meeting took place on 17 April 2019 with Unison and GMB, following a request to discuss the Align programme.

The HR Business Partner Team report that the informal 6-weekly meeting with joint unions is working well and it provides an opportunity to discuss key issues and policy work, outside the JNCs committee cycle.

A change programme has been initiated in ACI following the suspension / closure of English and Creative Writing. UCU requested an emergency JNC to raise issues of potential conflict of interest of the Dean of ACI. People & Organisation are working with the Provost to resolve this.

Lambeth College were in dispute with recognised unions regarding pay and terms and conditions but a final offer, as agreed by SBC Board has been made and accepted.

5.6 Gender Pay Gap

In March 2019 we published our staffing and gender pay gap report for 2019, revealing a steady reduction in the pay gap since 2009 from 13.25% (mean) to today's levels of 6.6% (mean) and 5.3% (median). This is significantly lower than the UK's higher education sector pay gap of 16.1% (mean) and 15% (median) and the national pay gap across the UK, which is 17.1% (mean) and 17.9% (median) respectively.

The data shows a balanced workforce in terms of gender: 53% of our staff are female and 47% male. The pay quartiles are balanced in all but the lowest pay quartile (38.2% male and 61.8 female). 22% of our Executive at the snapshot date are women and the number of staff who received bonuses is very small (24 employees). This year's bonus pay gap has shown a reduction from last year however we recognise there is still more to do and we will continue to monitor and review to improve year on year. Our recent submission for the Athena Swan Bronze Award will we hope, support this work further.

LSBU Corporate Roadmaps 2019/20

Teaching & Learning

Our Goal:

We will ensure that our teaching remains highly applied, professionally accredited and demonstrably linked to research and enterprise, developing attributes that will make our graduates highly sought after.

2020 Targets:

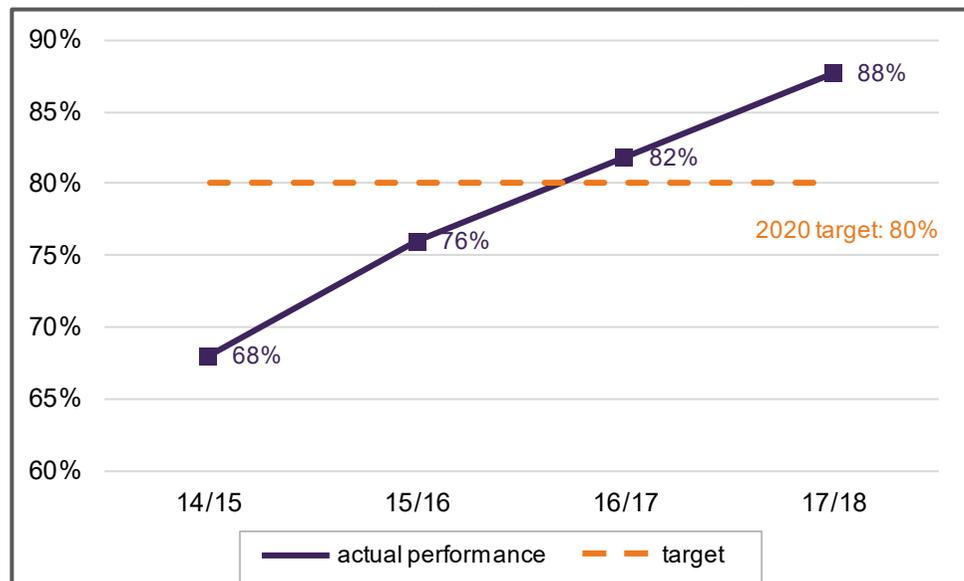
- 80% of our graduates will be in graduate level employment
- Top 50% of UK universities for both graduate employment and starting salaries

19/20 Priorities:

- 1 ▶ TEF metrics indicate silver rating, or better, for every subject.
- 2 ▶ Assessment and feedback is improved, reflected in the Assessment & Feedback NSS metrics, and greater efficiency of marking processes by academic and course administration staff.
- 3 ▶ Clearer ownership of student success at module level, through use of the data from the new MEQ process.
- 4 ▶ Continue portfolio reviews ahead of LEAP, to improve marketing, simplify the offerings, and improve efficiency of course delivery.

Progress:

KPI 1 – DLHE graduate level employment or further study – EPI cohort



Student Experience

Our Goal:

We will ensure that students are seen as participants in their learning, and that the student voice is encouraged and listened to.

2020 Targets:

- Our Students will rate us in the top quartile of all universities in the NSS, with 89% overall satisfaction
- 81% of our international students will recommend LSBU

19/20 Priorities:

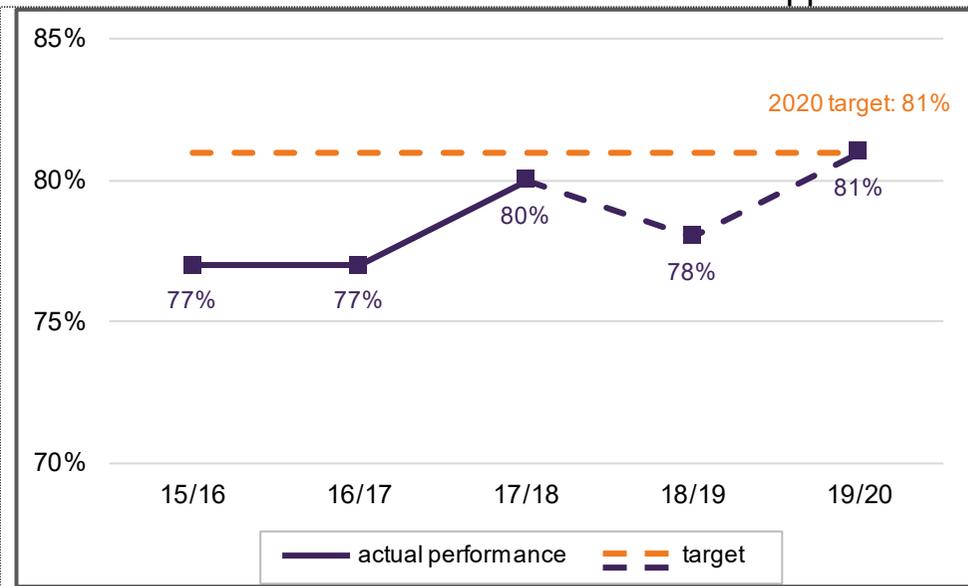
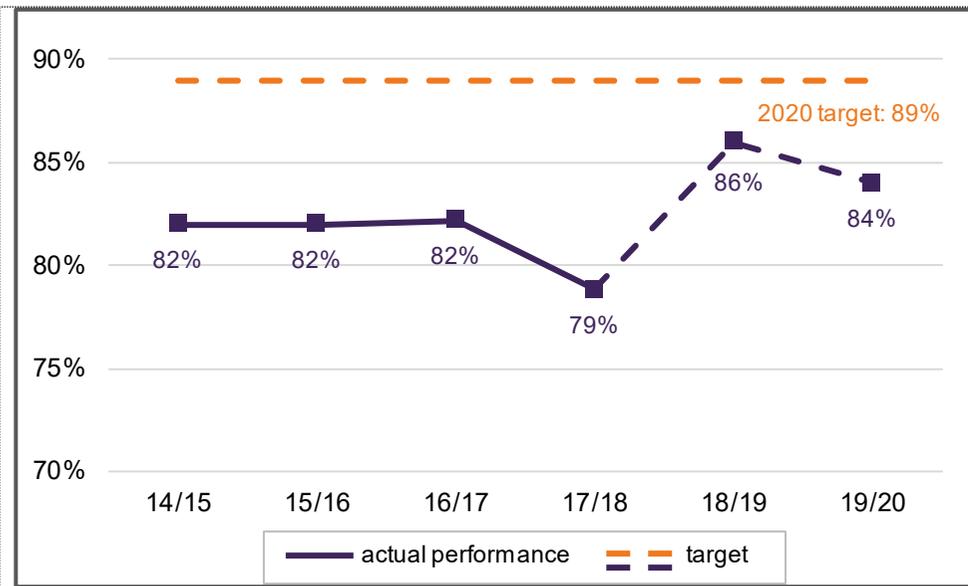
- 1 ► Improvement by 2% in the average NSS score vs 2017/18.
- 2 ► Develop target interventions for new UG students based on profiling to support improve transition for Year 1 students, as evidenced by a 2% improvement in overall Yr1-to-Yr2 progression and a 3% improvement in the BAME progression.
- 3 ► High quality timetabling in place, with students informed in good time, and with high accuracy, of the times and locations for teaching and learning.
- 4 ► Improvement in NSS student voice metric, through the use of student temperature testing and communicating responses to students regarding their concerns raised.

Progress:

KPI 2: NSS scores – overall satisfaction (First Degree respondents)

Progress:

KPI 3: International Student barometer (% recommending LSBU)



Employability

Our Goal:

We will provide students with an individualised learning experience to develop the skills and aspirations that enable them to enter employment, further study or start their own business.

2020 Targets:

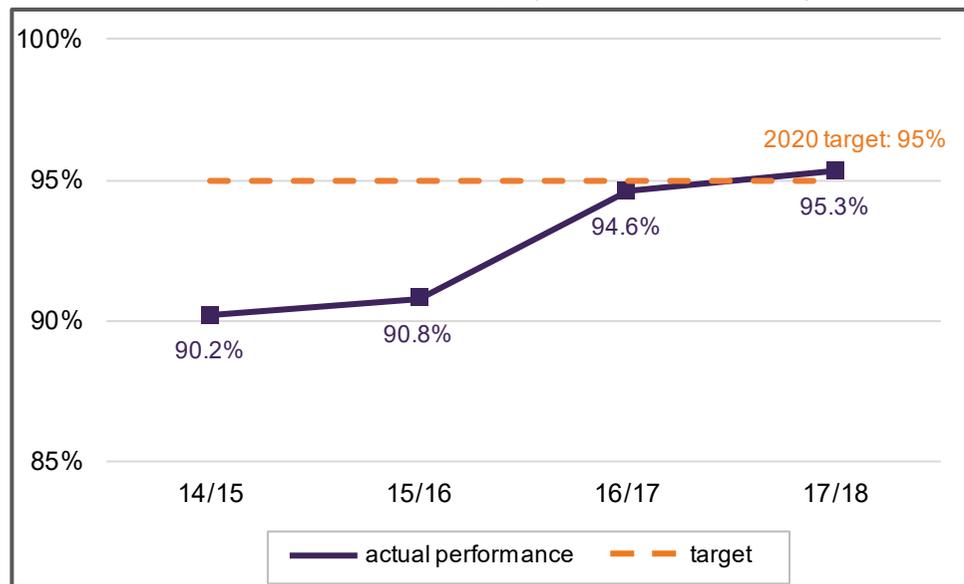
- 95% of our students will be in employment or further study within 6 months of graduating
- One of the ten best UK universities for supporting and fostering student start-ups with 150 new start-ups per year

19/20 Priorities:

- 1 ▶ Graduate Outcome Survey transition project to support move to new method of data collection for UK KPIs on employability.
- 2 ▶ Provide every student with the opportunity of a placement, internship or work experience and underpin employment opportunities with quality assessment and benchmarking.
- 3 ▶ Develop infrastructure so that the Higher Education Achievement Record is available to 1st, 2nd and 3rd year students to support their employability.
- 4 ▶ Deliver a cohesive enterprise education offer (within and outside of curriculum) across the LSBU family, in line with the Entrecomp framework, to successfully measure impact.
- 5 ▶ Enhance start-up support offer and review provision to identify gaps and ensure we remain sector-leading in our support for students and alumni <5 years.

Progress:

KPI 6: DLHE Positive Outcomes - employment or further study – EPI Cohort



Research & Enterprise

Our Goal:

We will deliver outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.

2020 Targets:

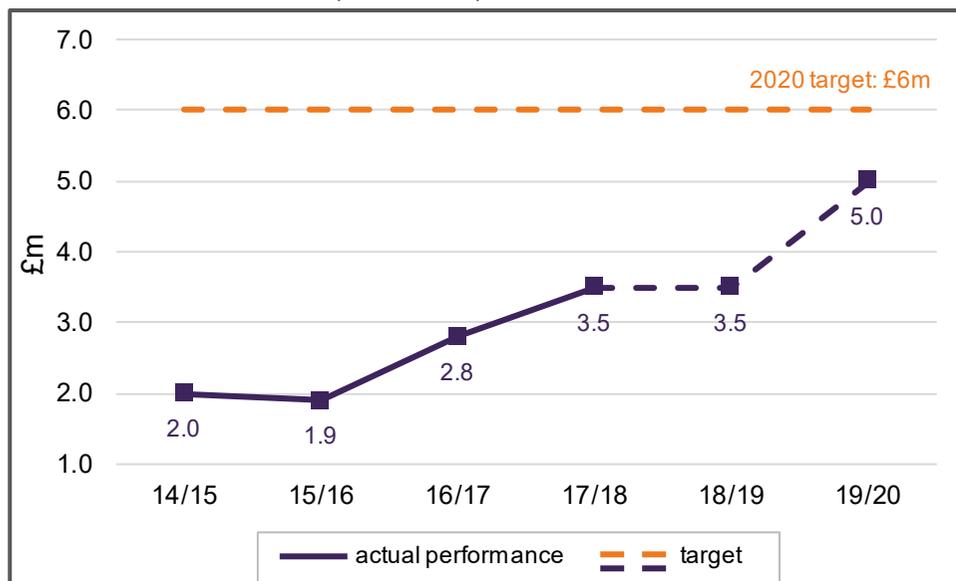
- We will be in the top 50% of UK universities for research and enterprise income
- Research income outside of QR funding will increase to £6 m
- Enterprise income will increase to £19 m

19/20 Priorities:

- 1 ▶ Additional development of TWI, contract pre and post award management, bid writing development and research centre / group operation in schools.
- 2 ▶ Widen the base for enterprise income, build upon the success between 2015-2018 to inject capital and profit more into the activity, capacity and speed of response.
- 3 ▶ Ensure REF 2021 submission is optimised through targeted support for late publications/grants; draft REF submission to be finalised, with target GPA of 2.80, and 150-200 staff submitted; research grant income of >£4M and >300 publications (>20 4* papers; >60% of papers 3* or 4*) for 2019/20.

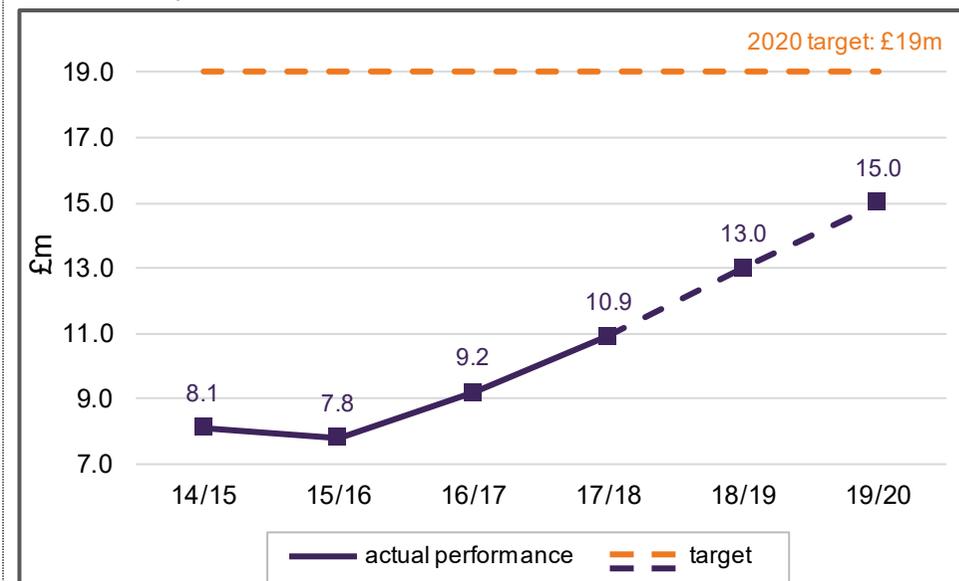
Progress:

KPI 8: Research income (non Hefce)



Progress:

KPI 9: Enterprise income



Access

Our Goal:

We will work with local partners to provide opportunities for students with the potential to succeed, and through active engagement, ensure we retain them.

2020 Targets:

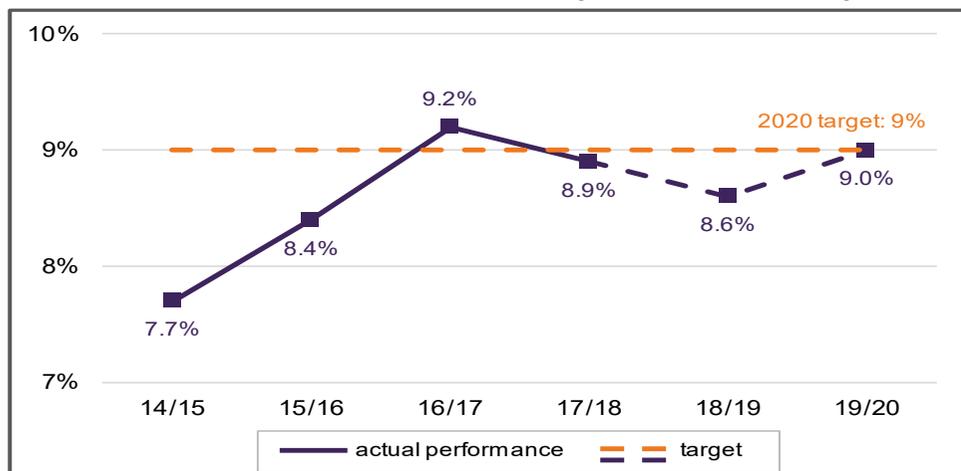
- 9% of recruitment will come from low participation neighbourhoods
- 75 % of our applicants will be recruited before Clearing
- 85% of our full time, first degree students will progress from year 1 to year 2

19/20 Priorities:

- 1 ▶ Continue to increase main cycle and clearing recruitment above market and competitor baselines to deliver maximum income generation through execution of a robust, and appropriately weighted brand-led marketing campaign supported by conversion activities.
- 2 ▶ Secure the addition of a further 600 apprentices during the 19/20 academic year, to be on target for 2000 by 2020
- 3 ▶ Support improved student retention by affecting a step change in re-enrolment operations to take place earlier in the academic year, move to auto-enrolment, and identify/address any retention issues whilst students are still in session.
- 4 ▶ Improve recruitment and success of PGT students.

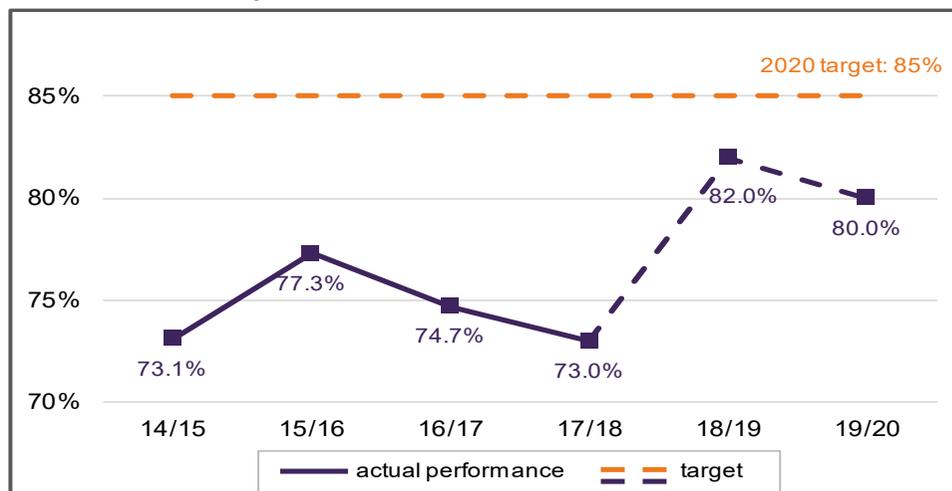
Progress:

KPI 10: % recruits from low participation neighbourhoods - Young FT FD



Progress:

KPI 13: Year 1 progression % - FT FD students



Internationalisation

Our Goal:

We will develop the multicultural community of students and staff, working through international alliances and partnerships to further build our capacity and capabilities in education, research and enterprise.

2020 Targets:

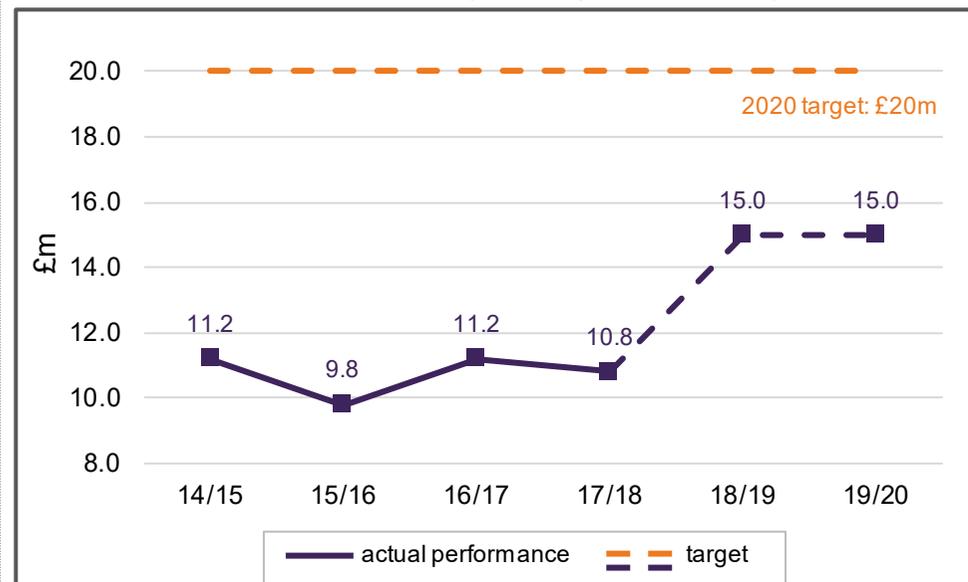
- We will achieve 4 QS Stars
- Grow overseas student income to £20 m (including £4 m of TNE)

19/20 Priorities:

- 1 ► Maintain and improve all areas excepting research (see priority 2) to maximise chances of a bid for 5 QS Stars
- 2 ► Review the research profile, environment, processes and outputs to raise the score contributing to the QS rating.
- 3 ► Further develop the transnational education model, with increased student numbers in British University Egypt (BUE) and Applied Science University Bahrain (ASU).
- 4 ► Development of operational model in relation to a potential branch campus in Cairo.

Progress:

KPI 17 – Oversea Student income (including TNE partners)



QS Stars Ratings for London South Bank University



People & Organisation

Our Goal:

We will create an environment which attracts and fosters the very best staff, and within which all staff feel their achievements are equally and fairly valued and rewarded, feel proud of their university and take appropriate responsibility for its development.

2020 Targets:

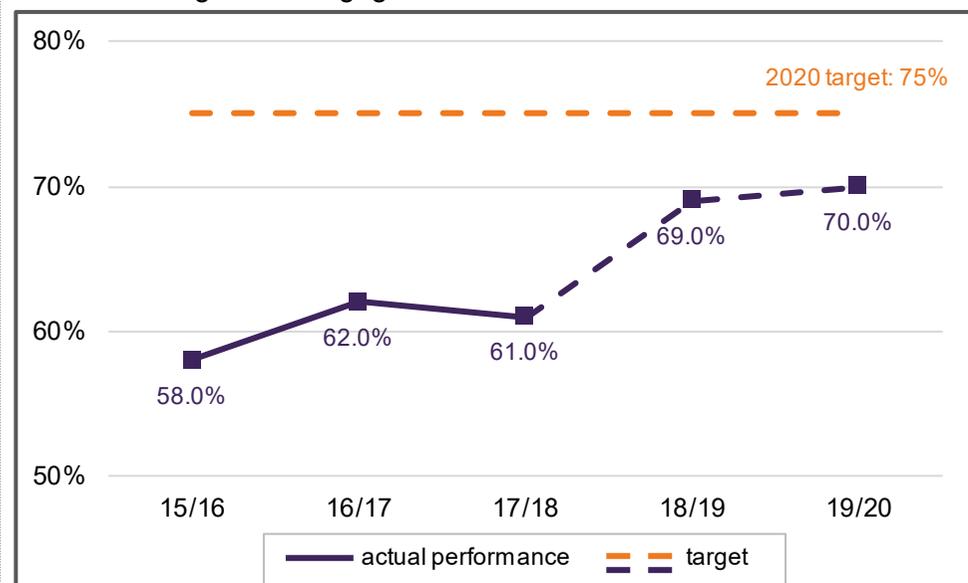
- Our average employee engagement score will be 75%
- 100% appraisal completion for all eligible staff

19/20 Priorities:

- 1 ▶ Staff engagement of 70% as measured in pulse survey. Implement Schools and PSG action plans with link to Athena Swan and Race Charter Mark plans. Tackle Bullying and Harassment through emphasis on accountability, inclusive language and access to reporting.
- 2 ▶ Leadership development for delivery of corporate strategy – specifically academic leadership as identified in the Education Strategy. New Managers Charter & Induction. Launch PSG Career Pathways.
- 3 ▶ Appraisals reach 100% completion target – review of the process to improve quality by strengthening the link to academic promotions, PSGs Career Pathways as well as benefits and rewards for all staff.
- 4 ▶ Launch new workforce planning process which will introduce talent management and succession planning to ensure that the Group has required current and future skillset.
- 5 ▶ Develop change management organisational approach and toolkit which will help our leaders and managers to be more effective.
- 6 ▶ EDI progress – successful Athena SWAN submission, further reduction of gender pay gap, reporting of ethnicity pay gap.

Progress:

KPI 19: Average Staff Engagement Score



Resources & Infrastructure

Our Goal:

We will strategically invest in the creation of first class facilities and infrastructure services which are responsive to academic needs and outcome focused.

2020 Targets:

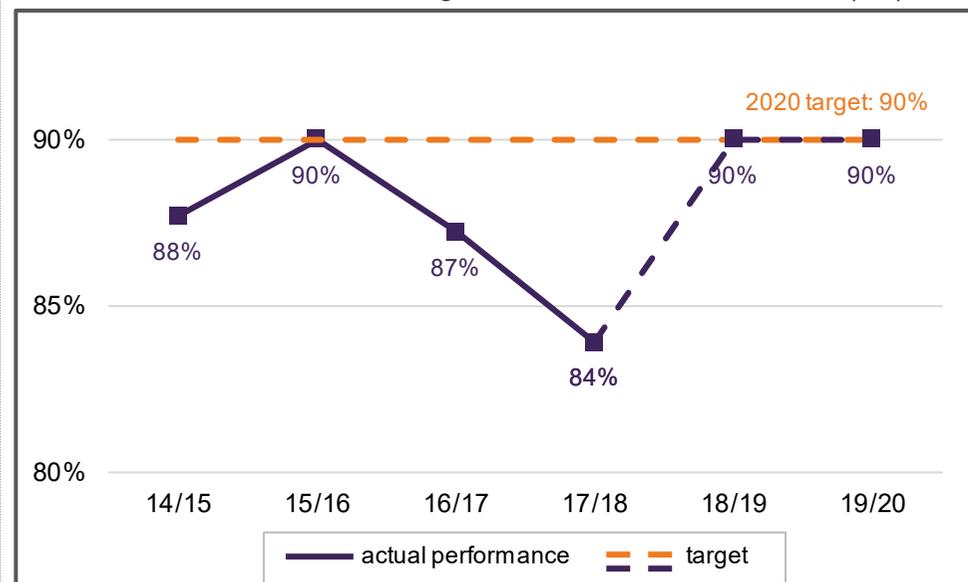
- 90% of our students will be satisfied with our facilities
- We will achieve an average ICS Service Index % score of 80%

19/20 Priorities:

- 1 ▶ Deliver minimum income £152m (excluding SBC) and surplus in line with budget.
- 2 ▶ Effective completion of Align programme, and integration into LSBU planning and budgeting processes going forward.
- 3 ▶ Finalise and approve SBC financial turnaround plan.
- 4 ▶ Group policies, procedures and delegated authorities developed that are fit for purpose and adhered to. No material control breakdowns in any group company.
- 5 ▶ Delivery of capital expenditure projects in line with agreed cost envelope. Implement annual plan for capital replacement of IT equipment. Ensure the capital investment in teaching equipment purchase, maintenance and replacement support the Educational Framework.
- 6 ▶ Deliver LEAP work packages 2-3.
- 7 ▶ Initiate addressing IT technical debt through improved strategic approach to IT architecture, including resolution of identity management system.
- 8 ▶ Establish a Digital Strategy, which will create a co-dependency with Estates planning, the Group integration, and workforce planning.
- 9 ▶ Deliver Estates strategy milestones for London Road, Vauxhall and SBC.

