

Meeting of the Board of Governors

4.00pm on Thursday, 25 March 2021
via MS Teams

3.30 – 4.00pm: Pre-Board presentation on *Skills for Jobs* white paper, the college and year 14

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies <ul style="list-style-type: none"> • Welcome to new independent governor 		JC
2.	Declarations of interest		JC
3.	Minutes of the previous meeting	3 - 14	JC
4.	Matters arising	15	JC
Chair's business			
5.	Senior Independent Governor (SIG)	16 - 18	JC
6.	Appointment of Provost	To follow	JC
7.	Appointment process for future independent and associate governors	19 - 20	JC
8.	Committees update <ul style="list-style-type: none"> • MPIC • Remuneration Committee 	Verbal reports	RR JP
Items to discuss			
9.	VC report	21 - 39	DP
10.	CFO report	40 - 50	RF
11.	Health and safety annual report	51 - 84	ES
12.	LSBSU incorporation	85 - 94	NL, AE
Items to note			
13.	Corporate strategy 2020-25 update	95 - 104	PB

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
14.	Corporate risk report	105 - 108	RF
15.	Reports and decisions of committees <ul style="list-style-type: none"> • Academic Board terms of reference • Enterprise Advisory Board terms of reference 	109 - 124	JS
16.	Group Strategy Day notes 17 December 2020	125 - 130	JC
17.	Declarations of interest	131	JS

**Date of next meeting
4:00, Thursday 20 May 2021**

Members: Jerry Cope (Chair), Michael Cutbill (Vice-Chair), Duncan Brown, John Cole, Maureen Dalziel, Peter Fidler, Mark Lemmon, Nicki Martin, Jeremy Parr, David Phoenix, Rashda Rana, Tony Roberts, Deepa Shah, Maxwell Smith, Vinay Tanna and Harriet Tollerson

In attendance: Pat Bailey, Michael Broadway, Amy Eden (item 12 only), Richard Flatman, Nicole Louis, Matt Myles-Brown (item 12 only), Ed Spacey (item 11 only) and James Stevenson

Observer: Kate Stanton-Davies

Supplements for information:

- Full draft LSBSU Articles of Association
- SBC Board draft minutes of 17 February 2021

**Minutes of the meeting of the Board of Governors
held at 4.00 pm on Thursday, 19 November 2020
via MS Teams**

Present

Jerry Cope (Chair)
Michael Cutbill (Vice-Chair)
Duncan Brown
John Cole
Peter Fidler
Mark Lemmon
Hilary McCallion
Mee Ling Ng
Jeremy Parr (*from minute 6*)
David Phoenix (*for minutes 1 - 19*)
Rashda Rana
Tony Roberts
Deepa Shah
Maxwell Smith
Harriet Tollerson
Vinay Tanna

Apologies

Nicki Martin

In attendance

Pat Bailey (*for minutes 1 - 19*)
Michael Broadway
Richard Flatman (*for minutes 1 - 19*)
Paul Ivey (*for minutes 9 and 10*)
Deborah Johnston (*for minute 8*)
James Stevenson (*for minutes 1 - 19*)

1. Welcome and apologies

The Chair welcomed members to the meeting.

The above apology was noted.

The Board had just received an informative pre-Board presentation on EDI. A further discussion would take place at the Group strategy meeting in December 2020.

The Board noted that this was Hilary McCallion and Mee Ling Ng's final full Board meeting. The Board thanked them for their valuable contribution to the Board and the University over many years.

2. **Declarations of Interest**

The Board noted Peter Fidler's previously declared interest in the proposed Tashkent partnership.

Members of the executive present declared an interest in the Remuneration Committee report to the Board. Executive members would leave the meeting for that discussion.

3. **Minutes of previous meeting**

The Board approved the minutes of the meeting of 15 October 2020, and their publication.

4. **Matters arising**

The Board noted the update on matters arising from the previous meeting.

5. **Chair's business**

The Chair updated the Board on independent governor recruitment. Audeliss had been appointed as recruitment consultants and would produce a longlist by December 2020. The Nomination Committee would review the longlist in January 2021 and interviews were scheduled for January 2021.

6. **VC Report**

The Board discussed the Vice Chancellor's report.

The Vice Chancellor updated the Board on the OfS's consultation on the criteria B1 – 6 of the conditions of registration, which related to quality, standards and outcomes for students. The OfS were consulting on whether to make student achievement data absolute. Details of the consultation would be circulated to the Board.

The Board welcomed the improvement in progression into the current academic year, 2020/21, but noted the need to continue to improve this area.