Progress:

KPI 23: Student satisfaction ratings with facilities & environment (FD)



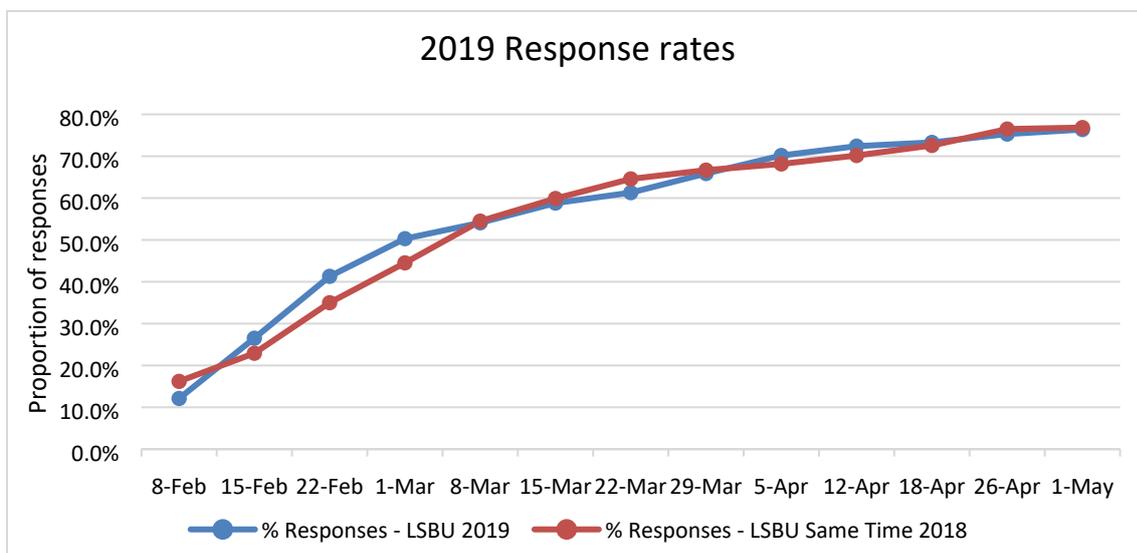
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Appendix 2

2019 NSS Response Rate Report

Institution weekly response rate

Survey Week (LSBU Start Week)	9	10	11	12	13
Date	05-Apr	12-Apr	18-Apr	26-Apr	01-May
No. of Responses	1824	1882	1905	1957	1985
% Responses - LSBU 2019	70.2%	72.4%	73.3%	75.3%	76.4%
% Responses - LSBU Same Time 2018	68.2%	70.2%	72.6%	76.5%	76.9%
% Responses Final 2018	76.9%	76.9%	76.9%	76.9%	76.9%



School weekly response rate

School	18-Apr		26-Apr		01-May	
	Responses	Response rate	Responses	Response rate	Responses	Response rate
School of Applied Sciences	156	72.9%	159	74.3%	164	76.6%
School of Arts and Creative Industries	225	78.1%	230	79.9%	231	80.2%
School of Built Environment and Architecture	264	87.7%	266	88.4%	269	89.4%
School of Business	210	75.5%	210	75.5%	214	77.0%
School of Engineering	215	78.5%	216	78.8%	219	79.9%
School of Health and Social Care	512	65.5%	540	69.1%	549	70.2%
School of Law and Social Sciences	200	68.5%	211	72.3%	214	73.3%
Unknown/Other	123	72.4%	125	73.5%	125	73.5%

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CONFIDENTIAL	
Paper title:	Report from the Chief Financial Officer
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	Richard Flatman, Group Chief Financial Officer
Executive sponsor:	Richard Flatman, Group Chief Financial Officer
Purpose:	To update the Board on financial matters.
Recommendation:	The Board is requested to note the report.

Attachments:

Appendix 1: Management accounts summary to 31 March 2019

Appendix 2: 2019/20 initial recurrent grant allocation and comparison with 2018/19

Appendix 3: Financial viability and sustainability: information for governing bodies

Appendix 4: HESA data release: Key financial indicators

Report from the Chief Financial Officer: May 2019

1. Financial performance

1.1 LSBU

The full year forecast as at 31 March 2019 is trending towards a surplus of £1.5M, this would deliver the University on budget.

- The University had a strong Semester 1 recruitment round, delivered against Semester 2 recruitment targets and continues to enrol Health CPPD and Apprenticeship students. We have now enrolled 678 more New FTE students than at the comparable period in 17/18, an increase of 12%
- We have now billed £103.5M of Tuition Fees and Health Contract income as compared to £100.7M at the same period last year, an increase of £2.8M. We had been indicating that we were expecting Semester 1 to finish between £1M and £2M better than budget due to strong UG and PG recruitment but we were holding our tuition fee forecast steady due to the risk in terms of Semester 2 recruitment and last month we increased our Full Year Tuition Fee forecast by £2.9M.
- This month we have reduced our TNE income forecast by £0.4M but have increased UG income and Research income by a similar amount and so we are still expecting to finish the year with almost £3M more income than budget. We have reduced our forecast Health Contract income by £0.7M this month but have increased Health CPPD income by the equivalent amount. This CPPD income is recognized as Enterprise income in the management accounts and so the total income for the School of Health & Social Care has not changed.
- The University 'banked' £0.4M of staff savings this month by increasing the funds available for the Investment Pot. Classified as 'Exceptional Items' in the management accounts, the amount available for in year investment now stand at £3.9M. We will confirm with the Board their aspirations for this year's surplus and would expect to increase our forecast surplus next month to reflect the positive current position.
- The University is currently holding cash and cash equivalents of £45.1M. This is £4.1M less than the comparable position last year however we have transferred £4.6M to South Bank Colleges to support its cash requirements. These funds will be reimbursed from SBC asset sales. The University is also holding £13.75M with respect to the recent Lambeth College transaction.
- The above position will deliver EBITDA at 11.6% which compares favorably to the 10.7% achieved in 17/18. Our recurring staff cost expressed as a % of income

is currently forecast to be 55.9% which is slightly above the long term target of 55% target set by the Board of Governors. Income is 1.9% higher than last year.

1.2 *Lambeth College/SBC*

1.2.1 *Year to Date*

- Year to date (YTD) deficit is £5.817m compared to a budget deficit of £2.622m.
- YTD income at £13.831m is £1.994m behind budget. There are two main reasons for this variance; an under-recruitment of Adult learners in September, and a different approach to income recognition between the budget and the actuals.
- YTD costs are adverse (£0.574m) to budget including pay costs are £0.182m over budget.

1.2.2 *Forecast*

- The full year forecast deficit is £4.596m against a budget deficit of £2.739m; an adverse variance of £1.857m but a favourable position compared to CFADS model (deficit £5.317m). The forecast deficit in the January management accounts was £3.193m. The adverse movement of £1.403m is largely accounted for by an increase in partner/subcontractor costs (just over £1m increase in forecast).
- Income is forecast to be £0.347m positive to budget. Apprenticeship income and tuition fees fall short of budget for the full year, offset by High needs support income and other income. AEB adult income is forecast to hit budget largely as a result of increased size of sub-contracts and a new partnership arrangement planned rather than through increased internal delivery.
- Pay costs are forecast to be £0.020m over budget at £14.635m. This forecast represents a reduction of the variance since January of £0.340m. There may still be opportunity to outturn lower figures from agency staff costs. Non-pay costs are forecast to be £1.898m over budget with premises costs and partner/subcontractor payments being the largest adverse variances.
- Please note that these management accounts do not include the accounting adjustments in connection with the acquisition by LSBU and therefore represent the operating position of the College.

1.2.3 *Balance Sheet*

- This represents the closing balance sheet for SBC at the end of March, it shows the bank loan having been novated to LSBU and ESFA funding receipt of

£13.750m transferred to LSBU. As a result of the waiving of £10.610m of ESFA loan the balance sheet is stronger than that presented at the end of January. The waiving of the loan is an accounting adjustment referred to in the forecast section.

1.2.4 Cash flow

- The cash flow shows actual inflow and outflows to 31 March and a forecast for the months to the end of July. With no further LSBU payments modelled the College would be overdrawn by £1.185m at the year end. A further c£1.500m will need to be drawn in June to cover this. Most of the reason for further drawdown is connected to the NESC STEAM project costs with a further £1.200m forecast.

2 Financial forecasts / budget for 2019/20

2.1 LSBU

The University's 2019/20 Planning and Budgeting process has started. The Schools have now generated Home, EU and Overseas recruitment targets for the next 2/3 years with the support of Marketing following a series of meetings with Deans, the Director of International and the Chief Marketing Officer. This process should ensure that just like this year, recruitment targets and associated income streams are robust and reflect changes in the market place.

Deans of Schools have also been consulting with the Research, Enterprise and Innovation teams to review their pipeline of bid activity and have produced Research and Enterprise income forecasts for next year. The results of this analysis were presented to the Board of Governors on April 10 with a recommendation that our income target for next year should be £152m with a target surplus of £1.5m.

In parallel, we have been consulting with the Directors of Professional Services to understand their resource requirements for next year and have created a budget that effectively 'rolls over' the current position and maintains current levels of service. This 'roll over' budget will then be adjusted to take account of recommendations from the ALIGN process (see section 3). This will ensure that next year's budget will explicitly link corporate priorities with required resource levels and enable us to better direct the performance of the organization.

2.2 SBC

Budget setting is at a relatively early stage so far; business planning meetings have been held and all faculties have presented plans for student numbers and income and teaching costs flowing from these numbers. Business planning meetings have also been held with most professional service departments.

An early indication of the budget for 2019/20 shows a deficit of £2.8m in line with CFADS and an improvement of £1.8m on the forecast deficit of £4.6m in 2018/19. This will require action in year to reduce cost as income is budgeted at £24.2m compared with CFADS model income of £27.4m.

3 Align

As reported previously to Board, we are working closely with PwC on project Align. Across the range of Professional Service Groups this will deliver a:

- fully costed baseline that provides the true cost to LSBU of delivering its current range of services;
- review of current service costs, including internal and external benchmarking to ascertain if and how current levels of service could be delivered more efficiently;
- range of service level scenarios developed, including associated outcomes, costs and risks to allow LSBU to make decisions on whether it wants to invest, or disinvest in certain services, in line with strategic priorities.

Panel 2 meetings, focused on method changes and potential service efficiencies have been completed and the detailed analysis is expected to be complete by end of May at which point a series of recommendations will be made for consideration by Executive.

4 OfS matters

4.1 Capital grants

We have now received from the OfS notification of our initial allocation of formula capital funding for the financial year 2019/20. We were forecasting that the funding would be cut from £754k to £500k but we have been notified that we will receive £699k.

4.2 Funding letter

See Appendix 2 for a summary of the initial recurrent grant allocation for 2019/20 and a comparison with 2018/19. Please note that at this stage our letter from Research England has not been received. The research funding in appendix 2 (highlighted in red) is a roll forward of 18/19 amounts. We are not however expecting any material changes.

We have now received our funding letter from the OfS. The budget scenario recommended to the Board on April 10 with an income target of £152m assumed £12m of funding grants. This was based on the Secretary for State's letter to the OFS stating that the total Teaching Grant for 2019/20 would be the same value as received in 2018/19. Our £12m estimate assumed a year on year increase of £1m as 2019/20 will be the third year of new 1st year HSC students to receive a similar level of funding to their counterparts in the previous 2 years. The grant letter confirmed that our assumptions were correct and next year's teaching allocation for HSC is £1m higher than in 18/19.

Total grant funding for 19/20 is £15.26m. This excludes recoverable pensions cost of

£270k and deferred capital grant release of £894k which brings the total grant income to £16.24m. The good news is that in total this is £1.9m higher than the total grant income anticipated in our proposed budget. In the spending review and Autumn statement of 2015 the government announced that it would reduce by half the monies available in future for student opportunity funding. We had factored this reduction into our budget scenarios for 2019/20. The funding letter however maintains student opportunity funding at current levels and so is £1.6M higher than we had anticipated. There were a number of additional small positive adjustments relating to the additional costs of supporting students in London hence the final grant being £1.9m higher than expected.

Actual funding for 2019/20 will be adjusted by HESES, and ultimately our HESA student returns for that year and any scaling factor that the OfS may apply in future. In order to mitigate this risk, and the risk around planned growth in other income streams, we propose that we do not at this stage recognize the total potential value of the funding award and will hold back this additional £1.9m until we have more certainty over these potential adjustments.

4.3 Financial viability and sustainability

The OfS has recently written to Chairs of all HEI governing bodies, highlighting concerns about an increased risk to financial viability and sustainability where HEI plans are underpinned by forecast growth in student numbers that the OfS believes are not credible (at sector level). They expect this information to be discussed by governing bodies and the letter is enclosed in full as Appendix 3. We have assumed growth in our student number forecasts for 2019/20, as discussed at the recent Board strategy day. The forecasts have been considered in detail by Executive, including a range of alternative scenarios, and the predicted growth is based on robust evidence including improvements to applications and offers. We have not at this stage updated our forecasts beyond 2019/20.

The full OfS report covers analysis on relevant trends in the financial health and sustainability of registered providers. LSBU has produced its own report, summarizing the key findings and comparing us with our competitor group. This is attached as Appendix 4.

5 Audit matters

5.1 LSBU

The formalities regarding the appointment of BDO as our new group internal auditors have now been completed and the handover from PwC is in process. The initial planning meeting has been scheduled and the audit plan will be presented to Audit committee in June.

5.2 South Bank Colleges

The audit by KPMG of the Lambeth College closure accounts to 31 January 2019 is

substantially complete and the Audit Closure meeting has been held. Main points arising from the audit involved cut-off questions where the accounts are prepared part way through a usual year end. There will be no material unadjusted errors and we are expecting a clean audit report.

The accounts will include the waiver of £10.6m of ESFA loan and the novation of the Barclays loan to LSBU. As a result, the accounts for the six month period show a technical accounting surplus of £6.5m (deficit of £4.1m without ESFA waiver). This is pre- acquisition and hence not consolidated.

The accounts and audit summary memorandum will be on the agenda at the upcoming Audit Committee meeting for subsequent sign off by the Board.

5.3 South Bank Academies

Kingston Smith have been reappointed as external auditors of South Bank Academies (SBA) but on condition that we retender for the 2019/20 audit. The accounts of SBA are not consolidated for group financial reporting purposes.

6 Pension schemes

A pensions working group of the Board has been established and we are in the process of setting up the first meeting.

LPFA

We now pay our annual deficit contribution in an annual lump sum to take advantage of discounts applied. The deficit contribution for 2019/20 of £2.07m was paid in full before 30/4/19.

On 8 May the Ministry of Housing, Communities and Local Government (MHCLG) announced a consultation under the title "Local Government Pension Scheme: Changes to the Local Valuation Cycle and the Management of Employer Risk". The consultation closes on 31 July 2019 and there are potentially profound changes for the University sector, which will give employers greater flexibility with regard to LGPS pension provision. We will respond to the consultation.

We have commissioned Mercers to extend their work with us in relation to the group LPFA future pensions offer to cover South Bank colleges.

USS

USS Members starting employment at LSBU have to date been given the option of continuing in the USS or transferring to the TPS. USS has also announced increases to employer contributions which are currently the subject of consultation.

At present total contributions are 26% (shared employer 18% and member 8%).

Three alternative contribution structures have now been proposed by which the 2018 valuation could be completed and for which USS is now inviting stakeholder comment/feedback. The options now available to employers (including a new option 3) are set out below.

- Option 1 - Upper bookend – 33.7% (23% for employers and 10.7% employees) to apply from April 2020.
- Option 2 - Lower bookend and a modified (from the UUK/Aon proposal) contingent contributions arrangement - initially contributions set at 29.7% (20.4% employer, 9.3% employee), but with three potential 2% contribution increases should the scheme funding deteriorate, potentially taking the required rate to a maximum of 35.7%.
- Option 3 (new) - An initial contribution rate of 30.7% (21.1% for employers and 9.6% employees) to apply from October 2019. A 2020 valuation would be undertaken and, subject to that and ongoing discussions between stakeholders, the contribution rate would remain unchanged until 1 October 2021. In event of there being no agreement on an alternative Schedule of Contributions following the 2020 valuation, a default rate of 34.7% would apply.

The options will be reviewed by Executive and a verbal update will be provided to Board on the recommended option. The cost impact for LSBU is limited as we only have 42 active members. The key risk for LSBU in respect of USS is that membership reduces, triggering potential cessation payments.

TPS

The University automatically enrolls teaching staff into the Teachers' Pension scheme (TPS) which has historically been protected from future cost increases or was at least less volatile than other defined benefit schemes. However, from September 2019 the TPS will be significantly more expensive, with employer contributions rising 7% to 23.68%. TPS recently circulated a reminder that maintained schools, academies, further education colleges and post-92 universities must continue to enrol eligible teachers into the Teachers' Pension Scheme and that this is a statutory requirement. Additional funding has been promised for NHS, Schools and Colleges until March 2020 but Universities will need to absorb these costs without any additional funding. For LSBU the cost will be approx. £2m.

7 Other matters

Carillion

As reported in the March 2019 CFO report, South Bank Colleges (SBC) received correspondence from Carillion Maple Oak Ltd (now Cedar (Maple Oak) Ltd) (CMOL) asserting that it is due sums in relation to costs incurred at earlier stages of the Vauxhall development. CMOL was a subsidiary of Carillion and has since been taken over by the

Dukehill Group.

In the earlier correspondence CMOL alleges that these costs were around £6m. SBC's position has been to resist the assertion by requesting any evidence that such costs were actually incurred. This evidence has not been provided to date.

Acting by external lawyers, CMOL has now issued a formal letter before action to SBC. The claim set out in the letter is for £3.66m (not the original £6m). SBC has instructed external lawyers VWV to prepare a formal response required under court procedure. SBC will continue to press for evidence of expenditure incurred, robustly defend the claim and follow alternative dispute resolution procedures.

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Appendix 1

Management accounts summary to 31 March 2019

March Executive Summary

1) This Executive Summary reports on the draft financial position of London South Bank University as at 31 March 2019.

2) RAG Status

Income Growth	1.9%	Staff Cost Growth	-0.7%	Staff Cost %	55.9%	Opex Growth	-4.6%	FYF Surplus	1.0%	EBITDA	11.6%
		<i>excluding restructuring</i>		<i>excluding restructuring</i>							

3) Summary

The full year forecast as at 31 March 2019 is trending towards a surplus of £1.5M, this would deliver the University on budget.

The University had a strong Semester 1 recruitment round, delivered against Semester 2 recruitment targets and continues to enrol Health CPPD and Apprenticeship students. We have now enrolled 678 more New FTE students than at the comparable period in 17/18, an increase of 12%. The number of continuing students is down compared to last year and down against budget. Overall we have 287 FTE more students than last year and are now forecasting a year end population of 13,111 FTE, a year on increase of 3%. We have now billed £103.5M of Tuition Fees and Health Contract income as compared to £100.7M at the same period last year, an increase of £2.8M. We had been indicating that we were expecting Semester 1 to finish between £1M and £2M better than budget due to strong UG and PG recruitment but we were holding our tuition fee forecast steady due to the risk in terms of Semester 2 recruitment. Last month we increased our Full Year Tuition Fee forecast by £2.9M to reflect the current position and although we have reduced our TNE income forecast this month we are still expecting to finish the year with almost £3M more income than budget. The University has allocated these funds to the Investment Pot and so continues to report a surplus of £1.5M rather than £4.5M. This will also provide some additional contingency for expected pension cost increases next year.

The University is currently holding cash and cash equivalents of £45.1M. This is £4.1M less than the comparable position last year however we have transferred £4.6M to South Bank Colleges to support its cash requirements. These funds will be reimbursed from SBC asset sales. The University is also holding £13.75M with respect to the recent Lambeth College transaction.

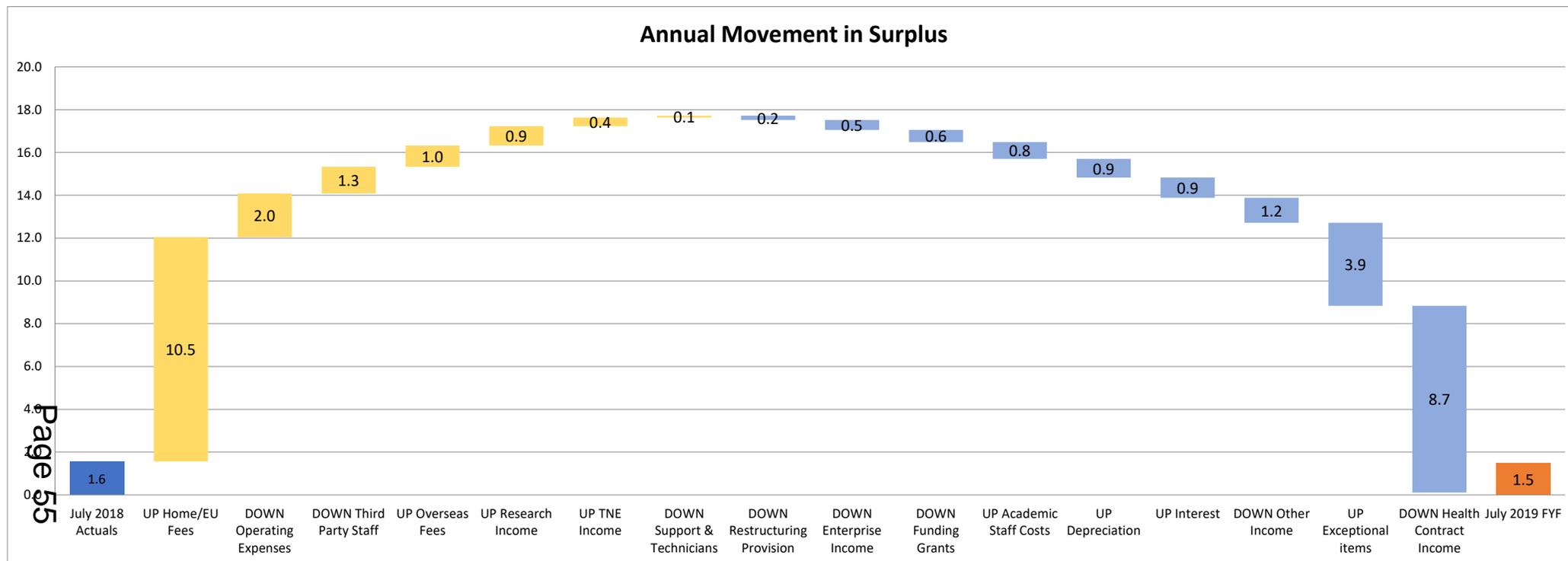
The above position will deliver EBITDA at 11.6% which compares favourably to the 10.7% achieved in 17/18. Our recurring staff cost expressed as a % of income is currently forecast to be 55.9% which is slightly above the long term target of 55% target set by the Board of Governors. Income is 1.9% higher than last year.

4) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	Budget				YTD Position				Full Year Outturn Position				
	17/18 Actuals	18/19 Budget	Change to 17/18	Change %	17/18 Actuals	18/19 Actuals	Change to 17/18	Change %	Feb 18/19 Outturn	Monthly Move	Mar 18/19 Outturn	variance to Budget	Budget variance%
Funding Grants	13.9	13.2	-0.8	-6%	9.4	9.2	-0.3	-3%	13.4	0.0	13.4	0.2	2%
Health - Contract	18.9	9.7	-9.2	-49%	11.7	7.4	-4.3	-37%	10.9	-0.7	10.2	0.5	5%
Home / EU UG Fees	64.4	70.1	5.7	9%	64.9	74.3	9.4	14%	73.1	0.2	73.4	3.3	5%
Home / EU PG Fees	8.5	10.3	1.8	21%	8.3	10.4	2.1	25%	9.9	0.0	10.0	-0.3	-3%
Overseas Tuition Fees	9.0	10.0	0.9	11%	8.9	10.3	1.4	15%	10.0	0.0	10.0	0.0	0%
TNE Income	1.8	2.7	0.9	49%	1.7	1.8	0.1	0%	2.6	-0.4	2.2	-0.5	-18%
Research Activities	5.3	6.1	0.8	15%	3.3	4.0	0.8	24%	6.0	0.2	6.2	0.1	1%
Enterprise Activities	10.9	12.0	1.1	10%	5.4	6.2	0.8	15%	10.8	0.6	11.4	-0.6	-5%
Student Related Income	10.4	11.0	0.6	6%	7.1	7.4	0.3	4%	11.1	0.0	11.1	0.1	1%
Other Operating Income	1.9	0.1	-1.9	-97%	0.4	0.3	-0.1	-14%	0.1	0.0	0.1	0.1	119%
Endowments & Interest	0.2	0.1	-0.1	-39%	0.1	0.2	0.1	99%	0.1	0.0	0.1	0.0	0%
Income	145.3	145.2	-0.1	0%	121.2	131.5	10.3	8%	148.2	-0.1	148.1	2.9	2%
in £'m													
Academic Staff Costs	40.8	42.2	1.4	4%	26.9	26.6	-0.3	-1%	41.8	-0.3	41.6	-0.7	-2%
Support & Technicians	39.4	40.0	0.6	2%	25.9	25.7	-0.2	-1%	39.5	-0.2	39.3	-0.7	-2%
Third Party Staff	3.1	1.6	-1.5	-48%	1.7	1.6	-0.1	-7%	1.9	-0.0	1.9	0.3	16%
Restructuring	1.9	1.7	-0.2	-10%	0.5	0.6	0.1	10%	1.7	0.0	1.7	0.0	1%
Depreciation	9.6	10.5	0.9	9%	6.5	5.9	-0.6	-9%	10.5	0.0	10.5	0.0	0%
Operating Expenses	44.5	42.1	-2.4	-5%	27.0	28.1	1.1	4%	42.5	0.0	42.5	0.4	1%
Interest Payable	4.3	5.2	0.9	22%	3.0	2.8	-0.2	-7%	5.2	0.0	5.2	0.0	0%
Exceptional Items	0.0	0.3	0.3	0%	0.0	0.0	0.0	0%	3.5	0.4	3.9	3.5	1053%
Expenditure	143.7	143.7	0.0	0%	91.5	91.2	-0.3	0%	146.7	-0.1	146.6	2.9	2%
Surplus for the year	1.6	1.5	-0.1	-7%	29.7	40.2	10.5	35%	1.5	-0.0	1.5	0.0	0%
Surplus as % of income	1.1%	1.0%			24.5%	30.6%			1.0%		1.0%		

5) Forecast Summary

As compared to 17/18 we are now forecasting an income increase of £2.8M (1.9%), a £0.5M (0.7%) decrease in recurring staff costs, a £0.2M decrease in the costs associated with staff restructuring, an increase of £0.9M in depreciation, a £2M (4.5%) reduction in operating expenses, a £0.9M increase in interest payable, and an increase of £3.9M in exceptional items to fund in-year investments. This has led to a reduction of 0.1M in our annual surplus.



The key movement in the year on year position is the £10.5M increase in Home/EU Tuition fee income. This is driven by strong recruitment and we have 12% more New students than at the comparable position in 17/18. Health Contract income is down by £8.7M as NHS Student's fees are now funded through Tuition fee income rather than through the Health Contract. We are now forecasting a increase of £1.7M in our total income outturn for Home/EU students. The university has taken the decision to refloat the Investment Pot to allow for tactical investments and we now have £3.9M in Exceptional items to fund this. Operating expenses were budgeted to fall by £2.5M year on year however a number of areas are struggling to deliver to this budget and we are now forecasting a reduction of £2.0M. This is a 4.6% year on year reduction. The University finished 17/18 with a recurring staff cost of £83.3M and is currently forecast to end 18/19 £0.5M lower. We are currently £1.6M underspent YTD as compared to budget and have recognised just £1.1M and so there is an expectation that our Full Year Forecast is overstated. The increase in Interest payable of £0.9M was to fund a Revolving Credit Facility. This may be no longer required.

6) Contribution Analysis

In 18/19 the University is continuing its strategy of investing in the Schools, Income is forecast to be £4.1M higher than in 17/18 whilst costs are forecast to increase by £2.6M. This means the net contribution from the Schools will increase by £1.5M or 2.4% year on year. The largest decline in terms of contribution is expected to be the School of Applied Sciences whilst the key areas of growth are budgeted to be the School of Business which is growing its contribution by £1.2M, the School of Health & Social Care which is growing its contribution by £0.6M, Arts & Creative Industries which is growing its contribution by £0.5M and the School of Law & Social Sciences which is growing its contribution by £0.4M

Contribution per School across Teaching, Research and Enterprise activities

	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF
Income (M)	£10.8	£10.6	£11.2	£11.4	£18.3	£18.9	£16.3	£17.7	£16.7	£17.4	£35.6	£36.7	£14.2	£14.4	£123.1	£127.2
Expenditure (M)	£5.4	£5.8	£5.4	£5.1	£7.2	£8.2	£6.8	£7.0	£9.6	£10.6	£19.3	£19.8	£6.8	£6.6	£60.4	£63.0
Contribution (M)	£5.4	£4.9	£5.9	£6.4	£11.1	£10.7	£9.6	£10.7	£7.0	£6.8	£16.3	£16.9	£7.4	£7.8	£62.7	£64.2
Contribution %	50%	46%	52%	56%	61%	57%	59%	61%	42%	39%	46%	46%	52%	54%	51%	50%

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

Contribution per School across Teaching activity only (excluding TNE)

Total Income	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF
Teaching Income (M)	£10.0	£9.8	£10.6	£11.1	£17.4	£17.9	£15.9	£17.5	£14.5	£14.4	£31.2	£32.2	£13.8	£14.0	£113.5	£116.9
Teaching Staff (M)	£3.2	£3.3	£2.9	£3.0	£4.7	£5.2	£4.2	£4.3	£4.6	£4.7	£12.9	£12.7	£4.6	£4.7	£37.3	£37.9
Teaching Expenditure (M)	£1.3	£1.5	£1.8	£1.7	£1.8	£2.1	£2.0	£2.5	£2.6	£2.9	£4.5	£4.5	£1.8	£1.8	£15.9	£17.0
Expenditure per FTE	£4,397	£4,787	£4,236	£3,942	£3,719	£4,032	£3,071	£3,049	£5,072	£5,440	£4,529	£4,337	£4,237	£4,167	£4,174	£4,184
Teaching Contribution (M)	£5.4	£4.9	£5.9	£6.5	£10.8	£10.6	£9.7	£10.7	£7.3	£6.8	£13.8	£15.0	£7.3	£7.6	£60.3	£62.0
Contribution %	54%	50%	55%	58%	62%	59%	61%	61%	51%	47%	44%	47%	53%	54%	53%	53%
FYF Year Student FTE	1,039	1,018	1,124	1,178	1,763	1,811	2,020	2,215	1,409	1,401	3,844	3,965	1,528	1,552	12,727	13,111
Contribution per Stud FTE	£5,200	£4,800	£5,200	£5,500	£6,200	£5,800	£4,800	£4,800	£5,200	£4,800	£3,600	£3,800	£4,800	£4,900	£4,700	£4,700
Return on Academic Invest	168%	148%	201%	217%	229%	204%	231%	251%	160%	145%	107%	118%	158%	161%	162%	164%

As a result of this month's income reforecast including the £0.4M reduction in TNE income, the School of Built Environment & Architecture is now expected to deliver £1.6M better than budget, Health & Social Care is £1.3M ahead of budget, Law & Social Sciences and Arts & Creative Industries are £0.7M better than budget and the School of Business is now forecast to be £0.3M better than budget. 2 Schools have declined in profitability and the School of Engineering is now forecast to be £1.0M worse than budget whilst the School of Applied Sciences is now forecast to be £0.6M worse than budget. Overall the School portfolio is now trending £2.9M better than budget. In terms of contribution per student, 4 schools are close to the average return of £4,700 per FTE, the School of the Built Environment & Architecture has the highest contribution per student at £5,800 whilst Health & Social Care delivers £3,800 per student.

7) Student Number Analysis

In terms of Student numbers, at the comparable position in 17/18 had 12,685 FTE and finished the year with a student body of 12,727. We currently have 12,972 enrolled FTE and so are 2% ahead of the year on year position. The biggest increase is New students which are now 12% up and there have been significant increases across most schools. There are still a number of students enrolling particularly on Apprenticeship courses and we are forecasting a final student body for the year of 13,111 FTE

New					Continuing					Total				
School	Mar-18	Mar-19	Change	% Change	School	Mar-18	Mar-19	Change	% Change	School	Mar-18	Mar-19	Change	% Change
ASC	435	472	37	9%	ASC	611	541	-70	-11%	ASC	1,046	1,013	-33	-3%
ACI	514	528	14	3%	ACI	612	656	44	7%	ACI	1,126	1,184	58	5%
BEA	736	852	116	16%	BEA	1,056	1,042	-14	-1%	BEA	1,792	1,894	102	6%
BUS	944	1,052	108	11%	BUS	1,090	1,045	-45	-4%	BUS	2,034	2,097	63	3%
ENG	523	603	80	15%	ENG	896	785	-111	-12%	ENG	1,419	1,388	-31	-2%
HSC	1,598	1,829	231	14%	HSC	2,131	2,014	-117	-5%	HSC	3,729	3,843	114	3%
LSS	676	768	92	14%	LSS	863	785	-78	-9%	LSS	1,539	1,553	14	1%
YTD Total	5,426	6,104	678	12%	YTD Total	7,259	6,868	-391	-5%	YTD Total	12,685	12,972	287	2%
Y / E Total	5,474				Y / E Total	7,253				Y / E Total	12,727	13,111	384	3%

8) Student Withdrawal Analysis

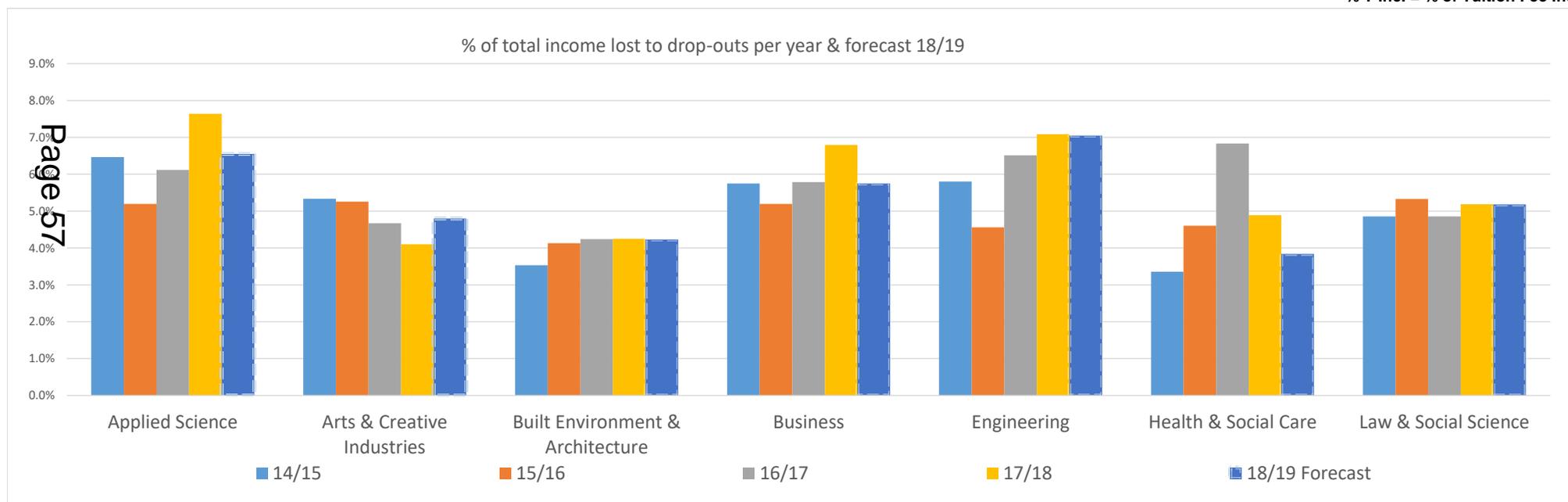
At 31 July 2018, the total amount refunded to students who withdrew or interrupted in year totalled £4,591k. This is the difference between Income generated at Enrolment and the amount retained at the end of the Year. The University receives funding for UG students in 3 tranches; 25% for Semester 1, 25% for Semester 2 and 50% for semester 3. If a student does not progress into the following semester then a refund is generated. Our Overall forecast of lost income has broadly remained the same since September at £4,881k by 31st July.

On a school by school basis, we have two schools reporting an absolute reduction in lost income and five schools reporting a lower % loss of overall income to withdrawals and interruptions than 2017/18. We have retained the refund forecast at broadly the same level as last month, due to the spikes in drop-out numbers we've previously seen in April, but the prognosis looks encouraging when we compare to last year's numbers: Year to date lost income is now £3,724k at 31 March; up by £499k in month, or 13.4%. This represents 3.95% of total tuition fee income lost to drop outs. 2017/18 saw us lose 4.47% at 31 March 2018, so we are performing better in overall terms. The year-on-year jump in the lost income at 31st March, can be attributed to the increase in the average fee level, rather than any underlying problem. As a head count of withdrawn and interrupted students we've lost 731 students by 31 March. This is lower than 2017/18's head count of 757. Drilling down, we have lost less students across both our UG and PG cohort than last year, with less new and continuing students too:

Academic year	FY Withdrawals
15/16	1,025
16/17	1,215
17/18	1,096
18/19	731 YTD

'Lost Fee Income' in £000K	17/18 A	18/19 F	% change	% T Inc.		17/18 A	18/19 F	% change	% T Inc.
Applied Science	£653	£565	-13.5%	6.6%	Engineering	£815	£820	0.6%	7.1%
Arts and Creative Industries	£391	£488	24.7%	4.8%	Health & Social Care	£482	£725	50.5%	3.8%
Built Environment & Architecture	£601	£644	7.2%	4.2%	Law & Social Sciences	£652	£682	4.6%	5.2%
Business	£997	£958	-3.9%	5.8%	Total	£4,591	£4,882	6.3%	5.2%

% T Inc. = % of Tuition Fee Income



9) Income Analysis

YTD Income is significantly ahead of the 17/18 position particularly in terms of UG income which is 14% ahead and Postgraduate income which is 25% ahead. Some of this increase is due to £9.2M of students who were funded through the Health Contract and who now pay their own Tuition fees. The University is now £7.2M ahead of the comparable position for Home/EU students as compared to last year. In terms of Overseas Tuition fees, these are also £1.4M better than the comparable position in 17/18. We are slightly ahead of budget in terms of YTD Research income and are 24% ahead of the comparable position in 17/18. Enterprise income is 15% ahead of the comparable position in 17/18 but is slightly behind budget. Our Enterprise income forecast increased by £0.6M this month to reflect increased CPPD activity but this was funded by a reduction in our Health Contract and so there was no net change in our income position. We have however increased our Enterprise forecast by £0.6M and are now forecasting income of £11.4M compared to the £12M target. We have reduced our TNE income by £0.4M this month as some of the more speculative partnerships have not been delivered.

10) Staff Cost Analysis

In terms of staffing we have reduced our Full Year Forecast by a further £0.5M this month. Excluding restructuring, the University has spent £1.6M less than budget in the first 8 months of the year. The full year forecast assumes a total staff saving against budget of just £1.1M and so is probably overstated. The majority of the YTD staff savings are in the Schools and Business in particular is behind in terms of spend. There are additional YTD staff costs in the Executive area but these relate to the Lambeth College transaction and Integration costs and will be charged to Lambeth College by year end.

11) Operating Expense Analysis

In terms of Operating Expenses these have been reduced by 15% in the 18/19 budget as compared to the 17/18 budget to fund Staff growth and our Investment Pots. Total YTD expenses are currently within budget however there are some areas that are no longer forecasting to budget including ICT, Estates, Research, Enterprise & Innovation and the International Office. These overspends are being funded by staff savings although ICT and Estates are no longer expected to deliver in totality to budget by year end. The University has also invested almost £300K in terms of transition costs for Lambeth College. The current intention is to recharge these costs to Lambeth once the transaction is closed and this will also reduce our YTD costs.

12) Budget Analysis

The University operates on a Portfolio basis so members of the Executive are expected to manage their portfolio as a whole and if one area requires additional funds this can be generated by reducing investment in another area of the Executive's responsibility. At present all members of the Executive are forecasting to deliver on budget apart from the DVC (Education) due to the overspend in ICT and the CBO due to the overspend in Estates.

13) Investments

In terms of flexible in-year investment the Executive have set aside £2.5M in 18/19 to fund £1M of Research pump priming activities, £1M of normal in-year investments and £0.5M of extra ordinary staff development activity. The Executive approved in June areas for £1M of Research Investment and have so far approved £1.5M of in year investments. We have added £3M to Exceptional Items to fund this overspend and any additional projects identified between now and year end.

In terms of the Capital Expenditure investment funds, the University has set aside £0.6M to fund ICT based Innovation activities, £0.3M to fund Teaching and Learning Equipment and £0.6M to fund Estates Minor works. There are some large capital projects that will require monitoring during the year including the investment in the Leap transformation project, the relocation of the Business School to the LRC building and the redevelopment of London Road including Chapel stabilisation works. The London Road redevelopment is currently forecast to overspend by £2.8M and the scope of this programme is being reviewed in order to deliver Phase 1 of the building program on budget

LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2018 To The End Of March 2019

Full Year Outturn Last Year	YTD Actuals Last Year	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD		
			2018 Forecast	2018 Budget	Variance - Forecast to Budget		Note	2018 Actuals	2018 Budget	Variance - Actuals to Budget		Note	
(£)	(£)		(£)	(£)	(£)	%		(£)	(£)	(£)	%		(£)
(145,301,325)	(121,224,246)	Total Income	(148,083,750)	(145,200,000)	2,883,751	2%		(131,477,310)	(124,513,297)	6,964,014	6%		(16,606,440)
85,240,117	55,077,580	Total Staff Costs	84,482,889	85,543,022	1,060,133	1%		54,481,173	55,779,299	1,298,126	2%		30,001,716
9,625,747	6,470,871	Total Depreciation	10,500,000	10,500,000		%		5,913,373	5,894,548	(18,825)	(%)		4,586,627
44,523,872	27,007,041	Total Other Operating Expenses	42,487,992	42,081,226	(406,766)	(1%)		28,086,072	28,722,095	636,023	2%		14,401,920
4,297,781	2,970,525	Total Interest Payable	5,240,000	5,240,000		%		2,756,605	2,926,768	170,163	6%		2,483,395
		Total Exceptional Items	3,872,870	335,752	(3,537,117)				109,809	109,809	100%		3,872,870
		Total Internal Allocations							8,612	8,612	100%		
(1,613,808)	(29,698,230)	Contribution	(1,500,000)	(1,500,000)		%		(40,240,088)	(31,072,165)	9,167,922	30%		38,740,088
58.7%		Staff costs as % of income	57.1%	58.9%				41.4%	44.8%				
1.1%		Contribution %	1.0%	1.0%				30.6%	25.0%				

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Appendix 2

2019/20 Initial recurrent grant allocation and comparison with 2018/19

	Excl Nursing, Midwifery & Allied Health funding 18-19 Per May 18 letter	Excl Nursing, Midwifery & Allied Health funding 19-20 Per May 19 letter	Variance rounded	Nursing, Midwifery & Allied Health funding 18-19 Per May 18 letter	Nursing, Midwifery & Allied Health funding 19-20 Per May 19 letter	Variance rounded	Total 18-19 Per May 18 letter	Total 19-20 Per May 19 letter	Variance rounded
Subject-based allocation	2,596,729	2,708,287		994,816	1,492,308		3,591,545	4,200,595	
Supplement for postgraduate taught	325,138	98,164					325,138	98,164	
High-cost subject funding	2,921,867	2,806,451	(115,000)	994,816	1,492,308	497,000	3,916,683	4,298,759	382,000
Students attending courses in London	2,212,498	2,287,457	75,000	555,498	792,972	237,000	2,767,996	3,080,429	312,000
Disabled students' premium	292,228	284,385		66,575	89,003		358,803	373,388	
Premium to support successful student outcomes: FT	1,246,830	1,224,916		338,350	429,529		1,585,180	1,654,445	
Premium to support successful student outcomes: PT	1,223,763	1,254,556		41,106	67,296		1,264,869	1,321,852	
	2,762,821	2,763,857	1,000	446,031	585,828	140,000	3,208,852	3,349,685	141,000
Part-time undergraduates									
Intensive postgraduate provision	280,564	243,648					280,564	243,648	
Erasmus+ and overseas study programmes									
Very high-cost STEM subjects	129,860	112,001					129,860	112,001	
	410,424	355,649	(55,000)	0	0	0	410,424	355,649	(55,000)
Nursing and allied health supplement	0	0	0	598,918	891,925	293,000	598,918	891,925	293,000
TOTAL Teaching Funding	8,307,610	8,213,414	(94,000)	2,595,263	3,763,033	1,167,000	10,902,873	11,976,447	1,073,000
Formula based teaching capital							754,400	699,748	
Additional funding									
TOTAL Teaching Capital Funding							754,400	699,748	(55,000)
Mainstream QR							1,144,047	1,144,047	
London weighting on mainstream QR							137,287	137,287	
QR charity support fund							62,700	62,700	
QR business research element							60,791	60,791	
QR RDP supervision fund							428,938	428,938	
Global Challenge Research Fund							71,103	71,103	
Strategic Priorities Fund							18,870		
TOTAL QR Funding							1,923,736	1,904,866	0
Formula based research capital							112,875	112,875	
Additional funding									
TOTAL Research Capital Funding							112,875	112,875	0
TOTAL Knowledge Exchange							567,033	567,033	0
TOTAL Recurrent grants	8,307,610	8,213,414	(94,000)	2,595,263	3,763,033	1,167,000	14,260,917	15,260,969	1,018,000

Appendix 3

Financial viability and sustainability: information for governing bodies

Nicholson House
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Dear Chair

Financial viability and sustainability: information for governing bodies

The Office for Students (OfS) monitors the financial viability and sustainability of registered English higher education providers on an ongoing basis. Our responsibility in this area also extends to reporting on relevant patterns, trends or other matters that we identify as a result of such monitoring.

Our latest report, 'Financial sustainability of higher education providers in England' will be published on 4 April 2019. In advance of publication I am writing to all providers registered with the OfS to share with you the section of the report which considers the assumptions that providers have made about future student recruitment.

In a financially challenging environment for higher education providers, and with the UK 18-year-old population continuing to decline in the short term, the OfS has particular concerns about the credibility of providers' student number forecasts. Our analysis suggests that over the next few years the sector in aggregate is assuming a level of growth in student numbers, and related fee income, which is not likely to be achievable.

For individual providers, there is an increased risk to financial viability and sustainability where plans are underpinned by forecast growth in student numbers that is not credible. We know that a provider's forecasts are – necessarily – prepared without knowledge of the assumptions and aspirations of competitors. In that context we hope our analysis will be useful to you and your governing body as you test the forecasts presented to you by your senior management team.

We respect and value institutional autonomy and the aim of this letter is to provide data to inform financial decisions taken by governing bodies, accountable officers and management teams. A fuller extract of our analysis is provided in the annex to this letter. We hope that it will assist you and your governing body in:

- Providing a context in which to consider your own forecast assumptions and ambitions
- Helping you assess the risk that planned student recruitment and fee income targets may not be met
- Assisting with the development of any necessary contingency plans to mitigate this risk.

We would expect you to discuss this letter and its annex at a future meeting of your governing body. I would also like to remind you that a registered provider is required to:

- Report to the OfS any material change in its financial position or forecasts
- Ensure that its student protection plan remains appropriate to mitigate any change in risk to the continuity of study for its students.

You can report any changes, or submit a revised student protection plan for approval by the OfS, by contacting regulation@officeforstudents.org.uk.

The report, which also covers analysis on relevant trends in the financial health and sustainability of registered providers, will be published on the OfS website on Thursday 4 April 2019 at www.officeforstudents.org.uk/publications/financial-sustainability-of-higher-education-providers-in-england/ (This link will not work until then.)

Yours sincerely

A handwritten signature in black ink that reads "Nicola Dandridge". The signature is written in a cursive, slightly slanted style.

Nicola Dandridge, Chief Executive, Office for Students

Annex A

Sector student recruitment forecasts, 2018-19 to 2021-22

Introduction

Higher education providers are facing considerable uncertainty and challenge from a number of directions: the UK's future relationship with the EU; potential changes in government policy following the review of post-18 education funding;¹ a short-term decline in the 18-year-old population; increasing cost pressures, including particularly those arising from recent and forthcoming university pension scheme valuations; and the impact of a more competitive higher education environment.

Providers will need to manage these uncertainties and challenges in a way that sustains the delivery of high quality higher education. Careful financial planning, based on credible forecast information, will be crucial.

The analysis that follows is drawn from an OfS report on the financial sustainability of the higher education providers in England to be published on 4 April 2019.²

Analysis

The data presented in this annex relates to 183 English higher education providers on the OfS register as at 7 March 2019. (We have not included further education colleges, whose financial sustainability is primarily monitored by the Education and Skills Funding Agency.) It includes the most recent audited financial data, which for most providers is 2017-2018, and providers' own financial and student number forecasts covering a four-year period, typically from 2018-19 to 2021-22.³ We have used these alongside other data and information, including provider contextual information, to reach a rounded judgement about the risks to financial viability and sustainability.

In considering the credibility of this forecast information, we looked at the extent to which previous forecasts had been achieved, and the assumptions underpinning the latest forecasts. The diversity of the sector, and the uncertain operating environment, meant that providers had applied a wide variety of assumptions.

The data is presented (i) for the overall sector and (ii) for four broad peer groups based on specialist providers and student tariff points⁴.

¹ See the review's terms of reference at <https://www.gov.uk/government/publications/review-of-post-18-education-and-funding-terms-of-reference>

² Available at www.officeforstudents.org.uk/publications/financial-sustainability-of-higher-education-providers-in-england/

³ Provider financial year end dates vary, so we refer to year numbers rather than dates. For most providers, their most recent audited financial data year is 2017-18 and the four-year forecast period is 2018-19 to 2021-22.

⁴ The tariff calculations that inform this peer group categorisation are based on young UK domiciled undergraduate entrants. This means that the categorisation of a provider with large populations of mature

Student number forecasts

Most of the 183 providers we looked at are assuming some level of growth in numbers of their home, EU and international (overseas) students over the forecast period. Of these, 122 have ambitions for growth of more than 5 per cent. All peer groups have growth aspirations, although the extent of the increase varies.

Taken together, these forecasts, if realised, would result in an overall increase of approximately 171,000 FTE (over 10 per cent) in student numbers over the four-year period (typically 2018-19 to 2021-22).

Table 1 shows projected student number growth over the forecast period by peer group.

Table 1: Projected student number growth, Years 3 to 6

	Home and EU		Overseas		Total	
	FTE growth	Percentage growth	FTE growth	Percentage growth	FTE growth	Percentage growth
TOTAL	115,220	8.0	55,938	20.7	171,159	10.0
High average tariff	22,619	5.2	27,154	19.5	49,773	8.7
Medium average tariff	45,564	7.7	15,262	19.1	60,826	9.0
Low average tariff	25,399	9.7	10,078	35.7	35,477	12.2
Specialist (all tariff)	21,379	15.0	3,420	15.7	24,799	15.1

This projection includes an overall predicted increase of approximately 78,000 FTE (7 per cent) in the numbers of UK and EU full-time undergraduate students over the next four years. This is despite a decline of approximately 5 per cent in the 18-year-old UK population over the same period. The population will begin to rise from 2020; however there will still be approximately 41,000 fewer 18-year-olds in 2021 compared with 2017.

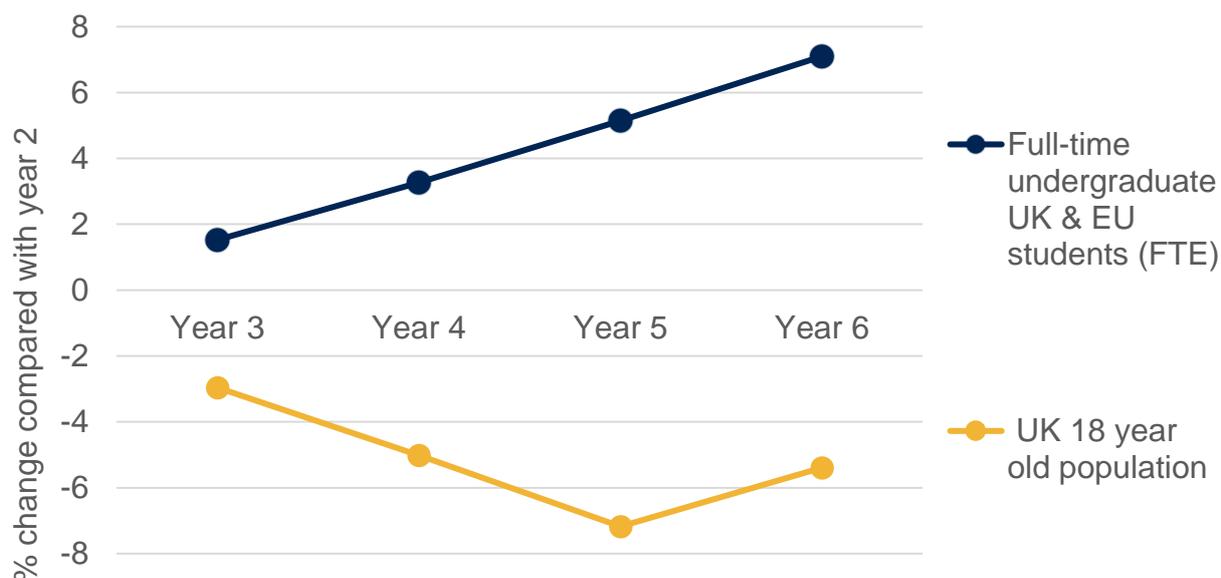
The forecast growth in Home and EU full-time undergraduate students is shown in Figure 1, alongside the estimated change in the UK 18-year-old population in Years 3 to 6.

students, non-UK students or similar may only reflect the entry tariff of a minority of their students. A small number of providers (e.g. those offering only postgraduate courses) may have no tariff data available, and may therefore be 'unclassified' on this basis.