The Board discussed the number of significant projects across the Group and noted that the new target operating model, discussed by the Finance, Planning and Resources Committee, was intended further to clarify accountability and decision-making and build capacity in priority areas.

Jeremy Parr joined the meeting

The Board noted that the Executive is seeking regulatory approval to expand into dental and medical education.

The Board noted that the London Road redevelopment remains on target and on budget but that there are cost challenges with the developer.

The Board noted that a decision on the Sir Simon Milton Westminster UTC joining South Bank Academies was still awaited from the DfE.

The Board noted that the Executive had recently discussed adopting the International Holocaust Remembrance Alliance definition of anti-semitism as part of a wider statement on race. There was a need for further discussion with senior academics before a recommendation.

The Board noted an update from the Provost on the impact of the coronavirus pandemic on the University. The number of positive cases on campus remained relatively low. The testing of students prior to their travelling home for Christmas was being arranged in line with government and NHS/PHE guidance.

7. CFO Report

The Board discussed the CFO report, which updated on current year financial performance, 2019/20 year end reporting matters, the annual accountability return to the OfS, financial covenant compliance and authorised signatories.

The Board noted that the current forecast for 2020/21 is to deliver a £0.7m surplus, against scenario 2B budget target of £2m. The Board welcomed that there appeared to be some headroom within the forecast in view of the potentially difficult next few months as the pandemic continued.

The Board noted that the OfS had extended the deadlines for the annual accountability return this year due to the coronavirus pandemic. The Board noted the current five year forecasts which were now due to be submitted to the OfS by 28 February 2021. The Executive would review the 2020/21 budget in January 2021 which may impact the forecasts. The Board would be requested to approve the final forecasts ahead of submission to the OfS.

{Secretary's note: on 29 January 2021 the Board approved the five year forecasts by email.}

The Board noted that LSBU remained compliant with its financial covenants to its lenders.

The Board approved the proposed changes to the 'bank signatories' section of the Financial Regulations and approved that Deborah Johnston, Warren

Turner and Marcelle Moncrieffe-Johnson are authorised signatories on the university's bank accounts.

8. Annual Education Report from Academic Board

Deborah Johnston joined the meeting

The Board discussed the annual education report in detail. The Board welcomed the report which provided assurance to the Board of Governors on good academic governance during 2019/20.

The Board noted the approach taken to ensure that quality and standards were maintained during the coronavirus pandemic. The Board noted that an appropriate balance had been struck between maintaining standards and adjusting for the new environment.

The Board noted areas identified for improvement, including progression, graduate outcomes and addressing awarding gaps.

Deborah Johnston left the meeting

9. SBC estates strategy

Paul Ivey joined the meeting

The Board noted an update on the SBC estates strategy. Following a review by a consultant, at its meeting of 18 November 2020, the SBC Board had concluded that the estates strategy was affordable. Further details and specific approvals would be considered by both boards in due course.

10. TEAM University, Tashkent

The Board discussed the proposal to establish a partnership with Team University in Tashkent, Uzbekistan. The proposal had been discussed in detail by the Major Projects and Investment Committee.

The Board approved the partnership with Team University in principle, subject to institutional and course validations of Team University and completion of further more detailed due diligence work. The Board would be updated on developments.

Paul Ivey left the meeting

11. **LSBU Group pension proposal**

The Board discussed the proposed new group defined contribution pension scheme for new starters in LSBU and SBC and for current and future staff in SBUEL and SW4CL. The Board noted that the proposals had been subject to extensive consultation with staff and trade unions in both LSBU and SBC. The proposals had been reviewed in detail by the Group Pensions Sub-committee which had recommended them to the Board for approval.

The proposed scheme was 'pension quality mark' (PQM) compliant.

The Board noted that the SBC and SBUEL Boards had supported the implementation of the proposed new scheme in their respective companies.

{Secretary's note: at its meeting of 25 November 2020, the SW4 Catering Ltd Board supported the implementation of the proposed new scheme in SW4.}

The Board approved the implementation of the Aviva defined contribution pension scheme for new starters at LSBU and SBC from a date to be agreed; and for current and future staff at SBUEL and SW4CL. The implementation date of the new scheme in each institution would be determined by the Group Executive.

12. **Group Audit and Risk Committee Annual Report**

The Board reviewed the Group Audit and Risk Committee's annual report for 2019/20, which had been approved by the Committee at its meeting of 5 November 2020.

The Chair of the Group Audit and Risk Committee agreed to sign the report at the point of approval of the accounts, for submission to the Office for Students (OfS).