The four peer groups are:

- High, medium, low average tariff (three groups). Providers were ordered by the average tariff scores of their UK-domiciled young undergraduate entrants with Level 3 qualifications, then divided into three groups (with each group containing a third of all students in this population)
- Specialist (one group): at least 80 per cent of students in no more than two subjects.

Figure 1: Change in forecast full-time UK and EU undergraduate student numbers compared with the estimated change in the UK 18-year-old population (Years 3 to 6)



In addition, the sector forecasts the number of overseas students to increase by approximately 56,000 FTE (20.7 per cent), with related fee income projected to rise by £1.7 billion (37.9 per cent). This suggests an anticipated increase in the average fee charged to overseas students.

Our current view is that, at sector level, these growth aspirations and related fee income will be challenging to achieve. At provider level, there is an elevated risk where financial viability and sustainability or investment plans are underpinned by a reliance on growth ambitions.

Given the challenge of achieving potentially ambitious student number projections, governing bodies will wish to be assured that comprehensive scenario planning has been undertaken. In particular, you will want to be confident that robust contingency measures are in place to mitigate any risk of underachievement, and that sustainable levels of cashflow and investment are maintained.

Financial indicators

In addition to the analysis of student number forecasts, the published report will highlight the sector's position on a number of key financial indicators for the latest year of audited annual accounts (Year 2). The tables below provide a more detailed breakdown of quartiles for three financial indicators which we hope is helpful to you in assessing the relative financial performance of your provider.

Table 2: Net operating cashflow as a percentage of total income

(Net cashflow generated from operating activities as a proportion of total income)

	Sector (registered providers)	Non- specialist: high average tariff	Non- specialist: medium average tariff	Non- specialist: low average tariff	Specialist: All
Sector average	8.6%	8.1%	9.0%	11.5%	7.0%
Lower quartile	4.6%	6.7%	5.0%	3.7%	3.3%
Median value	8.9%	8.4%	8.4%	9.9%	9.5%
Upper quartile	12.7%	9.4%	12.2%	13.8%	14.7%

Table 3: Net liquidity days

(Number of days of average expenditure, covered by net liquid holdings at year-end)

	Sector (registered providers)	Non- specialist: high average tariff	Non- specialist: medium average tariff	Non- specialist: low average tariff	Specialist: All
Sector average	138 days	131	147	130	168
Lower quartile	71 days	73	83	76	53
Median value	110 days	111	118	127	97
Upper quartile	179 days	160	177	184	209

Table 4: Gearing

(Borrowing as a proportion of total income)

	Sector (registered providers)	Non- specialist: high average tariff	Non- specialist: medium average tariff	Non- specialist: low average tariff	Specialist: All
Sector average	36.8%	40.6%	36.2%	35.7%	15.2%
Lower quartile	1.0%	24.6%	17.1%	0.2%	0.0%
Median value	22.4%	39.0%	28.9%	16.6%	3.8%
Upper quartile	40.5%	53.7%	42.4%	35.3%	20.8%

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Appendix 4

HESA data release: Key financial indicators

HESA Data Release: Key Financial Indicator (KFI) 2017/18

The KFIs shown are a set of calculations extracted from the Finance return. They are not performance indicators and take no account of higher education provider (HEP) characteristics such as the range of subjects taught or the types of provision. A list of definitions can be found in the appendix of this report.

In Autumn 2018 HESA released a Financial Security Index Analysis ranking which ranked HE provider performance in a select few of the KFI's from 2016/17. The planned publication of this ranking using 2017/18 data is May 2019.

Key Findings within the Competitor group: (KFI) Table 1

Kingston and East London are in deficit (before other gains/losses and share of surplus/(deficit) in joint ventures and associates) in 2017/18, City have the highest **surplus as a % of income** in the group, and LSBU are mid ranked.

Kingston and Middlesex have the highest **staff costs as a % of total income**, they are followed by LSBU. Greenwich have the lowest %.

Westminster followed by LSBU have the highest **premises costs as a % of total costs** Middlesex and Kingston have the lowest %.

Kingston and City have the highest **unrestricted reserves as a % of total income**, Greenwich and Middlesex have the lowest %, LSBU are mid ranked.

Kingston and Greenwich have the highest **external borrowing as a % of total income**, LSBU and East London have the lowest %.

Kingston and City have the highest **days ratio of total net assets to total expenditure**, Greenwich and Middlesex have the lowest, LSBU are mid ranked.

Kingston have the highest **ratio of current assets to current liabilities**, Westminster have the lowest, LSBU are ranked third in the group.

Middlesex and Westminster have the highest **net cash inflow from operating activities as a % of total income**, Kingston have the lowest %, LSBU are mid ranked.

City and Greenwich have the highest **net liquidity days**, Westminster have the lowest, LSBU are mid ranked.

Key Findings within the aspirational group: (HESA finance return)

Total income has increased at LSBU by 1 % (£820k). Kingston saw the largest decrease by 5 % (£9.08M). They state in their annual accounts that the decrease in tuition fee income results from a planned reduction in undergraduate students as a result of targeted changes to the academic provision. City saw the largest increase by 6 % (14.5M.), this is due to strong recruitment in the latest year. **Table 2**

LSBU saw a decline of 2 % (2.6M) in tuition fee income. This is related to the change in fee regime for Health and Social Care students where the fees changed from being NHS funded to student funded. Although fee income increased by £3.2M this was offset by a decline of £5.8M in Department of Health funding. The majority of the competitor group saw an increase in fee income. **Table 3**

LSBU saw the largest increase in funding body grants by £1.7M, this was mainly due to a capital grant of £964K. Most of the group saw a slight decline. **Table 4**

LSBU saw a slight increase in research grants and contracts. Westminster saw a large decline by £1.8M. **Table 5**

Hertfordshire have seen the largest decline in surplus by (£10M). According to the annual accounts, this is after the impact of the adjustment to the Local Government Pension Scheme (LGPS) of £4m being the difference between contributions paid and the total pension cost charged to the surplus. This cost is higher than in previous years largely due to low corporate bond yields. **Table 6**

East London reduced its operating deficit by £10.6m from £11.2m in 2016/17 to £0.6m in 2017/18, reflecting clearly the effective cost savings and restructuring plans that were put in place in 2017/18, according to the annual accounts. **Table 6**

PPA March 2019

Contents:

Table 1: KFI values and rank for the Competitor group

Table 2: Total income YoY Trend

Table 3: Tuition fees and education contracts YoY Trend

Table 4: Funding body grants YoY Trend

Table 5: Research grants and contracts YoY Trend

Table 6: Surplus/(deficit) before other gains/losses and share of surplus/(deficit) in joint ventures and associates YoY Trend

Table 7: Expenditure in year ended 31 July 2018 (£000s)

Chart 1: Income Analysed by Source (£,000)

Chart 2: Income Analysed by Source –Other Income detail (£,000)

London South Bank University

Table 1: KFI values and rank for the Competitor group

HE Provider	Surplus/ (deficit) as a % of total income	Rank (Hi Lo)	Staff costs as a % of total income	Rank (Lo Hi)	Premises costs as a % of total costs	Rank (Lo Hi)	Unrestricted reserves as a % of total income	Rank (Hi Lo)	External borrowing as a % of total income	Rank (Lo Hi)	Days ratio of total net assets to total expenditure	Rank (Hi Lo)	Ratio of current assets to current liabilities	Rank (Hi Lo)	Net cash inflow from operating activities as a % of total income	Rank (Hi Lo)	Net liquidity days	Rank (Hi Lo)
City, University of London	5.17	41	55.66	92	8.66	143	116.15	60	24.97	72	471.5	58	2.4	57	10.88	66	188.58	35
The University of East London	-0.4	123	54.21	77	8.5	142	78.82	109	16.65	54	286.8	117	1.79	80	7.77	109	112.28	90
The University of Greenwich	1.63	94	51.14	41	7.35	125	48.62	136	40.33	114	183.1	139	1.79	80	11.46	55	184.32	39
University of Hertfordshire	0.93	110	53.48	63	6.97	121	103.45	75	26.45	76	386.4	90	1.6	91	7.16	113	129.61	77
Kingston University	-6.56	153	58.15	124	5.79	88	177.24	12	48.72	134	611.8	32	2.54	53	5.84	123	177.65	43
London South Bank University	1.11	106	56.51	107	9.04	148	75.34	113	16.7	55	280.2	119	2.2	63	8.77	89	134.54	69
Middlesex University	2.7	77	57.47	115	6.19	97	47.26	138	38.66	106	178.2	142	2.12	66	14.48	27	170.1	47
The University of Westminster	2.19	87	55.64	91	11.65	158	108.66	68	28.05	79	407.6	81	1.35	116	13.63	37	69.11	132

Note, the ranking is out of 165 HE Providers

London South Bank University

Table 2: Total income YoY Trend

	1: Income 1g: Total income			
Provider name	Year ended 31 July 2017 £000s	Year ended 31 July 2018 £000s	YoY Diff	% Change
City, University of London	226,701	241,235	14,534	6%
The University of East London	132,310	136,083	3,773	3%
University of Hertfordshire	263,749	267,466	3,717	1%
The University of Greenwich	200,549	202,710	2,161	1%
London South Bank University	144,479	145,299	820	1%
Middlesex University	203,648	204,566	918	0%
The University of Westminster	205,397	205,129	-268	0%
Kingston University	201,302	192,218	-9,084	-5%

Table 3: Tuition fees and education contracts YoY Trend

	1: Income 1a: Tuition fees and education contracts			
Provider name	Year ended 31 July 2017 £000s	Year ended 31 July 2018 £000s	YoY Diff	% Change
City, University of London	179,663	189,852	10,189	6%
The University of East London	98,271	103,582	5,311	5%
Middlesex University	148,225	153,511	5,286	4%
University of Hertfordshire	163,108	167,875	4,767	3%
The University of Westminster	157,616	158,734	1,118	1%
The University of Greenwich	139,404	139,353	-51	0%
London South Bank University	109,119	106,536	-2,583	-2%
Kingston University	147,287	140,500	-6,787	-5%

Table 4: Funding body grants YoY Trend

	1: Income 1b: Funding body grants			
Provider name	Year ended 31 July 2017 £000s	Year ended 31 July 2018 £000s	YoY Diff	% Change
London South Bank University	14,845	16,543	1,698	11%
City, University of London	21,917	22,999	1,082	5%
University of Hertfordshire	20,277	21,162	885	4%
Kingston University	20,752	20,182	-570	-3%
The University of Greenwich	20,708	19,873	-835	-4%
The University of Westminster	19,508	18,093	-1,415	-7%
The University of East London	14,619	13,059	-1,560	-11%
Middlesex University	21,516	18,931	-2,585	-12%

Table 5: Research grants and contracts YoY Trend

	1: Income 1c: Research grants and contracts			
Provider name	Year ended 31 July 2017 £000s	Year ended 31 July 2018 £000s	YoY Diff	% Change
London South Bank University	3,089	3,739	650	21%
Kingston University	4,021	4,425	404	10%
The University of Greenwich	12,688	13,956	1,268	10%
City, University of London	11,640	11,992	352	3%
Middlesex University	5,530	5,325	-205	-4%
University of Hertfordshire	11,058	10,529	-529	-5%
The University of East London	2,084	1,337	-747	-29%
The University of Westminster	6,100	4,318	-1,782	-36%

Table 6: Surplus/(deficit) before other gains/losses and share of surplus/(deficit) in joint ventures and associates YoY Trend

	3: Surplus/(deficit) before other gains/losses and share of surplus/(deficit) in joint ventures and associates		
Provider name	Year ended 31 July 2017 £000s	Year ended 31 July 2018 £000s	YoY Diff
The University of East London	-11,132	-549	10,583
City, University of London	5,561	12,472	6,911
The University of Westminster	-1,651	4,487	6,138
Kingston University	-14,093	-12,600	1,493
London South Bank University	1,842	1,611	-231
The University of Greenwich	4,013	3,308	-705
Middlesex University	8,846	5,515	-3,331
University of Hertfordshire	12,488	2,476	-10,012

Table 7: Expenditure in year ended 31 July 2018 (£000s)

Provider name	3 Total staff costs £000s	4 Fundamental restructuring costs £000s	5 Other operating expenses £000s	6 Depreciation £000s	7 Interest and other finance costs £000s	8 Total expenditure £000s
University of Hertfordshire	143,047	0	100,555	17,677	3,711	264,990
City, University of London	134,281	820	75,036	15,635	2,991	228,763
Kingston University	111,772	3,240	63,885	16,906	9,015	204,818
The University of Westminster	114,132	3,792	60,504	16,066	6,148	200,642
The University of Greenwich	103,675	2,437	78,160	6,927	8,203	199,402
Middlesex University	117,558	0	62,410	11,866	7,217	199,051
London South Bank University	82,106	0	47,658	9,626	4,298	143,688
The University of East London	73,765	1,602	49,688	8,087	3,490	136,632

Chart 1: Income Analysed by Source (£,000)

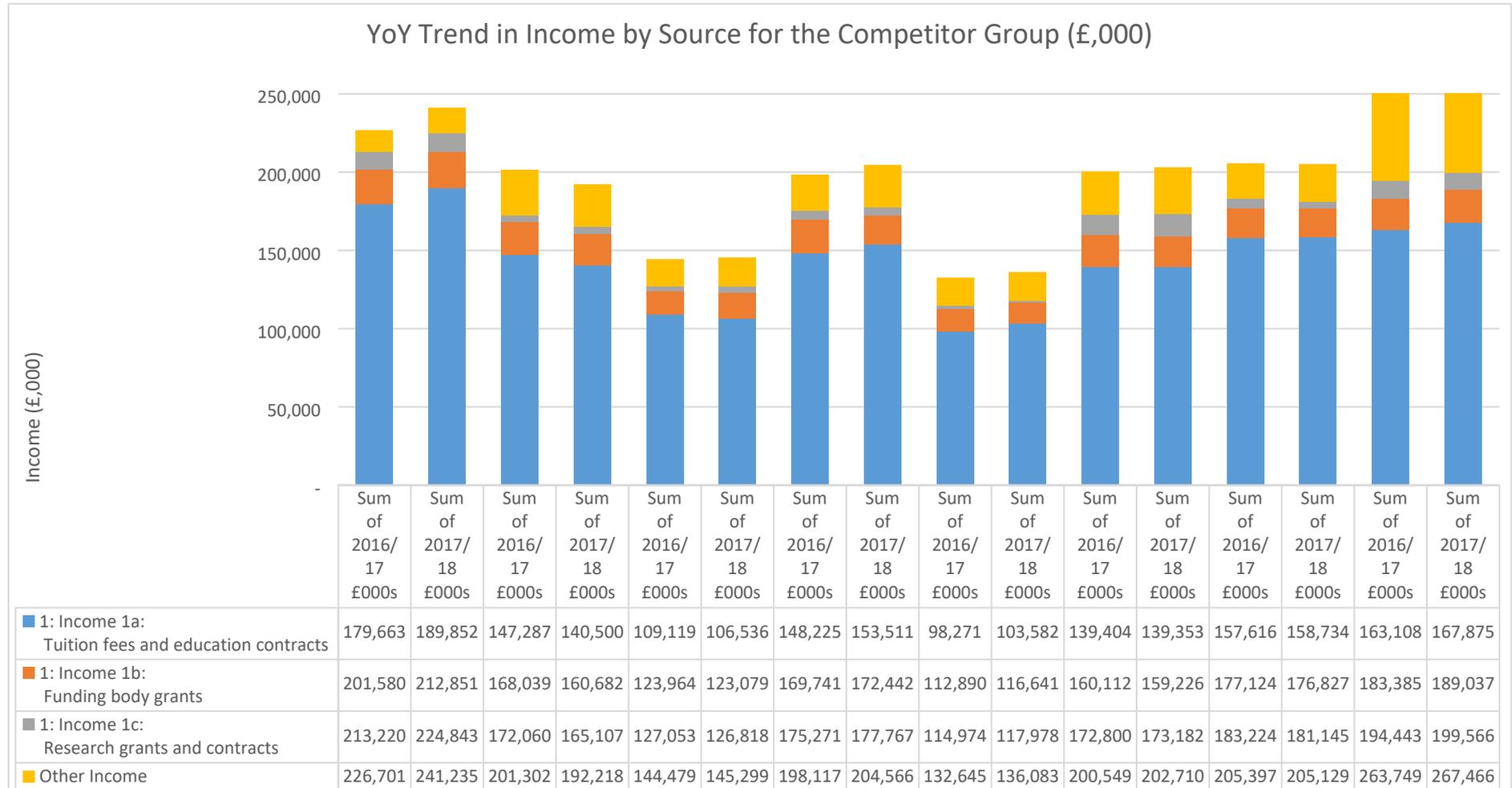
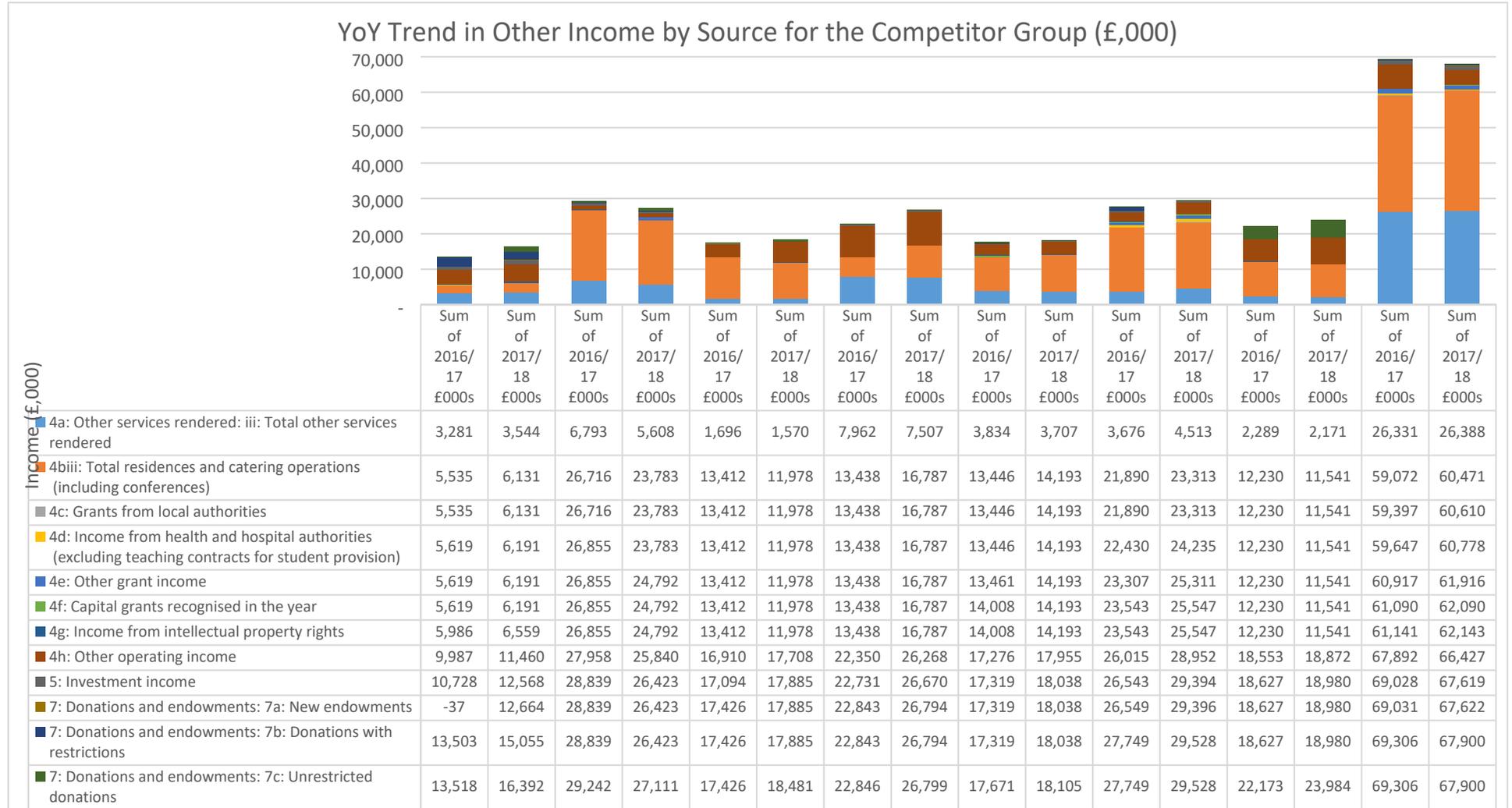


Chart 2: Income Analysed by Source –Other Income detail (£,000)



London South Bank University

Appendix:

The KFIs shown are a set of calculations extracted from the Finance return. They are not performance indicators and take no account of higher education provider (HEP) characteristics such as the range of subjects taught or the types of provision.

KFI Definitions:

1. Surplus/(deficit) as a % of total income

Numerator

Surplus/(deficit) before other gains/losses and share of surplus/(deficit) in joint ventures and associates

Denominator

Income: Total income

2. Staff costs as a % of total income

Numerator

Expenditure: Staff costs

Denominator

Income: Total income

3. Premises costs as a % of total costs

Numerator

Premises: Total premises, Other operating expenses

Denominator

Expenditure: Total expenditure

4. Unrestricted reserves as a % of total income

Numerator

Unrestricted reserves: Income and expenditure reserve "unrestricted"
plus

Unrestricted reserves: Revaluation reserve

Denominator

Income: Total income

5. External borrowing as a % of total income

Numerator

Creditors - amounts falling due within one year: Bank overdrafts
plus

Creditors - amounts falling due within one year: Bank loans and external borrowing
plus

Creditors - amounts falling due within one year: Obligations under finance leases and service concessions
plus

Creditors - amounts falling due within one year: Loans repayable to funding council
plus

Creditors: amounts falling due after more than one year: Bank loans and external borrowing
plus

Creditors: amounts falling due after more than one year: Obligations under finance leases and service concessions
plus

Creditors: amounts falling due after more than one year: Loans repayable to funding council

Denominator

Income: Total income

6. Days ratio of Total net assets to total expenditure

Numerator

Total net assets

Denominator

Expenditure: Total expenditure

7. Ratio of current assets to current liabilities

Numerator

Current assets: Total current assets Staff costs

Denominator

Creditors - amounts falling due within one year: Total creditors (amounts falling due within one year)

8. Net cash inflow from operating activities as a % of total income

Numerator

Net cash inflow from operating activities

Denominator

Income: Total income

9. Net liquidity days

Numerator

Current assets: Investments

plus

Current assets: Cash and cash equivalents

minus

Creditors: amounts falling due within one year: Bank overdrafts

Denominator

Expenditure: Total expenditure

minus

Expenditure: Depreciation

	CONFIDENTIAL
Paper title:	Corporate Strategy Progress Report
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	Jennifer Hackett, Executive Assistant to VC
Executive/Operations sponsor:	Pat Bailey – Provost
Purpose:	To present an overview of the progress made to date in the 18/19 academic year for each of the goals of the Corporate Strategy
Recommendation:	The Board is requested to discuss this progress report.

Executive Summary

The progress report is structured by each goal of the Corporate Strategy, with an additional section for league table performance.

The narrative sections address the progress made against the priorities identified within the 18/19 Corporate Roadmaps, and the data sections present the latest forecasts or results against each of the corporate KPIs.

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Corporate Strategy Progress Report (May 2019 Board)

Provost Executive Summary:

Summary of overall progress on goals of Corporate Strategy (Provost – Pat Bailey)

This mid-year review provides us with a snap-shot of progress since November 2018, and allows us to identify some of the actions and achievements that should enable us to meet the corporate targets. This is the fourth academic year of the fully restructured University, and shows LSBU strongly consolidating its position within a highly competitive HE environment:

- Student intake numbers and associated income for 2018/19 are significantly up; especially notable is FT and PT UG numbers, as these embed longer term stability for the University
- Research income is forecast to meet the challenging £4.3M target, with good success at grant-winning both within Schools at Southwark and through TWI at Cambridge
- We continue to be exceptionally successful with European funding (for now!), with around £10M of ERDF grants worth £6M directly to LSBU (one of the highest figures in the UK)
- Higher Apprenticeship numbers have continued to grow strongly, with ca 800 enrolled
- Ofsted inspection of Level 4 and 5 Apprenticeships was 'good' (overall, and in all 4 categories)
- Up 6 places to 87th in the CUG (from 120/123 4 years ago); our score rose from 523 to 613, and we are now one of the top London moderns (only Greenwich and Roehampton above us)

At this point in the academic year, there are important educational, research, infrastructure and facilities developments that have been put place, or are scheduled for introduction:

- LEAP is completing Phase 1, on time and within budget; some early 'wins' are being introduced
- Several major teaching pilots/initiatives are running this year, including: standardised assessment & feedback; roll-out of lecture capture capability; new module evaluation questionnaire; and a raft of initiatives aligned with the NSS, aimed at improving the student experience
- Work to address attainment gap issues, alongside our Athena SWAN submission (April 2019)
- Preparation for REF2021 (submission in 2020) is well in hand, and the indicators are for an enhanced outcome (GPA 2.8 target) and more staff submitted (about 180 vs 130 in 2014)
- 'Align' is a major evaluation of all of the PSGs, to be completed by June, assessing 18 service areas for effectiveness, and potential changes to improve efficiency and 'fitness for the future'

We've also started the biggest Estates projects in a decade, with the School of Business now in its new home (opened Easter 2019), and the 2-year £56M London Road redevelopment starting in September, requiring major reorganization and interim solutions to accommodate the teaching in 2019-2021.

The merger with Lambeth College in February 2019 has triggered a significant realignment of Executive responsibilities, and also some substantial changes that are being introduced into the organisational structure of the University, including the establishment of a University Management Committee to oversee the University, and changes to Academic Board (and sub-committees) from September 2019.

A whole range of initiatives to improve our marketing and update our portfolio of courses have contributed to a substantial increase in student applications and firm acceptances, most notably a 6% rise in home UG numbers applying, and around 40% up so far on firm accepts. This has been achieved without compromising entry standards, or our WP agenda. We have been disappointed that progression from Yr1 to Yr2 fell this year, but in-year retention stats are up, which we hope will continue into re-enrolments this September. On the international side, recruitment onto courses run at LSBU has remained challenging, but BUE numbers have increased in line with expectations, and work on the International Branch Campus is progressing well. Overall, the student numbers should ensure a healthy financial position both this year (budgeted surplus of £1.5M should be exceeded), and next year, although a number of financial hits in 2019/20 are known (e.g. £3M additional pension costs), and there are many uncertainties (e.g. Brexit, Augar). This remains a hugely challenging time for HE, whilst we are taking on a wide range of major projects at LSBU, but our continuing rise up League Tables, most recently in the CUG (up 6 places, and with improvement in 26 out of 31 subject areas) provides reassurance that we are positioning ourselves well to continue this upward trajectory.

Goal 1:		Teaching & Learning						
#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
1	Graduate level employment &/or Further study (EPI population)	80%	68.0%	76.0%	81.8%	87.7%	82%	

Executive Lead: DVC (Education) - Shân Wareing

The 2018-2020 Education Strategy was signed off by Academic Board, and is being implemented via work stream task-and-finish groups with academic and professional service leads. Progress is managed via a Forum and Steering Group, which reports to Quality and Standards Committee. The Strategy key areas are the qualifications framework, the portfolio, academic leadership, equality, inclusivity and diversity, and assessment.

The Education Strategy is integrated with LEAP, in order that student experience benefits can be realised across all aspects of their experience, and the LEAP project itself is nearing completion of Phase 1, on budget and on time.

CRIT, the Centre for Research Informed Teaching, is taking forward a project of scholarly enquiry into models of technical education, which is due to report this year. The team are rolling out lecture capture in collaboration with ICT. There is also a project to develop formative assessment, which has been identified through research as one of the areas, along with placements, which has the most profound effect on the ethnicity attainment gap, and features regularly as a low scoring area in the NSS.

The assessment and feedback project is running pilots at present with a view to roll out of standardised assessment criteria and feedback forms, with online assessment, at level 4 from September 2019, which will improve the quality of feedback, the perceived fairness of marking, the clarity of criteria, and the speed with which marking can be completed.

In February 2019, Ofsted inspected LSBU's level 4 & 5 apprenticeship provision and awarded us 'good' overall, with 'good' in all subsidiary categories.

We formally launched the Course Director Leadership Development Programme in April; the event was attended by over 80 course directors and focused on dealing with an ever-changing external environment and building resilience. There will be two events per year and we will be consulting with staff on future content.

Related Risk Matters

- Transition from annual DLHE survey to Graduate Outcomes. A process managed by HESA, rather than self administered survey. Unclear on the eventual impact on employability rates on LSBU and wider sector (mitigated by preparatory work, and pre survey contact)

Goal 2:

Student Experience

#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
2	NSS scores – overall satisfaction (First Degree respondents)	89%	82%	82.0%	82.2%	78.8%	86%	
3	International Student barometer (% recommending LSBU)	81%		77%	77%	80%	78%	
4	PGT experience (% satisfaction)	82%	74%	74%	71%	71%	77%	
5	Student Staff Ratio	18:1	19.7:1	20.5:1	19.8:1	16:1	17:1	

Executive Lead: Provost - Pat Bailey

The high level measure of student satisfaction is the NSS, and it was disappointing to see the overall satisfaction (and the average score) fall by about 3% in 2018, although there were a number of adverse University-wide problems that had almost certainly contributed to this. Nevertheless, we established a specific 'NSS & Student Experience' task-and-finish group that introduced a whole range of initiatives to try to improve the student experience this year, including 'themed' weeks to highlight features/successes at LSBU, strong input from the SU both directly and through reps, food voucher incentives for completing the NSS, and a detailed tool-kit for all academic staff to use, to improve student engagement with the NSS. We will see the results of these initiatives when the NSS results come out on 3rd July.

Alongside University-wide NSS initiatives, there has been a specific focus on supporting Course Directors to identify how to optimize the student experience, and to promote the NSS in the best way for their discipline – these local initiatives appear to have some of the biggest impact in strong NSS feedback. Finally, working with Planning, Performance & Assurance (PPA), we are developing a much more detailed dashboard at module level, and this should help us to identify where courses are doing well or poorly; to help with this, a new mobile-phone 'module evaluation questionnaire' has been introduced, which should improve the response rate, and so provide more robust data. It is worth noting that this year and next year will feed into the Subject TEF metrics, so we have an opportunity to reverse the poor result in 2018.

Looking at the other student satisfaction metrics, the International Student Barometer has shown a pleasing increase, whilst the PGT experience measure has remained flat – this is an area in which we need to focus more attention. Finally the SSR data shows a decrease, which should impact positively on the student experience (but is less good financially!). However, the in-year savings and stronger student recruitment are expected to bring this back on target this year.

Related Risk Matters

- For the current year, we hope that our targeted NSS initiatives will be reflected in the NSS scores, but we have no direct control over this, or in-year measure.
- There are concerns that the Estates developments next year will impact adversely on the student experience, as has been found at other universities during major campus building works, but we have been working hard with the SU to get student buy-in for the improvements, and we are doing everything we can to mitigate the impact of the works.

Goal 3:			Employability					
#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
6	DLHE Positive Outcomes; employment or further study (EPI)	95%	90.2%	90.8%	94.6%	95.3%	94%	
7	Number of Student startups (Active Firms in HE-BCI 4aiv)	150	30	50	45	48	110	

Executive Lead: DVC (Education) - Shân Wareing

We continue to develop a curriculum and portfolio which is fully aligned with our ambitions for graduate employability and enterprise, with all new courses being developed within the Educational Framework (see 'Teaching & Learning'; Goal 1). The number of start ups remains below target although incubation activity is at capacity. The most appropriate measures in this area will need review in the 2025 plan.

Our Student Enterprise team also continues to support students and graduates at LSBU to improve their enterprise skills for future employment, and develop their ideas for new businesses. This semester, the team successfully delivered a number of interdisciplinary 'hackathon' events encouraging students to put their knowledge into practice by solving real-world problems. This included a health hack for HSC students, and a Creative hack with students from 5 different London universities. There has been an increased focus on encouraging students to develop an entrepreneurial mindset through consultancy work and internships with micro-enterprises. The team continues to support students and recent alumni to test and develop their ideas and turn these into scalable businesses. The team's work has a growing international reach, through projects such as the British Council's Creative Spark project where LSBU is supporting universities in Uzbekistan and Azerbaijan to develop their enterprise education offer (£100k income for LSBU in 18/19).

We are also driving changes to assessment to reduce the proportion of examinations and increase assignments which are designed as authentic professional tasks. We hope via the Align process to increase our capacity to support placements, which are so important to student employability, and also to reducing the ethnicity based degree attainment gap.

Related Risk Matters:

- No significant risks identified

Goal 4:

Research & Enterprise

#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
8	Research Income (non Hefce)	£6.0 m	£2.0	£1.9	£2.8	£3.5	£3.5m	£4.3m*
9	Enterprise Income	£19.0 m	£8.1	£7.8	£9.2	£10.9	£13.0	£10.8m*

Executive Lead: DVC (Innovation) - Paul Ivey

- Research income as reported in the management accounts includes the annual grant award, which is allocated based upon level of quality as assessed in the Research Excellence Exercise of 2014. This award is some £1.8M. Figures presented for the progress report exclude this amount as according to the historic KPI definition. Research grant income is trending towards the £4.3M target for the year. As the year progresses the amount required to find having subtracted both earnings to date and contracted for the remainder of the year, is reducing.
- School bid activity has grown appreciably, albeit with a highly dominant performance by Engineering, and related activity via TWI at Cambridge. The pipeline of submitted projects is strong and this augers well for continued growth.
- Enterprise income is sourced more in year and consequently pipeline analysis is more complex. The enterprise team have moved from a generous recording of bid activity to a more restrictive approach, and arguably have gone too far and so a middle ground is now being adopted.
- A further complication is business planning for enterprise; contracts are both in-year and often non-recurring, so business generation has needed more planning than has been the case in the past. For the first time since the middle of last year this team is now at full strength.
- Enterprise income is behind target (£10.8m *cf* £13m) and School activity is favouring research applications (which is sensible, pre-REF); additional pre- and post-award capacity is fully utilized, and activity such as KTP's and ERDF are also at maximum capacity for differing reasons.

Building on the leading position for ERDF funding, the team is exploring ESF funding for the first time, and this may provide additional growth through collaboration with existing partners.

Related Risk Matters

- Business planning, income figure fidelity, and coordination – actioned
- Capacity planning, bid support discrimination, pipeline analysis needs further development to open new income streams and increase income
-

Goal 5:

Access

#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
10	% recruits from low participation neighbourhoods (Young FT FD)	9.0%	7.7%	8.4%	9.2%	8.9%	8.6%	7.6%
11	FTUG % (w/o HSC contract) recruited before Clearing	90%	75.0%	76.4%	77.2%	78.0%	77%	74.7%*
12	First Degree Completion projection (at or above benchmark)	+3%	-7 %	-5.8%	-5.5%	-1.8%	-1%	-4%
13	Year 1 progression (can change due to Jan 2019 2nd Semester Enrolment)	85%	73.1%	77.3%	74.7%	73.0%	82%	
14	Good Honours	63 - 67%	61.2%	66.4%	69.1%	70.0%	63-67%	
15	PGT completion	85%	61.5%	58.7%	69%	61.0%		

Executive Lead: Chief Customer Officer – Nicole Louis

The 2018/19 recruitment cycle generated above target enrolments as a result of improving reputation combined with enhanced marketing and admissions. The reduction in the percentage of recruits from low participation neighborhoods, in contrast to the 2018/19 KPI, was as previously anticipated, due to the re-classification of the metric by HEFCE which resulted in the reduction of LPNs in and around London. The relevance of this metric will be assessed as part of the 2025 strategy development

The strength of the 2018/19 clearing cycle changed the balance of main cycle v clearing cycle recruitment, as management had taken a strategic decision to maximize clearing recruitment through tariff management, recruitment and conversion activities in order to generate incremental revenue. We anticipate taking a similar approach in this year's cycle to build on the positive upward trajectory for recruitment.

Year to date through to April there has been a reduction in the proportion of total withdrawn and interrupted students compared to the previous year and this now stands at 7% (prior year 9%). This positive trend is also seen for year 1 first degree students (9% withdrawn/interrupted vs 12% at the same point in 2017/18), who are the most significant group in terms of performance metrics and future income flows. There has also been a reduction in the number of withdrawn and interrupted students across PG taught. The completion rate metric is expected to show a decline as it utilizes data over previous years hence last years weaker progression will begin to impact and hence will effect league tables

We are mid-way through developing the new Access and Participation plan which will be submitted to the Office for Students in July of this year. The plan will continue to focus on closing the gaps relating to access, success and employment outcomes between students of different backgrounds with a particular emphasis on students from disadvantaged neighborhoods (using IMD index), BAME students, students with mental health issues and female students in STEM.

Related Risk Matters:

- We continue to overhaul our brand positioning & architecture
- Work is still underway to determine the optimum portfolio mix across subject areas
- There is still uncertainty about the final Yr1-to-Yr2 progression (known October 2019)
- Potential impact upon league table performance and TEF as a result in decline in continuation metrics. Mitigation will hope to minimize this through external return oversight process

Goal 6:

Internationalisation

#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
16	QS Star Rating	4	3 stars	3 stars	4 stars	4 stars	4	4
17	Overseas student income (millions)	£20m	£11.2	£9.8	£11.2	£10.8	£15.0	£10m*

Executive Lead: DVC (Innovation) - Paul Ivey

For convenience, it is best to separate income generation from international activity into two: trans-national education (TNE) and direct international student recruitment to the UK. The former element describes education delivered outside of the UK, and the latter element is further split between EU and non-EU recruitment.

Considering TNE, LSBU's sole partner at scale is the British University in Egypt (BUE). This is a strong partnership in terms of scale, quality and opportunity through the submitted application for a LSBU branch campus (IBC) adjacent to the BUE campus. It is expected that this will be successful. The second substantive, but smaller, partnership is with the Applied Science University (ASU) in Bahrain. Recent work to improve quality provision has been a success but here the problem is lack of growth expected in the initial business proposition. ASU's other UK partner is pulling out and in a similar way to the history with BUE, there is a chance for LSBU to secure sustainable operation as a sole provider to ASU.

Direct non-EU student recruitment met target last year through greater processing efficiencies generated by a partnership with QSES operating as a clearing house. This year, to drive growth, QSES will be operating additionally as a 'super' agent focused on South East Asia to drive an uplift in student numbers.

UKVI compliance remains a challenge, not so much in terms of pre enrolment statistics but retention. Whilst retentions across LSBU is problematic. The UKVI threshold sets a higher bar and operations have a difficulty adequately servicing this student cohort. If the target is missed our licence and hence ability to recruit overseas is at risk

Related Risk Matters:

- Income growth, needs cross linkage from TNE in Cairo and direct recruitment in UK – actioned
- UKVI compliance – retention data may present risk to compliance and therefore out licence – actions (interviews 08.08.19)
- Team stability, UKVI workload excessive, and demands from IBC and other TNE 'prospects' growing. Mitigation takes the form of the recruitment of project manager and additional temporary resource to

Goal 7:

People & Organisation

#	Key Performance Indicators	2020 Aspiration	2014 /15	2015 /16	2016/ 17	2017/ 18	2018/ 19 Target	2018/19 Actuals *forecast as of April 2019
18	Appraisal completion % (Amongst all eligible staff)	100%	90%	91%	95.6%	85.3%	100%	
19	Average Engagement Score as a %	75%		58%	62%	61%	69%	

Executive Lead: DVC (Education) – Shân Wareing

The Director of P&O post is in a second recruitment cycle; final interviews are scheduled for 7th June. A temporary appointment of a Director of Organisational Development (Projects) has been made to support major OD projects.

In accordance with the Educational Strategy, a number of initiatives to take forward academic leadership are being implemented. A new Heads of Division programme has been established with OD partnering with the Business School to deliver the programme, with Executive input. A cohort of 12-14 delegates commences in May 2019. OD have commissioned a development programme supporting managers across the Group focusing on change and collaborative working. We plan to undertake an analysis of the current workforce, before identifying future workforce needs. It expected that once the WFP process has been consolidated within LSBU, it will be used across the Group.

Our Athena Swan application was submitted to Advance HE on 18th April 2019.

With regards to the Staff 'People Insight' have been selected for the next staff survey, with the intention to launch in June 2019. The survey will be open to all staff within the LSBU Group, as will the staff conference, scheduled for 12th June 2019.

The decline in engagement and appraisal was not completely unnepepected, and thought to be linked to the change programme undertaking in the spring/summer of 2018. A decision was taken not to chase as in previous years. The staff appraisal period will commence on 1st June. This is earlier than in previous years, after receiving feedback on September being too busy a time in the calender. This will hope to boost appraisal completion.

Related Risk Matters

- There is a risk around the ability to recruit to the Director for P&O, especially given the potential outcomes of Align and the support that P&O may be required to deliver. This increases the risk relating to Organisational Development's role in supporting engagement activities. This is mitigated through the appointment of an Interim OD Director

Goal 8:

Resources & Infrastructure

#	Key Performance Indicators	2020 Aspiration	2014/15	2015/16	2016/17	2017/18	2018/19 Target	2018/19 Actuals *forecast as of April 2019
20	Surplus as % of income	5.0%	0.9%	2.4%	1.3%	1.1%	1.4%	1.0%*
21	Income (£m)	£170.0m	£140.8m	£138.2	£144.5	£146.3	£156.1m	£148.1m*
22	EBITDA margin (EBITDA expressed as % of income)	15.0%	9.2%	11.8%	12.0%	10.7%	13.5%	11.6%*
23	Student satisfaction ratings with facilities & environment (FD)	90%	87.7%	90.0%	87.2%	83.9%	90.0%	
24	ICS Service Index %	80%	68%	76%	66%		76%	

Executive Lead: Chief Operating Officer – Shan Wareing

The full year forecast as at 31 March 2019 is trending towards a surplus of £1.5M, this would deliver the University on budget. This represents a surplus of 1% (KPI 20), which is 0.4% off target. The University had a strong Semester 1 recruitment round, delivered against Semester 2 recruitment targets, and continues to enroll Health CPPD and Apprenticeship students. However income is forecasted to be £8m short of the 2018/19 target (though £1.8m higher than last in 2017/18). The above position will deliver EBITDA at 11.6%, which compares favorably to the 10.7% achieved in 17/18., but is below the 13.5% target. Our recurring staff cost expressed as a % of income is currently forecast to be 55.9% which is slightly above the long term target of 55% target set by the Board of Governors. Income is 1.9% higher than last year.

Extensive work on our Estates Development Phase 1 of the Southwark Campus has started and the 10 projects required to be completed in this phase are now in progress or have been completed. At Lambeth we are refining the building design to meet the internal sponsor needs given the SBC academic strategy and working with Lambeth Council to finalise plans.

Following a review of the LSBU Group's Digital vision, two staff members in Academic Related Resources (ARR) decided to leave the organisation in April 2019: the Director of ARR and the Deputy Director of IT Services. Alison Chojna, Head of Library and Learning Resources, is now Acting Director of ARR and is reviewing current risks and priority developments within ICT, including incident management and reporting, governance and communications, budget and procurement processes, and staffing structure. Benchmarking information is available from Tribal, and the internal Align process is being used to consider possible changes to process.

We continue to deliver LEAP, which aims to transform LSBU's student journey, as well as replace the QL Student Record System (SRS) and consolidate the multiple in-place Customer Relationship Management (CRM) systems. Work Package 1.5 has been delivered and came £30k under budget and we are scoping Work Package 2.0 which, at a high level, will focus on the student experience through the use of 'Accelerators', initiating procurement of the systems recommended and preparing for technical systems and transformational change.

The Organisational Effectiveness Board commenced a project in 2018 to establish a Service Charter and this has been delivered. The service charter was co-created by various stakeholders across the University and is based on our EPIIC values, each underpinned by a set of principles. Moving forward, a pilot will be delivered in several areas to develop a set of SLAs that customers are aware of and understand. We hope that all PSGs will use the Customer Charter to develop SLAs and will embed this in the annual strategic planning process. There is a challenge regarding scale, capability and capacity to deliver.

University Level:

9: League Tables

#	Key Performance Indicators	2020 Aspiration	2014 /15	2015/ 16	2016/17	2017 /18	2018/ 19 Target	2018/19 Actuals *forecast as of April 2019
25	Times - League table ranking	85	120 / 127	120 / 128	106 / 128	107 / 132	96	
26	Guardian – League table ranking	70	111 / 119	107 / 119	92 / 121	78 / 121	79	
27	Complete University Guide – League table ranking	87	119 / 126	115 / 127	108 / 129	93 / 131	98	87/131

2020 CUG

In the 2020 Complete University Guide, LSBU improved its rank by 6 places, moving from 93/131 to **87/131**. LSBU is ranked as the third highest London Modern behind Roehampton and Greenwich and has moved ahead of the following 9 Institutions who all declined compared to last year (Change in Rank): Chichester (-2), West London (-11), Westminster (-10), Leeds Arts University (-13), Cardiff Metropolitan (-19), Derby (-8), Gloucestershire (-11), Winchester (-15) and Buckingham (-31). Overall 58 Institutions increased in rank, 10 maintained and 62 declined in rank. One Institution entered (Ravensbourne) and one left (Birkbeck). Despite the number declining in rank, nearly all Institutions increased their overall score, with only 6 seeing a decrease in score and corresponding decline in rank. LSBU saw an increase in the overall score from 523/1000 in 2019 to 613/1000 in 2020. Central Lancashire saw the largest increase in rank, from 102 to 75. This was mainly as a result of improvements in Graduate Outcomes, Academic Services Spend and SSR.

LSBU increased its rank in three of the eight measures (excluding research, which is based upon the 2014 REF exercise). LSBU increased its rank by 13 places in entry standards, 17 places regarding graduate prospects and 18 places in SSR. LSBU dropped 25 places regarding student satisfaction, 12 places in facilities spend, 8 places in good honours and 3 places on degree completion.

In terms of subject tables, LSBU increased its rank in 26 out of 31 tables, including 8th for Occupational Therapy (out of 28) and 15th for Social Work (out of 80).

	CONFIDENTIAL
Paper title:	Equality, Diversity and Inclusion Annual Report
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Shân Wareing, Chief Operating Officer and Deputy Vice-Chancellor (Education)
Sponsor(s):	Shân Wareing, Chief Operating Officer and Deputy Vice-Chancellor (Education)
Purpose:	For Information
Recommendation:	The Board is requested to note the information in the EDI report.

Executive Summary

Attached is the Equality, Diversity and Inclusion Annual Report for 1 August 2017 – 31 July 2018.

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Equality, Diversity & Inclusion

Annual Report

1 August 2017- 31 July 2018

Contents

1. Who We Are At LSBU
2. Recognition and acknowledgements
3. Meeting the duty
4. Workforce dashboard
5. Student dashboard
6. Academic Promotions
7. Learning & Development
8. Student Satisfaction
9. Key Partnerships
10. Key Achievements
11. Highlights
12. Key themes arising
13. Looking Ahead



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1. Who We Are At LSBU

London South Bank University is a vibrant, diverse university, with sites based in Southwark and Havering. London South Bank University is one of London's largest and oldest higher education (HE) providers with a proud history of preparing students for industry and the professions dating back to 1892.

We are a cosmopolitan university and in 2017-2018 over 17,000 students from 130 countries studied here.

- 97% from state schools
- 70% are mature/returners
- 53% of our undergraduate students identify as BME
- 46% state that their parents have no HE qualifications and we have high participation from students who would have been entitled to free school meals, an indicator of socioeconomic disadvantage.

We contribute to education, enterprise and research through seven academic schools and ten PSGs. In 2016-2017, we had almost 2000 staff, of whom 44% were in professional services and 56% were in academic, research or teaching roles.

Our successes have received national recognition.



2. Recognition and acknowledgements

As a public body, we have responsibilities under the Equality Act (2010) with which we have to comply. As an organisation, not only do we take action to fulfil our duties under The Act, but we also strive to make a real impact in the experience of our students and staff.



We gained a silver rating in the 2017 Teaching Excellence Framework (TEF). This is based around metrics of students' perceptions of their experience, retention and employment outcomes.



The university's Academy of Engineering at South Bank was rated "Good" by Ofsted in 2017.



In 2017, we were rated by diversity consultancy VERCIDA as one of the top ten employers for black and minority ethnic staff nationally. LSBU was the only university in the top ten, and was ranked alongside organisations such as Lloyds, BBC, Ofcom and Royal Mail.



'University of the Year for Graduate Employment' for an unprecedented second year running by The Times and The Sunday Times Good University Guide 2019.



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3. Meeting our PSED duties

Under the Public Sector Equality Duties (PSED) of the Equality Act 2010, we must act with due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

The EDI Steering Group was created in 2015 to ensure our compliance with the PSED and support the delivery of our Diversity & Inclusion Strategy.

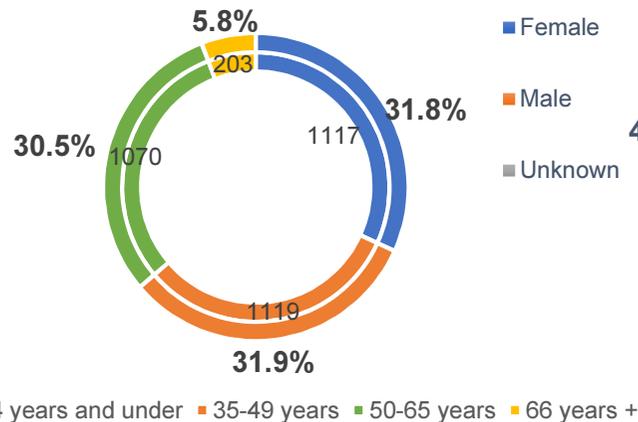
We have HR policies and initiatives in place in support of our PSED. Our EDI policy and the Bullying and Harassment Policy reinforce our compliance. The Equality Act 2010 defines harassment as unwanted conduct related to relevant protected characteristics. All members of LSBU have the right to work & study in environment free from this.

One initiative example is the Dignity at Work Advisers Scheme. This is in place to advise staff if they feel they are being bullied and harassed; and provide signposting to further support.

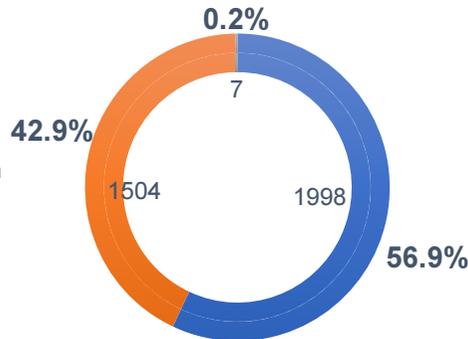
Please refer to Section 11 for further details of our initiatives.

4. Workforce dashboard

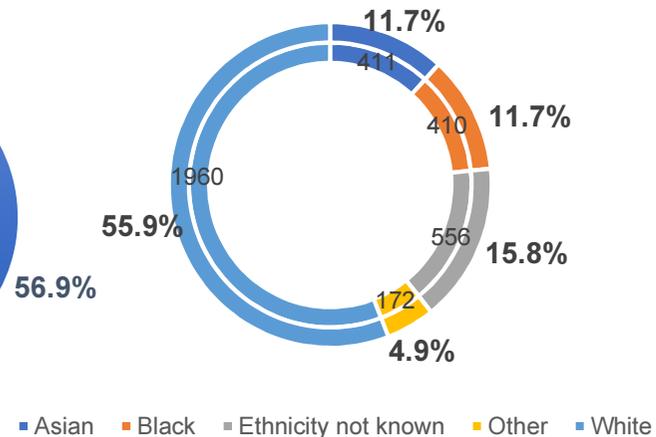
Age



Gender

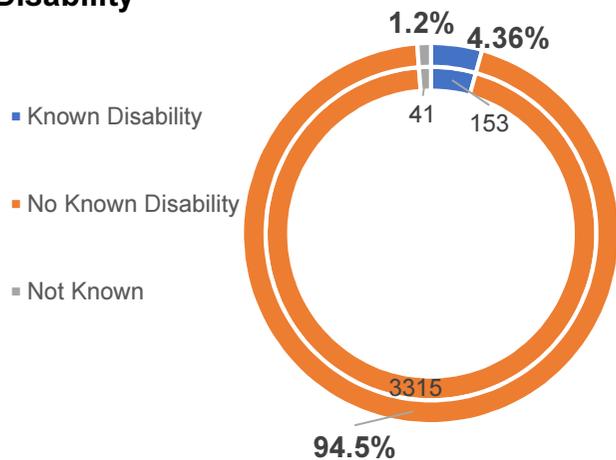


Ethnicity

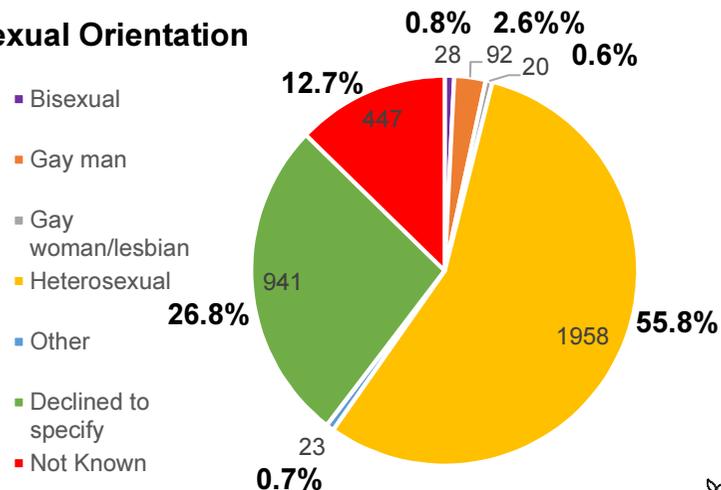


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Disability



Sexual Orientation



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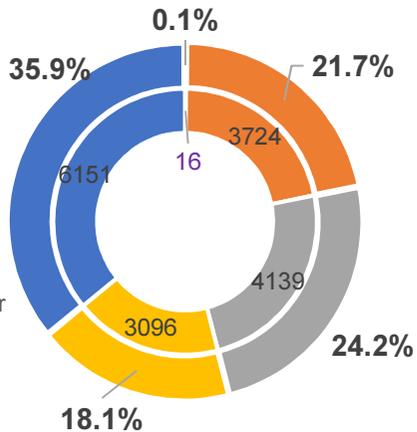
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Source: HESA data 2017-18, Permanent (1551) and Fixed term staff (1958)

5. Student dashboard

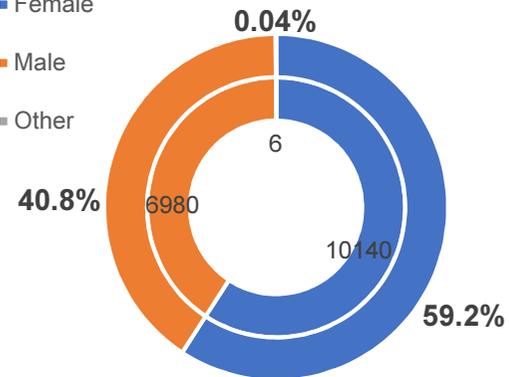
Age

- 17 years and under
- 18-20 years
- 21-24 years
- 25-29 years
- 30 years and over