{Secretary's note: the Chair of the Group Audit and Risk Committee signed the report on 25 November 2020, the date on which the accounts were approved.}

13. **External Audit Findings**

This item was adjourned to 25 November 2020.

{Secretary's note: At its adjourned meeting of 25 November 2020, the Board noted KPMG's audit findings report which had been discussed in detail by the Group Audit and Risk Committee. KPMG's opinions were unqualified and provide a "clean" opinion on the use of funds.}

The external audit partner confirmed that the identified misstatements were not material.

The Board noted that the identified control deficiency on bank reconciliations was being addressed by management.

The external audit partner confirmed the independence of KPMG from LSBU.

All non-audit services provided by KPMG to LSBU during the year were permissible and not a conflict with KPMG's audit work.}

14. External Audit Letter of Representation

This item was adjourned to 25 November 2020.

{Secretary's note: At its adjourned meeting of 25 November 2020, the Board discussed the letter of representation to the external auditors, which had been reviewed in detail by the Group Audit and Risk Committee.

For the reporting year, specific representations related to potential and actual litigation had been included.

The Executive confirmed that all material matters had been disclosed to the auditors and that the representations were accurate and reasonable.

The Board approved the letter and authorised the Chair to sign the letter on behalf of the Board.}

15. Going concern

This item was adjourned to 25 November 2020.

{Secretary's note: At its adjourned meeting of 25 November 2020, the Board discussed the 2019/20 going concern statement for inclusion in the annual accounts, which had been reviewed in detail by the Group Audit and Risk Committee.

The Chair of the Finance, Planning and Resources Committee (FPR) confirmed that FPR had considered the University's cashflow in detail throughout 2020.

The Board noted that there would be a new auditing standard on going concern which would apply for next year's accounts

The Board was satisfied that it was appropriate to prepare the accounts on a going concern basis.}

16. Annual Report and Accounts

This item was adjourned to 25 November 2020.

{Secretary's note: At its adjourned meeting of 25 November 2020, the Board discussed the proposed LSBU group annual report and financial statements for year ended 31 July 2020, which had been reviewed in detail by the Group Audit and Risk committee and the Finance, Planning and Resources committee. The surplus for the University was £1.2m.

The Board noted amendments to the accounts made since the meeting of the Group Audit and Risk Committee on 5 November 2020 and subsequently reviewed by the Committee.

The Board received assurance from the Chief Financial Officer that no matters had arisen since the Group Audit and Risk Committee meeting of 5 November 2020 that would prevent a full internal control compliance statement being made in the annual accounts.

The Board noted that there had been no material post-balance sheet events.

The Board noted assurances from the Executive that the form and content of the report and accounts were accurate and could be approved by the Board.

The Board confirmed that KPMG UK LLP shall continue as auditor of the University for the financial year, 2020/21.

After careful consideration, the Board approved the LSBU group annual report and financial statements for the year ended 31 July 2020 and authorised the Chair and Vice Chancellor to sign on behalf of the Board.

The Board noted that at its meeting of 24 November 2020, the SBC Board had approved its accounts and that at its meeting of 10 November 2020 the SBUEL Board had approved its accounts. The accounts of SBC and SBUEL were consolidated into the University group accounts.

The Board requested a review of the accounts preparation process.}

17. Prevent Annual Return

The Board noted the annual report on the Prevent duty, prepared in accordance with OfS guidance. The report demonstrated how LSBU had had due regard to the need to prevent people being drawn into terrorism.

Following review by the Group Audit and Risk Committee, the Board approved the Prevent annual report and the statement of assurance for submission to the OfS.

18. Report and Decisions of Committees

The Board noted the reports and decisions of committees. The Board approved the annual Modern Slavery Act statement.

19. **CUC Higher Education Code of Governance**

The Board noted the update on the new CUC Code of Governance.

20. **Remuneration Committee Report to Board of Governors**

Members of the Executive, including the Vice Chancellor, left the meeting

The Board discussed the Remuneration Committee report.

The Board noted the review of the performance of the Vice Chancellor for 2019/20 and associated individual bonus award of 7.5% (£17.9k) and team bonus award of 6.5% (£15.5k). The Board noted that the multiple of the Vice Chancellor's pay to the median pay of all staff was in line with the sector.

The Board discussed the performance-related bonus scheme for executive members. The Board noted that the Remuneration Committee was commissioning an independent review of executive salaries to report in 2021.

The Board noted the annual remuneration report.