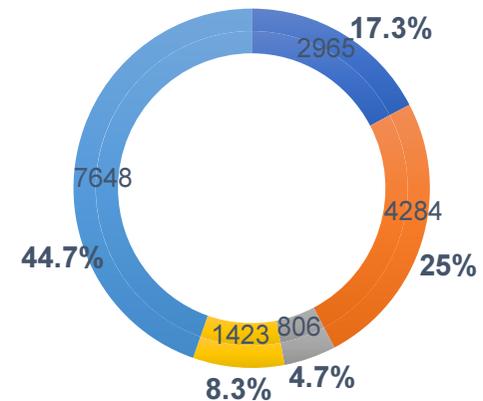
Gender

- Female
- Male
- Other



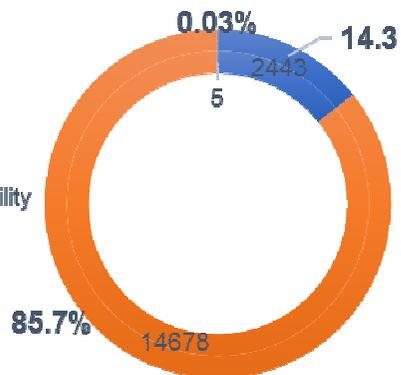
Ethnicity

- Asian
- Black
- Ethnicity not known
- Other
- White



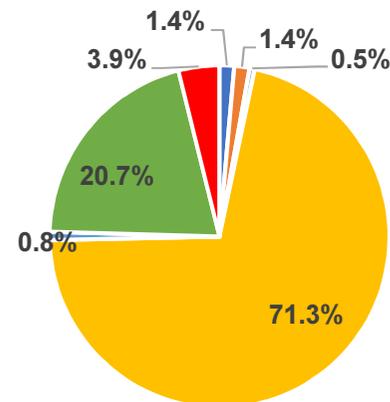
Disability

- Known Disability
- No Known Disability
- Not Known



Sexual Orientation

- Bisexual
- Gay man
- Gay woman/Lesbian
- Hetrosexual
- Other
- Information refused
- Not Known

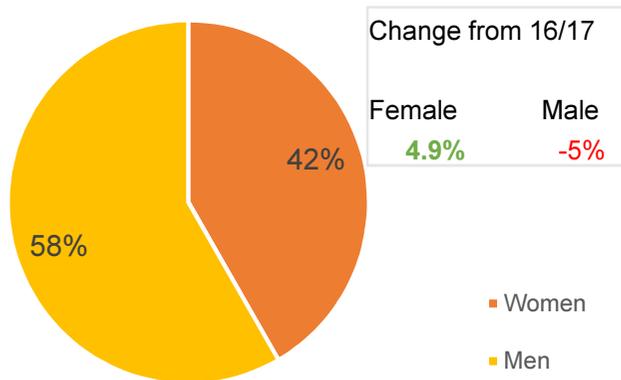


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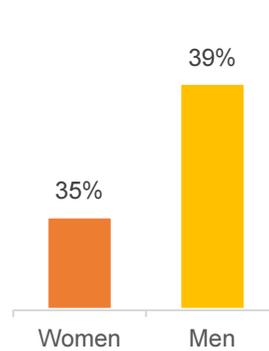
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6. Academic Promotions

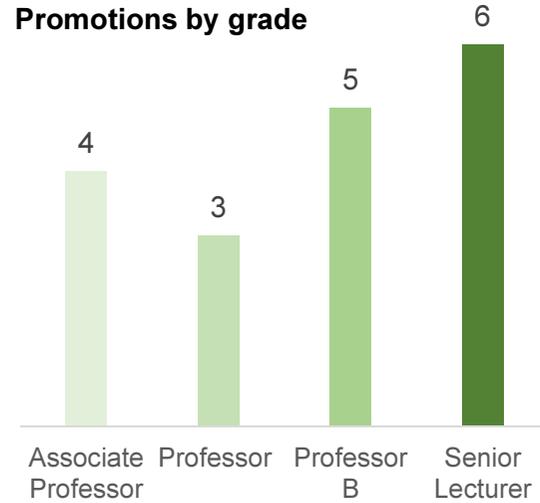
In 2018 48 people applied for promotion



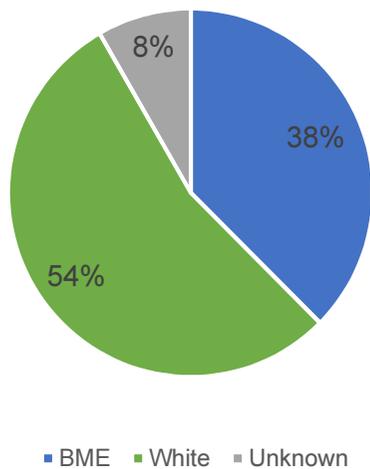
Promoted 18/48



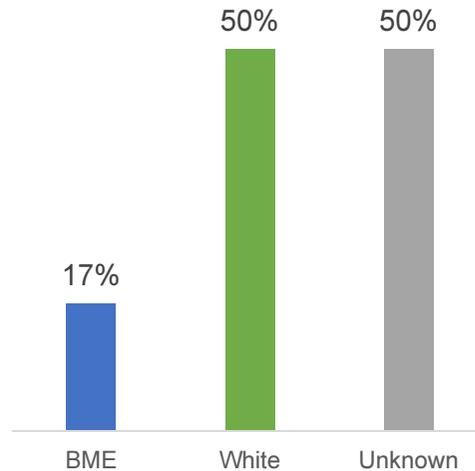
Promotions by grade



Applications by Ethnicity



% of applications promoted



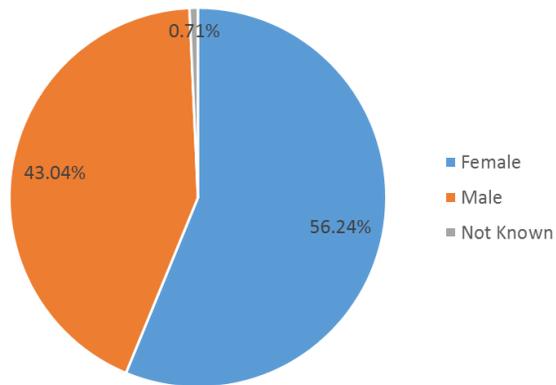
Note: Going forward we are developing a system which will enable us to collate and measure promotions within our Professional Services Groups



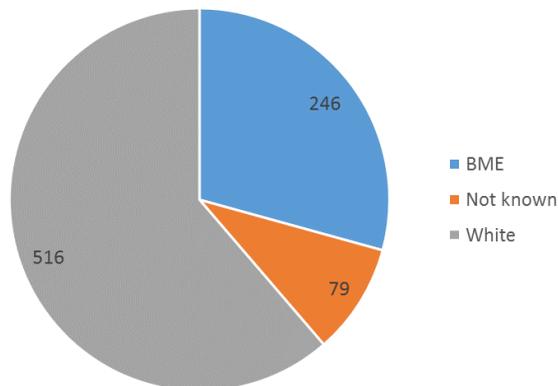
7. Learning & Development

841 staff members, including Hourly Paid Lecturers (HPLs), attended classroom-based Equality & Diversity training. With our new HR system, we now able to report completion rates on gender and ethnicity.

Gender Breakdown of EDI Training 2017/2018



Ethnicity Breakdown of EDI Training 2017/2018



School/PSG	Completed
Enterprise	18
PSG - Academic Related Resources & Support	106
PSG - Estates and Academic Environment	57
PSG - Executive Office	15
PSG - Finance and Management Information	63
PSG - International	11
PSG - Marketing, Admissions and Communications	24
PSG - People and Organisation	23
PSG - Research Enterprise and Innovation	19
PSG - Student Support and Employment	76
PSG - Teaching Quality and Enhancement	30
School of Applied Sciences	13
School of Apprentices	4
School of Arts and Creative Industries	22
School of Business	37
School of Engineering	55
School of Health and Social Care	181
School of Law and Social Science	25
School of the Built Environment and Architecture	62
Grand Total	841

EDI online training completion rate 72%



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8. Student satisfaction

77% of students completed the National Student Satisfaction (anonymous) Survey.

Findings:

- ➔ BME students had a better experience than their white counterparts, especially in the areas of assessment and feedback, and academic support.
- ➔ Our results are different compared to the national picture with white students having higher satisfaction.

However we find that BME students have lower rates of attainment in comparison to their white counterparts.



8. Student satisfaction

National Student Satisfaction Survey Results

NSS Question	17/18 % Agree	16/17 % Agree	Non-white % Agree	16/17 % Agree	Not known % Agree	16/17 % Agree	White % Agree	16/17 % Agree
The teaching on my course	80.95	82.56	82.98	85.51	73.61	84.7	78.95	78.77
1. Staff are good at explaining things.	84.26	86.82	85.85	88.79	75.93	95.52	82.86	83.72
2. Staff have made the subject interesting.	78.07	78.8	78.46	80.97	72.22	83.58	77.94	75.76
3. The course is intellectually stimulating.	81.6	82.64	84.21	85.77	77.78	76.12	78.69	79.3
4. My course has challenged me to achieve my best work.	80.02	82.11	83.68	86.7	68.52	83.58	76.32	76.37
Learning opportunities	82.36	83.11	83.3	85.83	80.86	85.57	81.3	79.59
5. My course has provided me with opportunities to explore ideas or concepts in depth.	80.61	83.16	81.61	85.36	83.02	88.06	79.26	80.07
6. My course has provided me with opportunities to bring information and ideas together from different topics.	83.46	82.36	83.9	86.04	79.25	86.57	83.18	77.53
7. My course has provided me with opportunities to apply what I have learnt.	83.07	83.91	84.55	86.11	79.63	82.09	81.49	81.35
Assessment and feedback	69.62	71.1	71.01	73.41	63.89	70.52	68.29	68.3
8. The criteria used in marking have been clear in advance.	71.22	73.6	71.63	76.11	64.81	71.64	71.11	70.66
9. Marking and assessment has been fair.	68.74	68.47	67.91	68.88	64.81	62.69	69.98	68.41
10. Feedback on my work has been timely.	67.75	70.06	71.56	73.31	51.85	69.7	64.11	66.08
11. I have received helpful comments on my work.	70.87	72.3	72.91	75.38	74.07	77.27	68.21	68.14
Academic support	75.22	79.12	77.03	81.18	70.37	84.08	73.34	76.19
12. I have been able to contact staff when I needed to.	79	82.92	80.69	84.13	75.93	84.85	77.15	81.29
13. I have received sufficient advice and guidance in relation to my course.	75.55	79.07	77.83	82.18	70.37	83.58	73.11	74.88
14. Good advice was available when I needed to make study choices on my course.	71.14	75.66	72.6	77.29	65.38	83.58	69.7	72.98
Organisation and management	67.99	70.22	72.63	75.26	72.22	72.39	62.13	63.88
15. The course is well organised and running smoothly.	60.49	63.02	67.7	69.42	68.52	72.73	51.3	54.43
16. The timetable works efficiently for me.	72.64	75.69	74.58	79.51	74.07	71.64	70.2	71.33
17. Any changes in the course or teaching have been communicated effectively.	70.79	72.25	75.64	77.22	74.07	73.13	64.78	66.08
Learning resources	83.54	86.95	85.79	88.99	81.48	84.58	80.94	84.63
18. The IT resources and facilities provided have supported my learning well.	80.52	85.47	84.93	88.13	75.93	86.36	75.49	82.14
19. The library resources (e.g. books, online services and learning spaces) have supported my learning well.	86.57	89.92	88.06	91.6	79.63	89.39	85.18	87.91
20. I have been able to access course-specific resources (e.g. equipment, facilities, software, collections) when I needed to.	83.98	85.63	84.9	87.19	88.89	77.27	82.57	84.37
Learning community	76.45	78.21	79.92	81.81	63.89	78.36	73.02	73.78
21. I feel part of a community of staff and students.	68.07	69.76	72.48	75.67	51.85	71.64	63.74	62.37
22. I have had the right opportunities to work with other students as part of my course.	85.11	86.72	87.32	88.05	75.93	84.85	82.97	85.23
Student Voice	71.92	73.62	74.91	76.75	71.6	78.11	68.33	69.45
23. I have had the right opportunities to provide feedback on my course.	82.24	82.94	82.99	84.62	79.63	83.58	81.5	80.84
24. Staff value students' views and opinions about the course.	72.2	74.72	75.66	78.05	70.37	79.1	68.11	70.29
25. It is clear how students' feedback on the course has been acted on.	61.53	63.23	66.38	67.66	64.15	71.64	55.48	57.16
Overall satisfaction	79.03	81.22	81.46	84.83	74.07	79.1	76.39	76.96

8. Student satisfaction

➔ **The attainment gap** – the difference between BME and White students attaining a first or 2:1 class degree has been a major challenge for the HE sector over the past 10 – 15 years. LSBU 2017/18 gap is **14.3%** down 4.5% from 2016/17. The gap across the UK HE is **13.2%**.

A challenge moving forward is how we (and the sector) tackle this issue.

We are taking a number of positive steps to tackle this issue head on through the implementation of initiatives and groups. The LSBU Quality & Standards Committee are working on BME attainment, whilst the Race Equality Chartermark Steering & Advisory Group work underway has resulted in pan-institutional engagement to understand our data, processes and culture with a view to embedding long term change.

➔ **Employability:** The Destination of Leavers from Higher Education (DLHE) collates details of graduates entering the job market. Of those who completed the survey, it shows a steady year on year improvement of students who secured graduate-entry level jobs.

As a part of her role in providing external expertise to the LSBU EDI Steering Group, Dr Marie Stewart was commissioned to produce and publish a report looking at student retention and success at LSBU, which has since been used to shape our work on attainment and outcomes.

8. Student satisfaction

➔ Beyond the statistics, we are proud of our students' professional success. We engage with our alumni and involve them in inspiring current students, through events and activities.

2017/18		Employment performance Indicator (EPI) (UK domiciled full-time first degree leavers who say they are working or in study)
		In graduate level work or study
Total students		88%
Gender		
Female		90%
Male		84%
Age		
18-20 years old		79%
21-24 years old		85%
25-29 years old		91%
30+ years old		94%
Disability		
Known disability		90%
No known disability		87%
Ethnicity		
BME		85%
White		91%
Ethnicity not known		82%



Karl's story (ENG): <https://youtu.be/67MTYPGtw1Y>



Nureen's story (APS): https://youtu.be/zVFMz7hgQ_M



Joao's story (ENG): <https://youtu.be/ChucRlgrX8>



Leidy's story (LSS): https://youtu.be/8_aRAzmOGKY



Ketan's story (APS): <https://youtu.be/WYdKRKmUjzU>

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9. Key Partnerships

With the support of our EDI Steering Group, LSBU has worked with a range of external partners and stakeholders to promote diversity and inclusion across our university.



We have participated in various peer reviews and contributed to surveys such as *'Equality, Diversity & Racism in the Workplace'*, the largest research study of its kind in the UK with over 24,000 responses.



We work with the Leadership Foundation (now Advance HE) to identify and fund BAME staff that may benefit from attending the 'Diversifying Leadership' programme. LSBU had the largest presence on the programme in 2017/18. We are currently identifying staff to attend the 2019 programme.



We worked with this organisation to introduce new policies such as our Reasonable Adjustment policy, as well as helped strengthen our Flexible Working policy to incorporate best disability equality practice. We also worked together to shape the Disability Action Plan. BDF has adopted a member of our Executive Team, Executive Director of People and Organisation, as one of its partner champions to speak positively about disability equality at external events. We continue to work with BDF to help educate our employees to be disability smart.



9. Key Partnerships



We worked extensively during 2016-17 with the ECU (now part of Advance HE). We have participated in Athena SWAN and Race Equality Charter Marks, attended key events and submitted staff members to become assessor/panel members for future external assessment panels. LSBU was selected to take part in an ECU-facilitated national research studies about women and men in STEMM subjects. Over 100 academics from LSBU partook in this survey, which has provided valuable insights for our Athena SWAN submission. LSBU is also participating in one of ECU's BME Leadership Programmes, which will form part of a study for the Leadership Foundation and ECU in 2017-18.



In 2017, LSBU became a Global LGBT+ Diversity Champion in recognition of our work worldwide, with educational partners in North America and Africa. We contributed to the Global Index and we also participated in the annual Workplace Equality Index.

10. Key Achievements

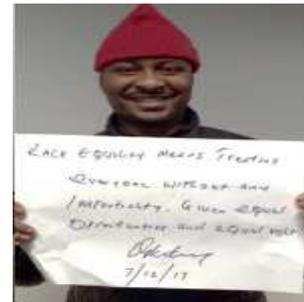
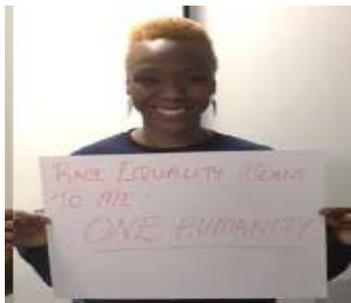
The University made significant progress in promoting diversity and inclusion



The Equality Chartermark is facilitated by the ECU, this national award monitors Higher Education Institutions progress towards Race Equality for both students and staff. Although on this occasion we did not achieve the bronze award, during 2017-18 we initiated a full programme of work to embed the key principles of Race Equality.

Our Race Equality work included:

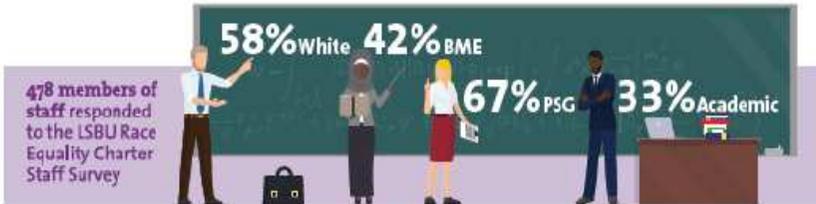
- ➔ Delivering race-specific training in 14 town hall staff meetings and 20 professional services staff meetings
- ➔ Conducted student and staff consultation to drive engagement across the institution in the race equality agenda via student survey, recruitment and training of 5 student ambassadors, 6 focus groups to explore key themes creation of briefing packs with support from the Pro Vice Chancellor of Education and Student Experience to reinforce the importance of the consultation work
- ➔ Worked with our staff network, EquiNet to promote and encourage participation in the staff survey and then worked in collaboration with Business in the Community to address the findings. The findings were then presented to 7 schools and 10 professional service departments.
- ➔ Designed institution wide specific race equality action plan in collaboration with 10 Heads of Service, School of Arts Creative and the Student Union
- ➔ Collaborated with the School of Arts Creative Industries and the Student union to successfully produced a race equality recording 'Hear Our Voice' for distribution at the Staff conference



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Race Equality Charter Staff Survey Results



'The ethnic diversity of LSBU impacts on my sense of belonging'

33% of White Staff agreed 45% of BME Staff agreed

'I find the appraisal process useful'

57% of White Staff agreed 50% of BME Staff agreed

'From what I have seen, LSBU undertakes recruitment and selection fairly and transparently'

80% of White Staff agreed 49% of BME Staff agreed

'There are opportunities to develop in my role'

73% of White Staff agreed 53% of BME Staff agreed

'I have been encouraged to apply for promotion'

44% of White Staff agreed 33% of BME Staff agreed

'I am progressing well on my course'

91% of White Students agreed 83% of BME Students agreed

'If I formally requested flexible working arrangements I am confident that the request would be granted if at all possible'

70% of White Staff agreed 62% of BME Staff agreed

'My line manager makes time to discuss my personal development and progression'

67% of White Staff agreed 51% of BME Staff agreed

"I have had several students who noted that the racial diversity in the student population is not reflected in the teaching staff - in other words there are very few black teaching staff. They were not complaining about the current teaching staff and stated that they found them very helpful and caring. They would just like to see a little diversity"

"It is difficult to change the culture of an institution overnight and to some extent we have to work harder to be more inclusive and treat people with respect and dignity i.e. treating people as you would want to be treated"

Key Themes
Staff felt that LSBU is an inclusive working environment
Staff felt their values were respected and they could be themselves at work
Staff felt that LSBU could do more in promoting and communicating recruitment opportunities
Staff did feel that there is a lack of BME staff in senior positions

Race Equality Charter Student Survey Results



'I would recommend my institution to a prospective student'

73% of White Students agreed 75% of BME Students agreed

'The ethnic diversity of LSBU impacts on my sense of belonging'

36% of White Students agreed 59% of BME Students agreed

'I anticipate that I will graduate with Good Honours (1st or 2:1)'

40% of White Students agreed 66% of BME Students agreed

'I have a good understanding of the graduate employment opportunities available to me'

51% of White Students agreed 61% of BME Students agreed

'I regularly attend student union events'

13% of White Students agreed 26% of BME Students agreed

'When relevant, issues of ethnicity and race are included in academic discussions'

56% of White Students agreed 53% of BME Students agreed

'Where relevant, I would consider a postgraduate course'

67% of White Students agreed 51% of BME Students agreed

'Where relevant, I would undertake a PhD'

39% of White Students agreed 48% of BME Students agreed

"The university has helped me build so much confidence that I lacked in high school due to being one of only three black people in my whole year of over 300 students. I was so surprised when I came to LSBU. It opened my eyes and made me so comfortable. It brought out the real me"

"I am a minority in my cohort but have made friends with everybody without exception, these people are open, intelligent and giving and I'm proud to know them"

"LSBU may be ethnically diverse, but the interaction between students is based on ethnicity. Students tend to segregate themselves, and rarely mix during lectures"

Key Themes
Anonymous marking could potentially address any bias
A desire to see more BME professors
More integration between students from different backgrounds
LSBU has an inclusive and welcoming environment
LSBU professors are very knowledgeable and helpful

10. Key Achievements



Athena SWAN: Facilitated by the Equalities Challenge Unit (ECU) this national award benchmarks the steps LSBU has taken to progress gender equality (see also Section 3, 'Policies'). The Self-Assessment Team (SAT), which is integrated in our governance framework continue to progress the Athena SWAN Institutional action plan to ensure we deliver positive outcomes. We have already undertaken key activities and continue to work towards achieving institutional Bronze in 2019.

Our Gender equality work included:

- ➔ Introduce KPI's that were agreed and supported at Board level
- ➔ EDI committee and Board working hard to ensure Athena SWAN actions align with wider EDI objectives and the corporate strategy
- ➔ Review and narrowing of the gender pay gap - 6.7% (mean), 5.4% (Median). The Higher Education sector benchmark is 12% amongst all academics.
- ➔ Improvement in the collation, monitoring and analysis of our data
- ➔ Putting processes in place to ensure diverse candidates are appointed
- ➔ Increased visibility of underrepresented groups by ensuring gender balance and intersectionality is considered in all events and marketing material.
- ➔ Continued efforts with providing practical wellbeing support to staff via Dignity at Work programme and made improvements to working parents provisions.

11. Highlights

Some of our highlights across the year

International Women's Day

A combination of career, health and wellbeing Events were held across the institution between 5-9th March many of which was run by our staff network **GenderNet**. The university also published a Press for Progress Video that was communicated via the intranet and social media channels.



Our staff network **EquiNet** put on a large programme of events across the university to celebrate including keynote speakers, celebration of dance, music and food. The network has over 240 members.

SONET our staff LGBT network handed out 1000 rainbow lanyards across LSBU. They also put on a variety of events to drive LGBT inclusion. This included keynote speaker events, LGBT History Month, celebration and entry in London Pride

11. Highlights



Dignity at Work: Since the scheme launched in January 2017 we now have 11 full trained and equipped Dignity at Work Advisers from across the university. The scheme, the first of its kind here at LSBU, has a diverse range of Advisers. It aims to support staff who feel they are not being treated with dignity, respect and courtesy; advise staff if they feel they are being bullied and harassed; and signpost staff to further support.



To help foster an inclusive culture we delivered 9 workshops. Topic examples:

- Understanding Reasonable Adjustments
- Unconscious bias
- Inclusive Curriculum Framework
- How do we make our students experience more inclusive



We had a category of Excellence in Diversity & Inclusion where we received 17 nominations. We recognised three outstanding members of staffs contributions.



We also organised our third successful annual Staff Networks BBQ, this year's was the largest to date. The purpose of the event is to celebrate the key achievements the staff networks have undertaken in promoting the equality agenda. Over 100 colleagues attended to support the event.



TEAM LSBU



12. Key Themes Arising

(from benchmarking tools)

Stonewall workplace equality index

- HR policies are not fully inclusive in the language used
- Absence of transgender guidance from the organisation
- Ally programme
- Missing evidence on activities and impact



Race Equality Charter

- Ally programme
- Career progression
- Contract types
- Student Attainment



Athena SWAN

- Career progression for women
- Ally programme
- Lack of role models
- Contract types



13. Key Priorities

Upon review of our quantitative and qualitative data going forward we shall be focusing on:

- Reducing the attainment gap and other achievement differentials between student demographic groups
- Implementing the action plans for race equality (REC) and gender (Athena SWAN) advancement including addressing pay gaps
- Address employee survey themes via a cross organisational approach in order to attract, retain and develop our diverse community of talented staff

To achieve these will require commitment from leadership, staff resources, investment in staff development and a can-do approach to career pathways.

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Agenda Item 12

CONFIDENTIAL	
Paper title:	South Bank Colleges STEAM Centre Project - Nine Elms Phase 1: Appointment of Main Contractor
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Peter Harrison, Head of Estate Development
Sponsor(s):	Prof Paul Ivey Deputy Vice-Chancellor & Chief Business Officer
Purpose:	For Approval
Recommendation:	<p>The Executive recommends that Sir Robert McAlpine Ltd is appointed as the main contractor for the works required to develop the design and then build the STEAM Centre as the Phase 1 Project on the Nine Elms Campus initially under a Pre-Construction Services Agreement (PCSA) for £918k.</p> <p>A full business case for approval by MPIC covering the stage 2 construction costs, projected cashflows for the duration of the project and funding arrangements, once GLA match-funding and proposed land transactions are clear, will be prepared following the design work under the PCSA.</p> <p>Subject to approval of the full business case and the proposed second-stage contract value remaining affordable within the project budget, planning permission and DfE consent (under the position agreed with the DfE in the LC/SBC transaction), the full JCT construction contract will be entered into later in 2019.</p> <p>South Bank Colleges will be the contracting party with the preferred supplier. The SBC Board has approved the appointment of Sir Robert McAlpine Ltd subject to LSBU consent which is required under the Governance Agreement between LSBU and SBC. Due to the value of the contract and the expectation that Sir Robert McAlpine will be appointed for the build element of the contract (c.£38m) Board approval is required for LSBU to consent. MPIC has reviewed and supports the Executive's recommendation to the Board that Sir Robert McAlpine Ltd is appointed.</p>

Tender

In order to develop the design, and then build the new Lambeth College STEAM Centre (as the Phase 1 Project on the Nine Elms Campus) a compliant tender process to appoint a contractor was undertaken via the Pagabo Framework, in accordance with EU Legislation. There were five Tier 1 eligible contractors who were invited to bid; four contractors provided returns.

Pricing

Under the two-stage design and build process contractors were invited to propose their stage 1 PCSA fee and their stage 2 costs in relation to preliminaries, overheads and profits (OH&P).