Date of next meeting
4.00 pm, on Wednesday, 25 November 2020

Confirmed as a true record

_____ (Chair)

**Minutes of the adjourned meeting of the Board of Governors
of Thursday, 19 November 2020**

**held at 9.00 am on Wednesday, 25 November 2020
via MS Teams**

Present

Jerry Cope (Chair)
Michael Cutbill (Vice-Chair)
Duncan Brown
John Cole
Mark Lemmon
Mee Ling Ng
Jeremy Parr
David Phoenix
Rashda Rana
Tony Roberts
Maxwell Smith
Harriet Tollerson
Vinay Tanna

Apologies

Peter Fidler
Nicki Martin
Hilary McCallion
Deepa Shah

In attendance

Michael Broadway
Richard Flatman
James Stevenson
Fleur Nieboer

1. Welcome and apologies

The Chair welcomed members to the meeting, which was a partial adjournment from the meeting of 19 November 2020.

The above apologies were noted.

2. Declarations of Interest

No member of the meeting declared an interest in any item on the agenda.

3. GARC Annual Report considered on 19 November 2020

The CFO confirmed that no matters had occurred since the Board had considered the Group Audit and Risk Committee annual report at its meeting of 19 November 2020 that changed the contents of the report.

4. **External audit findings**

The Board noted KPMG's audit findings report which had been discussed in detail by the Group Audit and Risk Committee. KPMG's opinions were unqualified and provide a "clean" opinion on the use of funds.

The external audit partner confirmed that the identified misstatements were not material.

The Board noted that the identified control deficiency on bank reconciliations was being addressed by management.

The external audit partner confirmed the independence of KPMG from LSBU.

All non-audit services provided by KPMG to LSBU during the year were permissible and not a conflict with KPMG's audit work.

5. **External Audit Letter of Representation**

The Board discussed the letter of representation to the external auditors, which had been reviewed in detail by the Group Audit and Risk Committee.

For the reporting year, specific representations related to potential and actual litigation had been included.

The Executive confirmed that all material matters had been disclosed to the auditors and that the representations were accurate and reasonable.

The Board approved the letter and authorised the Chair to sign the letter on behalf of the Board.

6. **Going concern**

The Board discussed the 2019/20 going concern statement for inclusion in the annual accounts, which had been reviewed in detail by the Group Audit and Risk Committee.

The Chair of the Finance, Planning and Resources Committee (FPR) confirmed that FPR had considered the University's cashflow in detail throughout 2020.

The Board noted that there would be a new auditing standard on going concern which would apply for next year's accounts

The Board was satisfied that it was appropriate to prepare the accounts on a going concern basis.

7. **Annual report and accounts**

The Board discussed the proposed LSBU group annual report and financial statements for year ended 31 July 2020, which had been reviewed in detail by the Group Audit and Risk committee and the Finance, Planning and Resources committee. The surplus for the University was £1.2m.

The Board noted amendments to the accounts made since the meeting of the Group Audit and Risk Committee on 5 November 2020 and subsequently reviewed by the Committee.

The Board received assurance from the Chief Financial Officer that no matters had arisen since the Group Audit and Risk Committee meeting of 5 November 2020 that would prevent a full internal control compliance statement being made in the annual accounts.

The Board noted that there had been no material post-balance sheet events.

The Board noted assurances from the Executive that the form and content of the report and accounts were accurate and could be approved by the Board.

The Board confirmed that KPMG UK LLP shall continue as auditor of the University for the financial year, 2020/21.

After careful consideration, the Board approved the LSBU group annual report and financial statements for the year ended 31 July 2020 and authorised the Chair and Vice Chancellor to sign on behalf of the Board.

The Board noted that at its meeting of 24 November 2020, the SBC Board had approved its accounts and that at its meeting of 10 November 2020 the SBUEL Board had approved its accounts. The accounts of SBC and SBUEL were consolidated into the University group accounts.

The Board requested a review of the accounts preparation process.

Date of next meeting
9.00 am, on Thursday, 17 December 2020

Confirmed as a true record

_____ (Chair)

Written resolution of the **Board of Governors**
of London South Bank University
passed on Friday, 29 January 2021 via MS Teams

1. **Declarations of interest**

No interests were declared.

2. **OfS Five year forecast**

The Board considered the annual five year forecast, which was required to be submitted to the OfS by 28 February 2021.

At its meeting of 19 November 2020, the Board had reviewed the draft forecast. The Board noted that only one amendment had been made since then, which was to increase the surplus for 2020/21 and subsequent years by £1m per annum, driven by a £1m pa increase in income.

The Board approved the five year forecast (consolidating SBC as required by the OfS) for submission to the OfS as part of the annual accountability return.