These are set out below (All figures inclusive of VAT);

Contractor	Stage 1	Stage 2				Total payable by SBC to contractor
	PCSA Fee	Prelims	OH&P's	Post Contract Design Team Services	Insurances	
Sir Robert McAlpine	£918,248	£2,970,286	£1,197,065	£616,896	Included	£5,702,495
ISG Construction	£939,997	£3,530,645	£879,919	£835,214	Included	£6,185,776
Willmott Dixon	£736,542	£3,860,082	£802,792	£394,764	Included	£5,794,180
Vinci	£406,072	£2,987,837	£1,480,403	£719,258	£299,131	£5,892,701

The four bidders have been assessed by quality (70%) and price (30%) ranked as follows:

Rank 1	Sir Robert McAlpine	93.75%
Rank 2	Wilmot Dixon	82.14%
Rank 3	Vinci	71.66%
Rank 4	ISG Construction Ltd	70.28%

Contractors also gave comments and suggested values against the overall construction cost plan; however, these are entirely indicative at this stage and do not represent firm contract prices.

Following its appointment under the PCSA, the proposed contractor will work with the project team to develop the design, seek market prices from the subcontractor supply chain on an “open book” basis in order to achieve a fixed price lump sum. The second stage contract will then be entered into – subject to further approval and the affordability of the contract at that time.

Final Evaluation Score Summary

The Fulkers detailed scoring matrices are available on request.

Budget / Cost

The budget allocated for the PSCA fee, preliminaries, OH&P's, and post-contract design team services totals £5,425,942.

The return received from Sir Robert McAlpine for the above elements is £5,702,494.80. This represents a cost difference of +£276,552 against the budget.

The construction cost is currently estimated by LSBU QS to be £31.3m, which is included within the total overall project budget of £42.5 million. Following the conclusion of this tender process, and prior to the contract award, Fulker's Cost Management will update the full project cost plan to include the latest position on construction costs, professional fees and other items. The extent to which the £270k cost difference above will need to be offset by further value engineering savings and these will be confirmed to MPIC in due course.

Recommendation

The Executive recommends that Sir Robert McAlpine Ltd is appointed as the main contractor for the works required to develop the design and then build the STEAM Centre as the Phase 1 Project on the Nine Elms Campus initially under a Pre-Construction Services Agreement (PCSA) for £918k.

A full business case for approval by MPIC covering the stage 2 construction costs, projected cashflows for the duration of the project and funding arrangements one GLA match-funding and proposed land transactions are clear will be prepared following the design work under the PCSA.

Subject to approval of this full business case and the proposed second-stage contract value remaining affordable within the project budget, planning permission and DfE consent (under the position agreed with the DfE in the LC/SBC transaction), the full JCT construction contract will be entered into later in 2019.

South Bank Colleges will be the contracting party with the preferred supplier. The SBC Board has approved the appointment of Sir Robert McAlpine Ltd subject to LSBU consent which is required under the Governance Agreement between LSBU and SBC.

Due to the value of the contract and the expectation that Sir Robert McAlpine will be appointed for the build element of the contract (c.£38m) Board approval is required for LSBU to consent. MPIC has reviewed and supports the Executive's recommendation to the Board that Sir Robert McAlpine Ltd is appointed.

	CONFIDENTIAL
Paper title:	New governor declaration of interests
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Michael Broadway, Deputy University Secretary
Sponsor(s):	James Stevenson, University Secretary
Purpose:	For approval
Recommendation:	<p>The Board is requested to authorise the following declared interests of:</p> <p>Mark Lemmon, Independent Governor</p> <p>John Cole, Independent Governor</p> <p>Richard Flatman, Chief Financial Officer</p> <p>Fiona Morey, Executive Principal Lambeth College/Pro Vice Chancellor Compulsory and Further Education</p>

Executive Summary

1. Under the Companies Act 2006, governors have a duty to avoid a situation in which they have, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of LSBU, unless this has previously been authorised by the Board. Mark Lemmon has recently declared new interests to the Secretary.
2. The Board is requested to authorise the interests.
3. When authorising their interests, the Board will need to consider whether to attach any conditions to the authorisation.
4. The Board is requested to authorise the declared situational conflicts of Mark Lemmon.

Mark Lemmon's declared interests:

- From 1 September 2018, Chair and Non-Executive Director of Enviromena Power Systems Ltd (Dubai) – remunerated
- From 1 January 2019, Non-Executive Director of Shoreham Port Authority Ltd – remunerated

John Cole's declared interests:

- From October 2017, Trustee and Director of Age UK London

Richard Flatman's declared interests:

- From 1 February 2019, Director of SW4 Catering Ltd

Fiona Morey's declared interests:

- From 1 February 2019, Director of SW4 Catering Ltd

Agenda Item 14

	CONFIDENTIAL
Paper title:	Report and decisions of committees
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Michael Broadway, Deputy University Secretary
Sponsor(s):	Relevant committee chairs
Purpose:	To update the Board on committee decisions
Recommendation:	The Board is requested to note.

Executive Summary

A summary of Committee decisions is provided for information. Minutes and papers are available on modern.gov.

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South Bank Academies Board – [28 March 2019](#)

The Board approved:

- The Governance Agreement between LSBU and SBA

The Board noted:

- that the plan to address recommendations in key areas following the UTC Ofsted has been developed, and will be overseen by the Lambeth Secondary School Improvement Advisor;

South Bank Colleges Board – [1 May 2019](#)

The Board approved:

- the recommendation to appoint Sir Robert McAlpine Ltd as the main contractor for Stage 1 works required to develop the design and then build the STEAM Centre as the Phase 1 Project on the Nine Elms Campus initially under a Pre-Construction Services Agreement (PCSA) for £918K inclusive of VAT, subject to LSBU consent (on the agenda);
- an increase in cost of core staff pay of 4% (1% London Living Wage, 1% National Pay Award, 2% Discretionary Pay Award) and changes in the terms and conditions for academic staff on the new contract (improving sick pay, increase of 5 days holidays and a reduction in annualised teaching hours from 850 to 824 (weekly teaching of 23 hrs);
- the Tuition Fee policy 2019/20;

The Board noted:

- an update on the development of the SBC strategy as part of the LSBU Group strategy;
- an update on Lambeth College and LSBU transition programme;
- the Executive Principal's report which was focussed on business planning for 2019/20, developing a 3 year curriculum growth strategy, 2018/19 achievement data and the pay and union action;
- an update on financial matters including the management accounts ending 31 March 2019, statutory reporting matters, Budget 2019/20 and Tuition Fee Policy;
- the Corporate Risk Register;
- the key provisions of the draft Facility Agreements between LSBU and SBC which are to help enable SBC to fund the turnaround of Lambeth College and to manage cash-flow for its estates redevelopment plans; and
- An update on the recruitment of Trustees to the SBC Board: the appointment of Ruth Farwell as Chair of the Board from 7 May 2019 and that Cllr Jack Hopkins had stepped down from the Board and would be replaced by Cllr Jennifer Brathwaite, Deputy Leader of Lambeth Council. The Board is now fully populated.

Finance, Planning and Resources Committee – [7 May 2019](#)

The committee noted:

- Management accounts – indicating a year-end surplus of £1.5m and review of the treatment of £1.5m held in contingency is taking place;
- Student recruitment and retention – strong recruitment numbers for semester 1 2019/20 and the monthly monitoring of student withdrawals. Mental health support for students was discussed with the CMO providing an update on response times for students to see counsellors on campus;
- Draft facility agreements – key terms of two proposed facility agreements between LSBU and SBC, to facilitate cash flow during the 3 year turnaround of the college and to find capex flows of the Vauxhall NESC development;
- Strategic HR report – appointment of interim senior director to progress key strategic HR and OD projects and update on priorities of workforce planning, emphasising the importance of LSBU values;
- ICT development – recent senior departures in the ICT team;
- SE1 estates – overview from the CBO on current projects and SBC's NESC development; and

Major Projects and Investment Committee – [9 May 2019](#)

The committee discussed:

- an update on Project LEAP. Work package 1.5 has been completed. An outline of work package 2 was presented. The committee were informed about the Enrolment Accelerator and discussed its potential benefits to the September 2019 University enrolment and re-enrolment cycle.

The committee recommended to the Board:

- consent for the appointment of Sir Robert McAlpine Ltd by SBC as the main contractor for developing the design and building of the STEAM centre under Phase 1 of the Nine Elms Campus.

The committee noted:

- University estate redevelopment. The tender returns for the London Road contractor are due in June 2019. The recommended contractor will be presented for consideration and approval at the next MPIC and Board meeting;
- that LSBU was not identified as a preferred partner National College Creative Industries – the committee noted ; and
- Croydon campus – the committee supported the developing partnership with Croydon Borough Council and requested a detailed business case.

South Bank Academies Board Strategy Day – 14 May 2019

The Board noted:

- Academies and UTCs External Environment – the Board noted an update on the external environment and that a new Ofsted inspection framework would be published in September 2019;
- progress made over the last 12 months in curriculum development, educational links with LSBU, governance and financial control.
- various options and opportunities for expansion. The Board requested to have “growth strategy” as a standing item on the Board agenda; and
- the development of the SBA strategy as part of the LSBU Group strategy.

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	CONFIDENTIAL
Paper title:	Health and Safety mid-year report
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	Dr. Markos Koumaditis, Acting Director of People & Organisation and Ed Spacey, Acting Deputy Director of HR Services
Executive/Operations sponsor:	Prof. Shan Wareing, Chief Operating Officer & Deputy Vice Chancellor (Education)
Purpose:	For Information

Executive Summary:

The Board are asked to note the health and safety mid-year report.

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Health Safety Wellbeing and Resilience Interim Report

1.0 Background and Purpose

- 1.1 Each year the Annual Report is produced for the Board of Governors in November.
- 1.2 This document provides a high level summary of developments from November 2018 to May 2019.
- 1.3 The Annual Report of November 2019, in conjunction with Student Support and Employment, will for the first time also include information about Student Welfare and Wellbeing including Mental Health.

2.0 Staff Wellbeing

- 2.1 An Annual Staff Wellbeing Conference was successfully organised and took place in April. This comprised a number of seminars by external guest speakers, promotion of staff wellbeing initiatives, blood pressure weight and health monitoring, to information stands and opportunities for networking. This was open to all members of the LSBU Family of Institutions.
- 2.2 The Conference was used to formally launch a Wellbeing Activity App “Wellspace”, encouraging activity, nutrition and healthy lifestyle, as well as generating anonymised management information. It follows a number of fact finding forums, held with a cross section of staff across LSBU.
- 2.3 LSBU hosted a Wellbeing Ageism Awareness event in March, supported by a number of leading charities, and open to staff and the wider community.
- 2.4 The Wellbeing Advisor has worked with the Mayor of London’s Office to become an accredited Healthy Workplace Assessor, representing LSBU externally at meetings, advising and sharing good practice across all sectors.
- 2.5 LSBU was approached by the Southwark Health Innovation Network, following successful previous joint working projects, to pilot a new Musculoskeletal Advisory initiative. 3 people at LSBU have been fully trained to provide support, advice and interventions to our staff. This is important, as musculoskeletal issues have been recognised nationally as a leading factor in staff sickness.
- 2.6 The University recently submitted an entry to the 2019 Chartered Institute of Personnel and Development Annual Awards for its progress in Wellbeing. The outcome is not yet known.

2.7 An example of the last wellbeing data dashboard is attached at **Appendix A**. The next version will be produced and presented to the Health and Safety Joint Committee in June.

3.0 “Prevent” Duty

3.1 The University received formal confirmation from the Office for Students in April 2019, that its statutory Annual Prevent Return (submitted at the end of 2018) had met full compliance with the Prevent Duty. This is the highest outcome category achievable.

3.2 The Acting Deputy Director of HR Services continues to work closely with the Regulator to advise on sector wide issues, and sits on a Department for Education Consultative Group on Prevent and Extremism.

3.3 In this interim period, there have not been any major issues for the Board to note. A more detailed Annual Report will be supplied to the Board in November, which will form our statutory return.

3.4 The University Safeguarding Committee, which considers Prevent and LSBU wider Safeguarding issues, has been successfully expanded to include representation from the wider family of institutions.

4.0 Health and Safety

4.1 During this period there has been no inspection visits, enforcement or statutory notifications from the Health and Safety Executive.

4.2 The Health and Safety Joint Committee remit has been widened to include Lambeth and the Multi Academy Trust. This was agreed at the March 2019 meeting, and the next meeting of June 2019 will include overarching reports from all parts of the Family of Institutions.

4.3 The Health Safety and Resilience Team (HSR) has continued to promote and develop the work done in 2018 to embed the new fire safety policies, running ongoing face to face training sessions on fire safety (Evacuation Assistant and Building Co-Ordinator responsibilities).

4.4 Prior to the opening of the new Business School in the former Learning Resource Centre, HSR created a new evacuation plan for the building, ensuring the creation of structured safety zones to sweep, and bespoke fire action notices along each corridor. A full fire risk assessment was completed prior to occupation.

4.5 HSR continue to work with Estates and Academic Environment to ensure that as accommodation moves take place across campus, appropriate fire safety considerations are made and evacuation guidance provided.

- 4.6 One significant incident to note involved a faulty “personal” fridge in an individual office in E Block in May. This was an old style fridge which malfunctioned and caused an ammonia leak. The leak was contained in that room. No staff were injured, the building was safely evacuated, and the Fire Brigade attended to safely remove the equipment. A full lessons learned report is being produced.
- 4.7 Advice and support has been provided to Lambeth College on a wide range of issues, from Policies to Display Screen Equipment Assessment and general compliance issues.
- 4.8 Work included successfully recommending that Lambeth College procures the same Accident, Incident and DSE assessment software platform used by LSBU, to ensure the ability to produce suitable metrics. This system has been procured and is being rolled out at Lambeth.
- 4.9 The Acting Deputy Director of HR Services has set up and chairs a Health and Safety Working Group, involving LSBU and Lambeth health and safety staff. This reports to the Transition Joint Executive Group.
- 4.10 The Safety and Resilience Advisor and the Health and Safety Manager left due to external promotions in December 2018. Replacement postholders commenced in March and April 2019.
- 4.11 An LSBU data dashboard of safety information, as reported to the last HSJC, is attached at **Appendix B**. This also shows a downward trend in the number of fire alarm activations. An updated dashboard will be produced and presented to HSJC in June.

5.0 Resilience

- 5.1 The Team has continued to provide a 24/7, 365 day a year emergency duty manager service, to respond to any incident which threatens business continuity.
- 5.2 Following a successful incident management training session for all members of the Executive in mid 2018, and a Gold Commander Training session on 16 January 2019, on 7 March a table top scenario based emergency planning exercise took place. This centred around the outbreak of meningitis in a Hall of Residence. All members of the Executive took part and had defined roles and responsibilities.
- 5.3 The exercise was externally facilitated, and included information injects to test all participants. These simulated a range of issues from incoming calls from the media to liaison with Public Health England, and parents of affected students.
- 5.4 The exercise was very successful and received positive debrief from the assessor, with a small number of improvements for learning including best practice methods of how incoming incident information should be logged.

6.0 Recommendation

- 1. The Executive and Board of Governors notes the continued progress over this period.**



HEALTHY WORKPLACE EXCELLENCE 2017
MAYOR OF LONDON

➔

Benchmarking initiative conducted with:

- Bougues Ltd (Estates Management)
- Macquarie Roup Ltd (Merchant Bank)
- Richmond and Wandsworth Council
- London Fire Brigade
- Bank of England
- City Hall

**Mental Health dominating all agendas*

➔

In comparison, LSBU is delivering a much broader range of initiatives.



Latest results

Competing against 39,000 teams worldwide, LSBU entered for the 2nd time with 9 teams of 7:

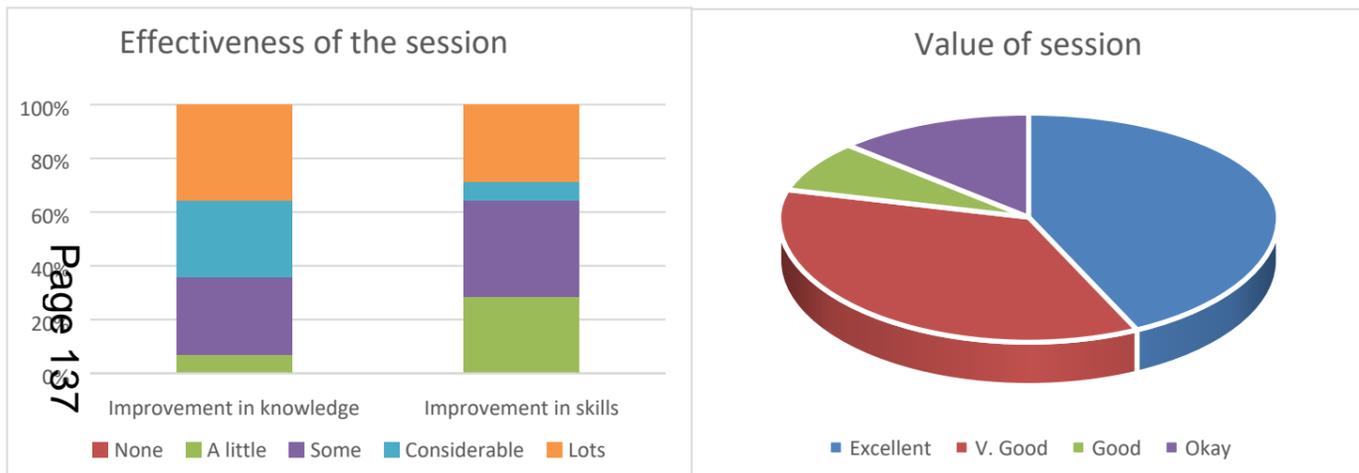
450% increase in uptake

Total distance covered: 62,302km or 1.5 times around the planet!

Worldwide our most active team ranked in the top 10%



Diabetes type 2/Healthier Lifestyles workshop in collaboration with the Health Innovation Network



Working with the community:
raising awareness on discrimination around ageism

LSBU hosts first Ageism event in collaboration with Age UK London. Event sold out with 140 attendees.



Academy of Sport

Direct debit facility offered to staff:
68% increase in gym memberships



200 staff attend our Summer Barbecues.
Held for:
LSBU Staff Networks
Havering Campus

Employee Assistance Programme



	Oct 17 to Mch 18	Apr 18 to Sept 18
Calls to the helpline		
Advice & support	63	67
Legal Advice	15	19
Counselling by appointment	11	5
Face to face appointments		
Counselling (sessions)	44	54
Website hits	192	215



Wellbeing has supported coffee morning initiatives

London South Bank University **Mental Health at Work Plan**

1. **Introduction and Purpose:** The purpose of this plan is to create a University community, which is informed about mental health. It is designed for all staff and encourages openness, respect and a supportive culture for those with ill mental health.

Our University - Your Wellbeing

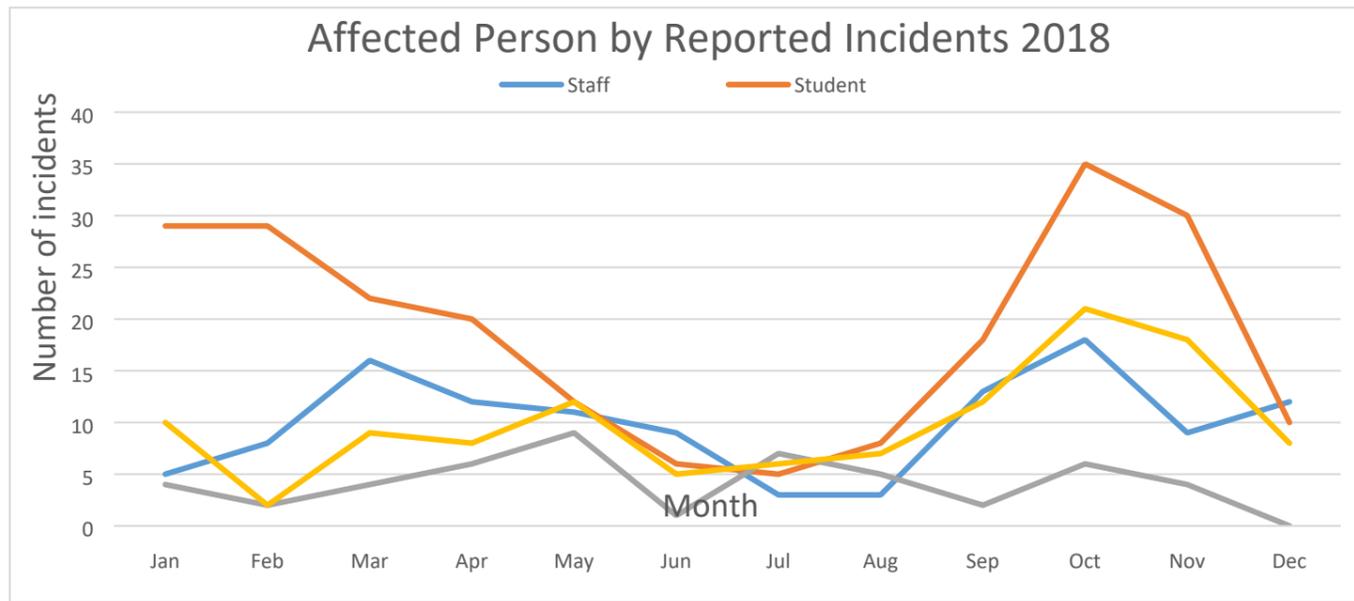


Mental Health at Work Plan published for the first time:
500 copies distributed to staff

140 free flu jabs for staff / 30% increase

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HEALTH AND SAFETY DASHBOARD – Q4 October – December 2018

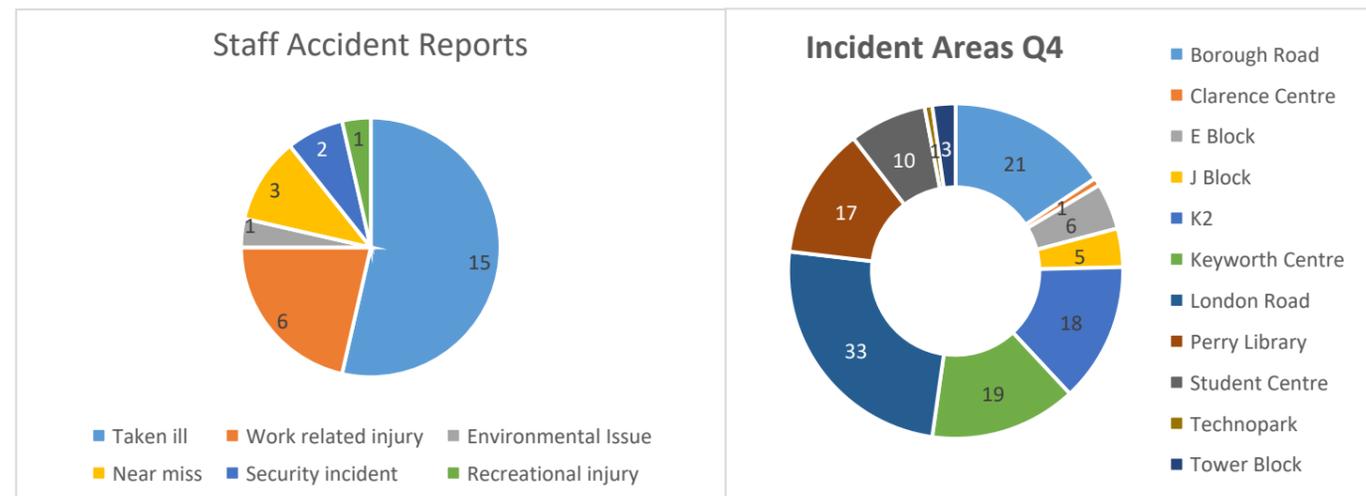


Highlights for this quarter:

- 20 cases of student illness and 12 student injuries in October.
- 15 cases of staff taken ill between October and December.
- 6 cases of Staff work related injury were reported, all minor injuries including 2 slips, trips or fall, 1 manual handling and 3 minor abrasions.

Page 139

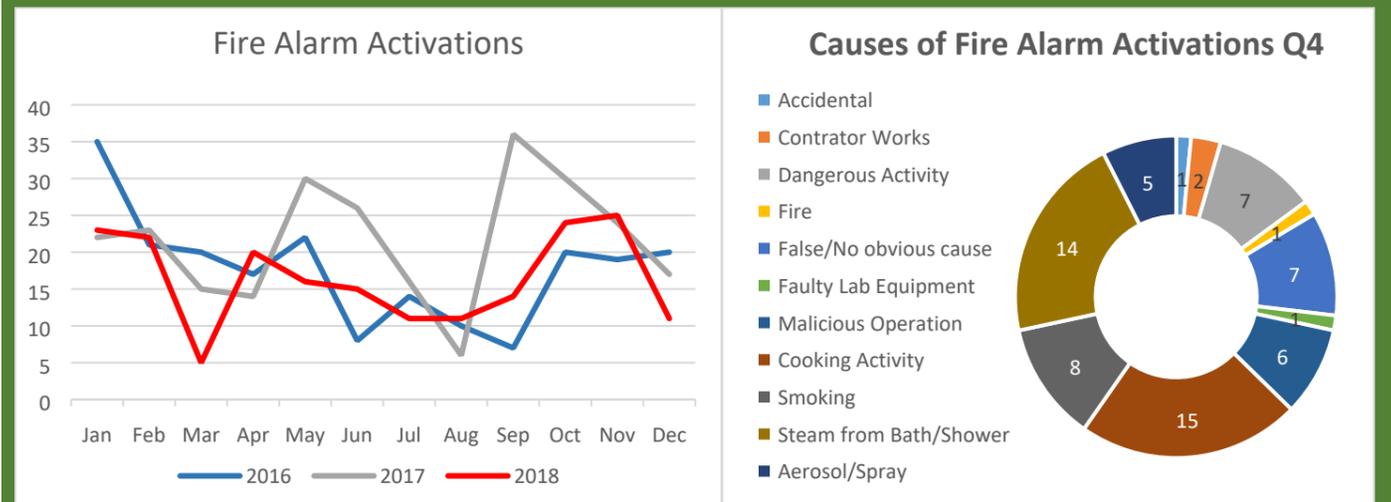
Staff Accidents / Incidents reports



RIDDOR

1 reportable Incident 19th of October Chemical spillage occurred in E129, causing exposure to or contact with harmful substance, no one was harmed or injured. The student reported to their Supervisor and the COSHH was checked and in place.

FIRE SAFETY



- 39 Fire alarm activations in Halls of Residence
- 1 Fire in a waste bin in Perry Library Court Yard extinguished by Staff Member
- 1 activation due to faulty lab equipment caused by smoke from burning hydraulic oil.
- False/No obvious cause includes faulty detector head or no evidence of activation upon arrival
- Dangerous activity includes the use of candles, over powering sockets and covering of detector heads

Completed implementation of the new Fire Evacuation Plan.

Since the start of the project we have designed and installed over 800 bespoke Fire Action Plans across the campus covering over 400 individual zones along with armbands and guidance on safe evacuation for each. Concurrent with that task we arranged and delivered Fire Evacuation Assistant and Fire Coordinator training sessions to over 400 members of staff and will continue to run training sessions on the first working day of the month.

Below is the design for the banners that have been distributed to all main entrances on campus to emphasise the new evacuation plan and its clear and easy process for Staff, Students and Visitors. The Banners displayed also include contact details and further instruction but can easily be followed at a glance.



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	CONFIDENTIAL
Paper title:	Corporate Risk Report
Board/Committee	Board of Governors
Date of meeting:	23 May 2019
Author:	Richard Duke, Director of Strategy & Planning
Executive/Operations sponsor:	Richard Flatman, Chief Financial Officer
Purpose:	For Information; to provide Board with a report on corporate risk
Which aspect of the Corporate Strategy will this help to deliver?	Effective risk management relates to the entire organisation, but relates particularly to goals 7 (People & Organisation) and 8 (Resources & Infrastructure).
Recommendation:	To review report prior to Board

Executive Summary

The corporate risk register currently has:

- Two critical risks;
- Four high risks;
- Twelve medium risks;
- Three low risks

These risks are detailed in the paper, as well as mitigation and progress against actions.

The alignment of the current risk process with corporate and business planning is currently under review. A survey has been distributed to Operations' Board members where questions relating to corporate risk, local risk and risk systems are asked. When answers are reviewed, it is envisaged that a process that ensures risk management alignment with planning processes, that is undertaken as efficiently as possible will be designed and implemented.

This format is under review, with plans for future Corporate Risk reports to integrate a Group Approach.

LSBU Corporate Risk: Board Summary Report – May 2019

Cover Page: Risk Exposure Matrix – Severity by risk type (from Risk Appetite)

Severity Rating	Critical	High	Medium	Low
Risk Types:				
Financial (Open)	<p>2: Revenue reduction if activity does not achieve H/EU UG recruitment targets (NL)</p> <p>3: Sustainability of pension schemes (RF)</p>	<p>625: Impact of Govt. Education Review on HE funding (RF)</p>	<p>14: Loss of NHS contract income (WT)</p> <p>402: Income growth from Research & Enterprise unrealised (PI)</p> <p>457: Anticipated international & EU student revenue unrealised (PI)</p> <p>624: LSBU Family integrated service benefits (IM)</p>	<p>517: EU Referendum Impact on regulation & market (DP)</p>
Legal / Compliance (Cautious)			<p>305: Data not used / maintained securely (SW)</p> <p>519: Negative Curriculum Assessment (SW)</p> <p>584: External incident compromises campus operations or access (PB)</p>	
Academic Activity (Seek)		<p>467: Progression rates don't increase (SW)</p> <p>37: Impact and affordability of Capital Expenditure investment plans (RF)</p>	<p>398: Academic programmes not engaged with technological and pedagogic developments (SW)</p> <p>495: Higher Apprenticeship degrees (PB)</p> <p>518: Core student system inflexibility / failure (SW)</p>	<p>494: Inconsistent delivery of Placement activity (SW)</p>
Reputation (Open)		<p>626: Impact of assurance activity & new initiatives fails to address issues around student experience (PB)</p>	<p>6: Management Information perceived as unreliable, doesn't triangulate or absent (RF)</p> <p>362: Low staff engagement or staff cost containment programme impacts performance negatively (PB)</p>	<p>1: Lack of capability to respond to policy changes & shifts in competitive landscape (DP)</p>

Risk summary reports: a high level overview of risk exposure by appetite risk type for risks with severity ratings of critical, high and medium.

Risk Type 1: Financial		
<i>Summary of current risks & drivers</i>	<i>Notes on controls & mitigation strategies</i>	<i>Notes on progress made and actions completed</i>
<p>2: Home UG Recruitment: (NL) Increased competition & narrowing candidate pool put pressure on applicant numbers. Brand positioning doesn't articulate LSBU offer effectively & impacts on conversion rate, leading to shortfall in anticipated income, or < tariff score</p>	<ul style="list-style-type: none"> • Weekly review of numbers in DARR report by MAC leadership team & Leadership group • LEAP programme workstreams • Annual MAT & Lambeth liaison plan • Course development lifecycle project will ensure organisation insight informs validation cycle 	<ul style="list-style-type: none"> • Response protocols completed for full 19/20 application cycle • Phase 1 School website content updated • Research project underway to assess impact of current 'value add' applicant offer.
<p>3: Pensions scheme sustainability: (RF) Increasing life expectancy & poor performance of funds post 2008 leads to greater deficit</p>	<ul style="list-style-type: none"> • Annual FRS 102 valuation • Strict control on early access to scheme 	<ul style="list-style-type: none"> • Mercers costed scenarios being considered in autumn, with HR representation.
<p>57: International Income: (PI) Government policy & UKVI process creates additional burdens to recruitment, and TNE partner models still in development</p>	<ul style="list-style-type: none"> • Annual cycle of training events with staff on UKVI • Recruitment reports to Executive by exception • Overseas offices support in-country recruitment • Partnership model established for new activity 	<ul style="list-style-type: none"> • School Roadshows on developing & managing partnerships delivered • UKVI Consultant report received & actioned • Egyptian Joint Venture in development
<p>625: Impact of Government HE Review: (RF) If a reduction in the funded unit of resource for HE students is recommended, and approved by parliament, it would undermine current operating model & contribution rates.</p>	<ul style="list-style-type: none"> • Annual Board approval of 5 year forecasts • CFO access to sector & professional expertise • Scenario planning for reduced resource levels 	
<p>14: NHS Contract Income: (WT) Changes to NHS management structures, and move from bursaries to loans for pre-Reg courses impacts on levels of income</p>	<ul style="list-style-type: none"> • QCPM & NMC course review processes demonstrate quality of provision to funders • Literacy & Numeracy no longer tested 	<ul style="list-style-type: none"> • New programmes in development • Havering lease now extended • Applicant process re-engineered

<p>402: Research & Enterprise contracting: (PI) Forward financial plans anticipate increases in income which will need to be supported through reaching into new markets and areas of activity</p>	<ul style="list-style-type: none"> • Bid writing workshops for academic staff delivered • Sharepoint & FEC Research & Enterprise Approval Process for authorisation of new opportunities • R&E activity Pipeline Reports (Financial & Narrative) provided to Business Planning Group 	<ul style="list-style-type: none"> • Health Innovation Lab director appointed, and premises options under review • ACEEU accreditation application underway • Heads of Terms agreed for Cambridge research partnership
<p>624: LSBU Family integrated service: (IM) Obstacles may hinder planned synchronisation</p>	<ul style="list-style-type: none"> • Interim appointments at Lambeth College 	<ul style="list-style-type: none"> • Plans underway for transfer at year end

Risk Type 2: Legal / Compliance		
<i>Summary of current risks & drivers</i>	<i>Notes on controls & mitigation strategies</i>	<i>Notes on progress made and actions completed</i>
<p>305: Data use and access: (SW) The rise of cyber-attacks, and malicious attempts to circumvent existing controls pose a threat to data security. Evolving standards of good practice take time to become articulated within an institutional context and fully adopted as salient culture. European GDPR legislation came into force on 25th May 2018.</p>	<ul style="list-style-type: none"> • GDPR Project programme approved by Executive • Data Protection now included within suite of Mandatory Training modules for staff • ICT project process requires Privacy Impact Statements and changes to digital infrastructure reviewed quarterly by ICT Technical Roadmap Board • IT access now linked directly to live info from i-Trent staff record system, and logical security protocols require 6 monthly change • Vulnerability tests scheduled weekly 	<ul style="list-style-type: none"> • GDPR project programme reviewed by project board
<p>319: Curriculum Compliance: (SW) The transition from sector funder (Hefce) to Regulator (OfS) sees a move away from the Annual Provider Review approach to quality assurance of provision, to achievement of registration conditions, which now connect explicitly to the stipulations of the CMA (Competitions & Markets Authority) around consumer protection. The links between Course Approval documents and Marketing content is not currently assured, and tolerance thresholds for changes to course content may vary in practice.</p>	<ul style="list-style-type: none"> • Academic Audit process is monitored by Academic Board, through reports from QSC (Quality & Standards Committee) • Curriculum creation process being transferred to the Registry function • All Course Specs being translated into new Educational Framework format • LEAP workstreams including CRM elements will help mitigate this risk, along with outputs of OEG project 3 	<ul style="list-style-type: none"> • Full audit of Course specifications now completed • OfS Registration process being overseen by project board & Company Secretary • Educational Framework specification documents now mandatory for all new programmes • LSBU Subject TEF pilot participation has informed review of core review cycles
<p>584: External Incident impact on campus: (PB) UK government's current terror threat level</p>	<ul style="list-style-type: none"> • Building Lockdown plans in place • Business continuity plans for critical activity reviewed annually by resilience team 	<ul style="list-style-type: none"> • Review actions now being implemented • Gold Command transferred to VC & COO.

of 'severe' and incidents during 2017 mean that a central London location places LSBU at greater risk of being impacted by a future event.

- Emergency Information sets at receptions
- Halls Accommodation aid agreement in place with London School of Economics
- Annual scenario testing with Executive

Risk Type 3: Academic Delivery		
<i>Summary of current risks & drivers</i>	<i>Notes on controls & mitigation strategies</i>	<i>Notes on progress made and actions completed</i>
<p>467: Progression: (SW) Despite a revised focus on the re-enrolment process, the progression rate fell by 2% to 75% for full time students, and is featured as a negative flag on some of the metrics supplied through the Subject TEF pilot process.</p>	<ul style="list-style-type: none"> • Range of data in the Corporate Warehouse being expanded to utilise the MIKE platform to provide greater insight and analysis to academic staff • Study support provided by Library & LRC • CRIT embeds support in high impact modules • Personal tutoring minimum specification published 	<ul style="list-style-type: none"> • Course Director Role Description completed & provided to the School DESEs • New Progression dataset tested and added to Data Warehouse for ongoing reporting • 1 LEAP workstream will impact on this
<p>37: Capex impact on business: (RF) Project ambitions and scales do not achieve planned impact, or not in alignment with current cash generation capacity or asset valuations.</p>	<ul style="list-style-type: none"> • Capex reporting embedded into management accounts provided to FP&R Committee • Estates project methodology controls & governance • Financial Regs require Board approval >£2m 	<ul style="list-style-type: none"> • Sino-campus Steering Panel ongoing • Perry disposal options being considered • St Georges options being tested with Clive Crawford Associates
<p>498: Technology & Pedagogy: (SW) Some competitors have made greater investment in using learning analytics to support the learning experience, & embedding Classroom technology. There are sector concerns with regard to the priority attached to teaching support by OfS & Advance HE, and CRIT Reorganisation could impact on delivery.</p>	<ul style="list-style-type: none"> • CRIT (Centre for Research Informed Teaching) reports to the Student Experience Committee & to the Quality & Standards Committee. • Delivery of the Technologically Enhanced Learning Strategy (TEL) through Educational Framework & Quality Processes monitored by Academic Board. • Digital baseline created for all Moodle sites 	<ul style="list-style-type: none"> • CPD sessions for Course Directors delivered utilising TESTA framework • Lecture capture facilities being provided to pilot group using Panopta on laptops, with associated training sessions • Moodle baseline available to all staff & contained within new site template
<p>495: Apprenticeships: (PB) Some issues with system adaptations in order to accommodate all requirements of running Apprenticeship programmes, and some sector reports have introduced some uncertainty over future enrolment patterns.</p>	<ul style="list-style-type: none"> • The Apprenticeships team is now fully established within LSBU • 6 monthly progress report from Apprenticeships Steering Group scrutinised by 	<ul style="list-style-type: none"> • Passmore Centre refurbishment project now underway • Launch events in preparation stages • Ofsted preparation task group in place

	Academic Board covers IPTE and the Passmore Centre.	
<p>518: Core Student Systems: (SW) Although the LEAP project is underway to create a paradigm shift in administration of the student journey, existing platforms will be required in the interim, and are patched and burdensome.</p>	<ul style="list-style-type: none"> • LEAP Programme project Updates scrutinised by Academic Board, & Exec & FP&R. • Operational Issues reported & tracked through ICT TopDesk system, with internal escalation protocols. 	<ul style="list-style-type: none"> • Timetabling review completed, and some recommendations implemented • PWC appointed as LEAP Programme Change Partner

Risk Type 4: Reputation		
<i>Summary of current risks & drivers</i>	<i>Notes on controls & mitigation strategies</i>	<i>Notes on progress made and actions completed</i>
<p>626: Assurance activity & new initiatives fail to address student experience issues (PB)</p> <p>Changing expectations, a value media focus and campus developments may impact negatively on student perceptions of experience, and new initiatives may not address known issues or variations in performance levels</p>	<ul style="list-style-type: none"> • Action plans for each School & for Institution • Year 1 & Year 2 UG Student Experience Survey (SES) identifies issues with cohorts ahead of Y3 • Funding ring fenced for staff mini project submissions to address student experience issues • Comms plan aims to shift student perceptions • Long term roadmaps in development to identify greater opportunities for incorporation of student feedback in provision of professional services 	<ul style="list-style-type: none"> • New module questionnaire in development • New invigilation approach being rolled out • Courses below agreed performance threshold identified for further activity
<p>6: Management Information: (RF)</p> <p>Past concerns expressed regarding triangulation of data from separate returns made to the designated data body, and controlled internal access to this business intelligence.</p> <p>Lack of detailed articulation of interdependencies between data systems and use of multiple system fields</p>	<ul style="list-style-type: none"> • Data Assurance Group mechanism • MIKE platform for sharing data & visualisations using corporate warehouse • Continuous Audit programme reviews student and financial data for accuracy • Systemised data checks and reviews completed by PPA team prior to external submission. 	<ul style="list-style-type: none"> • Performance scorecard project underway to develop measures for professional services • LEAP programme includes an information & reporting work stream • MIKE phase 2 datasets in testing phase prior to formal release • Subject TEF pilot submission outcome being analysed and metrics integrated into MIKE
<p>362: Low staff engagement or staff cost containment impacts performance: (PB)</p> <p>Systems and structures don't achieve intended facilitation of collaborative working across the institution.</p> <p>Reward and recognition packages perceived to be out of line with other sectors or institutions, or not applied equally across full range of protected characteristics.</p> <p>Frozen fee levels and continued challenges in recruitment market have contributed to flat income predictions and planned staff cost reduction programme, which could lead to lower engagement, disruption in service provision or skills / knowledge gaps that impact on delivery.</p>	<ul style="list-style-type: none"> • Town Halls cascade corporate messages • Regular engagement with Unions on staff matters • Shape & Skills approach to review • Comms strategy approved by Exec for MAC team • HR Business Partners manage all change activity • Direct staff feedback is encouraged through VC 'Continuing the Conversation' events & Yammer • Employee engagement champions network • Planning process promotes golden thread connection from Corporate Strategy, through Local Roadmaps to Staff Appraisals. • OEG project 5 will develop an approach to service levels and business partnering 	<ul style="list-style-type: none"> • All Staff email introduced programme remit • Leadership forum group established • Procurement completed on Sodexo platform to deliver benefits to all staff & contractors • Engagement survey results provided to management teams in Schools & PSGs

Appendix: LSBU Corporate Risk Register - Cover page, Risk overview matrix; by impact & residual likelihood

Date: May 2019 **Author:** Richard Duke – Director of Strategy & Planning **Executive Lead:** Richard Flatman – Chief Financial Officer

Impact	4 Critical <i>Corporate plan failure / removal of funding, degree award status, penalty / closure</i>		2: Revenue reduction if course portfolio, and related marketing activity, does not achieve Home UG recruitment targets (NL)	3. Sustainability of current pension schemes (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>	6: Management Information (RF) 37: Affordability of Capital Expenditure investment plans (RF) 305: Data not used / maintained / processed securely (SW) 362: Low staff engagement (PB) 457: Anticipated international & EU student revenue unrealised (PI) 495: Higher Apprenticeships (PB)	3: Increasing pensions deficit reduces flexibility (RF) 467: Progression rates don't rise (SW)	
	2 Medium <i>failure to meet operational objectives of the University</i>	1: Capability to respond to change in policy or competitive landscape (DP) 517: Impact of EU Referendum result on regulation & market trends (DP) 494: Inconsistent delivery of Placement activity across the institution (SW)	14: Loss of NHS contract income (WT) 398: Academic programmes not engaged with technological and pedagogic developments (SW) 402: Unrealised research & enterprise £ growth (PI) 584: External incident compromises campus operations or access (PB) 518: Core student system inflexibility / failure (SW)	
	1 Low <i>little effect on operational objectives</i>			
		1 - Low	2 - Medium	3 - High
		<i>This risk is only likely in the long term</i>	<i>This risk may occur in the medium term.</i>	<i>The risk is likely to occur short term</i>
		Residual Likelihood		
Executive Risk Spread: VC – 2, DVC – 3, CFO – 3, PVC-S&E – 5, PVC-R&EE – 2, COO – 1, CMO -1, Dean Health – 1, US - 0				

	CONFIDENTIAL
Paper title:	Board Strategy Day Report
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Michael Broadway, Deputy University Secretary
Sponsor(s):	James Stevenson, Group University Secretary
Purpose:	For Information
Recommendation:	The Board to note the Board strategy day report from the Away Day on 10 April 2019.

Executive Summary

The Board are requested to note the Board strategy day report from the event held on 10 April 2019 at etc venues, Avonmouth House.

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LSBU Joint Group Strategy Day notes – 10 April 2019

Avonmouth House, SE1

The Chair welcomed attendees to the meeting.

On behalf of the Board, the Chair thanked Charles Egbu who is due to leave LSBU on 12 April 2019.

Morning session: LSBU Board, Academic Board, Group Executive and Hitesh Tailor (Chair of SBA Board)

Current Higher Education Environment (Vice Chancellor)

The VC gave an update on key external and internal challenges focusing on the Higher Education environment. The meeting noted and discussed:

- External uncertainties including:
 - the effect of Brexit on LSBU EU staff;
 - technical education review;
 - T-Levels and potential removal of BTECs;
 - review of the Teaching Excellence and Student Outcomes Framework (TEF);
 - the impending release of the Augar report, with potential to lead to a threshold to entry and lowered fee caps; and
 - the increasing financial risk of pensions.
- Internal challenges including addressing student satisfaction, student retention figures, meeting Group capital requirements and developing research and enterprise.
- The potential for growth in the sector including the social prosperity fund, potential for higher investment in further education, and expansion of apprenticeship programmes.
- The changes in the sector including the inclusion of levels 4 and 5 in FE, the increase of Institutes of Technology who may serve as a competitor model to the Group structure and a greater variety of HE delivery models.

The meeting discussed the opportunities for the Group and the need to prioritise.

Finance update (Group Chief Financial Officer)

The CFO presented on the current financial forecast and provided a 2019/20 budget planning update. The meeting noted and discussed:

- The forecast surplus for 18/19 of £1.5m, with £3m in contingency, due to better than expected student recruitment and lower staff costs;
- The ongoing Align project analysing the effectiveness of services provided and ways to increase efficiency;
- Income is driven by a recovery in recruitment of students with actual numbers for 2018/19 higher than previously projected for the year;

- Staff savings are being realised and there may be up to £2m of additional staff savings as compared to the February 2019 forecast;
- The areas of risk are Enterprise and TNE income, however if staff costs are upheld, the Group will be able to cover any downturns; and
- The 5 year financial forecast is being revised and the target of £155m for the 19/20 budget will be a challenge. Three scenarios were presented with differing levels of risk. Scenario 2 is recommended as the most achievable and realistic (total income of £152m);
- The Augar report will potentially have an adverse impact on revenue in the future although timing is uncertain and full impact will take a number of years. A number of scenarios were considered and a reasonable working assumption for steady state impact is a downward revenue adjustment in the range of £5m-£10m.

Afternoon session: LSBU Board, SBA Board, SBC Board and Group Executive

The Chair welcomed directors of SBA and SBC to the meeting.

Group Corporate Strategy, 2020-25: strategic themes

The Vice Chancellor updated the meeting on the concept of the LSBU Group. The intention is for the Group to operate as one economic unit with a common educational framework across the Group. The boards of the individual companies would develop local visions and monitor the implementation of local plans to deliver these vision.

The meeting summarised the challenges and opportunities of operating as a group as:

- the need to develop and remain focused on student-centred learning;
- the size of the group allows for increased influence with key stakeholders, including the government, regulators and employers;
- the culture of the different organisations needs to be group-focused;
- the opportunity to be radical in some practices;
- the need to continue to innovate; and
- whether external support is required to deliver the benefits of the group-structure.

Educational Framework

The COO/DVC (Education) introduced the concept of the group educational framework which is based on four components:

- knowledge;
- application;
- employer input; and

- extra-curricular to build social capital and confidence

This framework will be articulated and delivered at all stages of the LSBU group.

South Bank Academies (SBA) vision

The SBA CEO updated the meeting on the current position of SBA and its draft vision which would be further refined at the SBA strategy session in May 2019:

“We serve our community and create a pipeline of talent for industry, by providing world-class professionally focussed education opportunities with programmes that ensure our students are sought after by universities and employers”.

South Bank Colleges (SBC) vision

The Executive Principal updated the meeting on the current position of SBC and its vision for the future.

London South Bank University (LSBU) vision

The Provost will update the LSBU Board of Governors at its next meeting on the vision for LSBU.

Summary of the day

The meeting noted the challenges in the external environment and internally, and the challenges and opportunities arising from the group structure. Overall the meeting concluded that the Group is well placed to deal with these challenges.

*LSBU Governance team
April 2019*

Attendance

Board of Governors:	Jerry Cope (Chair), Douglas Denham St Pinnock (Vice-Chair), David Phoenix (Vice Chancellor & CEO), Steve Balmont, Duncan Brown, Michael Cutbill, Peter Fidler, Hilary McCallion, Mee Ling Ng, Jenny Owen, Jeremy Parr, Tony Roberts and Nazene Smout
Co-opted Members:	Rob Orr (Audit Committee)
Apologies:	Nelly Kibirige, Governor of LSBU Kirsteen Coupar, Director of Student Support and Employability Janet Jones, Dean of Arts and Creative Industries Sajjad Hossain, Students' Union Vice President (Education) Sarah Moore-Williams, Dean of Business Ruth Farwell, Chair of SBC Lesley Bortey, Student Trustee of SBC Shakira Martin, Director of SBC Andrew Owen, Director of SBC Dan Cundy, Executive Principal of SBA Tony Giddings, Independent Trustee of SBA Lesley Morrison, Chair of School Advisory Board
Members of the Executive:	Pat Bailey, Provost Richard Flatman, Group Chief Financial Officer Paul Ivey, Chief Business Officer Nicole Louis, Chief Customer Officer Fiona Morey, Executive Principal of Lambeth College & PVC (Compulsory & FE) James Stevenson, Group Secretary & Clerk to the Board of Governors Shân Wareing, Chief Operating Officer
Members of Academic Board:	Ian Albery, Research Staff Representative Craig Barker, Dean of Law and Social Sciences Asa Barber, Dean of Engineering Janet Bohrer, Director of Academic Quality Development Patrick Callaghan, Dean of Applied Sciences Charles Egbu, Dean of Built Environment and Architecture Shushma Patel, Professorial Representative Lesley Roberts, Professional Staff Representative Warren Turner, Dean of Health and Social Care
Additional Members of South Bank Colleges Board:	Sue Dare (Independent Trustee)
Additional Members of South Bank Academies Board:	Hitesh Tailor (Chair) and Chris Mallaband (Chair of School Advisory Board)

DRAFT

With: Richard Duke, Director of Strategy and Planning
Michael Broadway, Deputy Company Secretary
Askari Jafri, Governance Officer

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	CONFIDENTIAL
Paper title:	LSBU vision
Board/Committee:	Board of Governors
Date of meeting:	23 May 2019
Author(s):	Pat Bailey, Provost
Sponsor(s):	Pat Bailey, Provost
Purpose:	For Information
Recommendation:	The Board to note the slides from the 'LSBU vision' presentation from the Strategy Day on 10 April 2019.

Executive Summary

The Board are requested to note the presentation from the Strategy Day on 10 April 2019.

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The Vision for the University

It will be based around:

- offering **access** to HE **opportunities** for all who can benefit (WP mission);
- **real world impact** in our disciplines through R/ent/PP;
- providing outstanding **student** experience and **success**;
- delivering the needs of business and the community.

Fit for
the
Future

<u>KPI</u>	<u>Threshold</u>	<u>Aspiration</u>
Average NSS		
Yr1-to-2 progression		
Yr 1 UG entry		
Graduate outcomes		
TEF (Uni and subject)		
R measures (outputs, income, REF)		
Enterprise (income and other measures)		
Community engagement	+ others

University KPIs
and
local PIs



**London
South Bank
University**

FST 1892

Building on recent successes

- **TEF Silver (valid for 3 years; subject TEF 2021)**
- **Outstanding DLHE – 4th for GE and 12th for salaries**
- **Now in both int'l league tables and QS 4 stars**
- **Guardian – top 100 (now 78th)**
- **Times/ST league table; University of the Year for Grad. Employment ... for unprecedented second year**
- **THE Entrepreneurial University of the Year 2016**
- **Student recruitment data looking very encouraging**

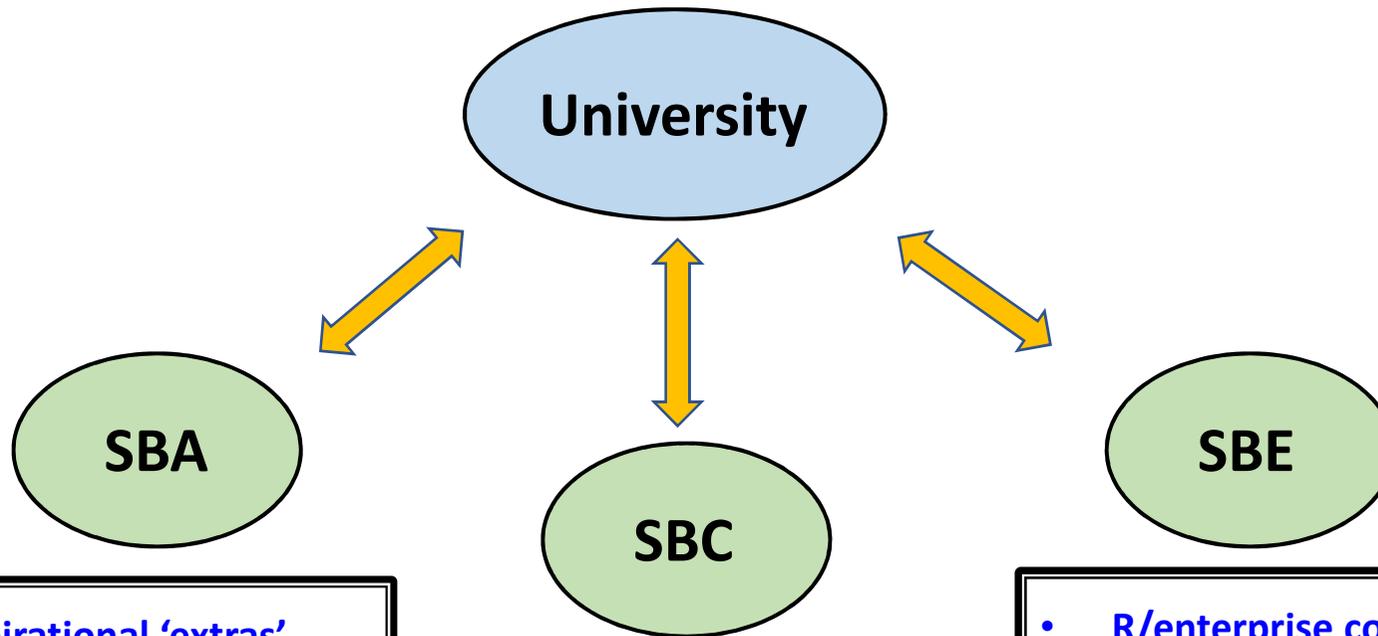
From a position of 'in the bottom five' of all LTs in 2014/15



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The University in the LSBU Group



- Inspirational 'extras'
- Confidence-building (HE)
- Community engagement
- Feeder stream

- Pipeline and options (e.g. apprenticeships, L3/4)
- Curriculum and facilities
- Community engagement

- R/enterprise continuum
- Developing CPD
- Smarter business model



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