Circulated to:

Jerry Cope
Duncan Brown
John Cole
Michael Cutbill
Peter Fidler
Mark Lemmon
Nicki Martin
Hilary McCallion
Mee Ling Ng
Jeremy Parr
David Phoenix
Rashda Rana
Tony Roberts
Deepa Shah
Maxwell Smith
Vinay Tanna
Harriet Tollerson

Signed on behalf of the Board of Governors

_____ (Chair)

**BOARD OF GOVERNORS - THURSDAY, 19 NOVEMBER 2020
ACTION SHEET**

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
5.	Chair's business	New independent governors: interviews to be held and successful candidates appointed.	January 2021	Chair	Complete
6.	VC report	IHRA definition of antisemitism to be discussed by the Executive, as part of a wider statement on race. To be reported back to the Board.	25 March 2021	Vice Chancellor	Update in VC report
7.	CFO report	Five year forecasts to be approved by the Board ahead of submission to the OfS	31 January 2021	CFO	Complete

	CONFIDENTIAL
Paper title:	Appointment of Senior Independent Governor
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	Jerry Cope, Chair of the Board
Purpose:	For Information
Recommendation:	The Board is requested to approve the appointment of Peter Fidler as Senior Independent Governor.

Executive Summary

At its meeting of 12 March 2020, the Board approved the creation of a new Senior Independent Governor (SIG) role, following guidance from the Committee of University Chairs.

Following the retirement of Hilary McCallion as governor, the Chair recommends that Professor Peter Fidler is appointed as SIG with effect from 25 March 2021. The term of this appointment is subject to the reasonable discretion of the Board.

The SIG role description is included as Appendix A.

Recommendation

The Board is requested to:

- approve the appointment of Prof. Fidler as SIG;
- note the SIG role description.

Role description for Senior Independent Governor (SIG)

The Senior Independent Governor should be an independent Governor who is not the Chair, Vice Chair or Chair of any LSBU Group committee.

Appointment

The role shall be appointed by the Board, and the term of the appointment is subject to the reasonable discretion of the Board.

Main duties and responsibilities

1. Be available to the Executive, Board of Governors (full and co-opted members) and other University senior staff if they have concerns about the operation and/or conduct of the Board which contact through the normal channels of Chair, Vice Chancellor, Chair of the Group Audit and Risk Committee or other Executive members has failed to resolve, or for which such contact is inappropriate. Concerns about the performance of the Chair should be raised with the SID in the first instance.
2. Maintain regular contact with Governors to understand their issues and concerns.
3. To lead the performance evaluation of the Chair, within an agreed framework and taking into account the views of the Governors. Led by the SID, the Governors should meet without the Chair present at least annually to appraise the Chair's performance, and on other occasions as necessary.
4. Be available to engage with external stakeholders if the normal channels (as above) are not appropriate.

Conduct

5. To act in accordance with the accepted standards of behaviour in public life and observe the highest standards of corporate governance.
6. To act fairly and impartially at all times in the interests of LSBU as a whole, using independent judgement and maintaining confidentiality as appropriate.

Support and independent advice

7. The SIG is entitled to seek the advice and services of the Group Secretary & Clerk to the Board of Governors and their team in relation to the discharge of their duties.
8. Circumstances may arise when it will be appropriate to seek advice from independent advisers at the University's expense. The Group Secretary is able to facilitate such advice as required.

Approved by the Board of Governors, 12 March 2020.

Minor amendments 18 March 2021.

	CONFIDENTIAL
Paper title:	Independent and associate governor recruitment
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	Jerry Cope, Chair of the Board
Purpose:	For Information
Recommendation:	The Board is requested to note the programme of recruitment for new independent and associate governors, as approved by the Nomination Committee.

Executive summary

Recruitment options for further independent governors

Following the recruitment of new independent governors, the Nomination Committee has agreed that the Board can recruit up to two further independent governors as follows.

The Nomination Committee agreed that, annually in spring, an advertisement is placed on online listings, including:

- Women on Boards (free to place an advert)
- CUC Board Vacancies (free to place an advert)
- The LSBU jobs page (free to place an advert)
- NuRole (costs to be considered)
- Any other source of diverse candidates

A candidate list will be brought to the Nomination Committee for discussion once an appropriate number of applications is received.

The Governance Team will begin this process during May 2021, with the aim of appointing at least one new independent governor to start their term in autumn 2021.

Associate and apprentice governors

At its meeting of 24 September 2020, the Nomination Committee agreed to explore the matter of co-option and associate governors. The Committee noted that co-opted or associate members could be used as a way to address skills shortages, improve Board diversity, and to build capacity.

Two routes were agreed to create this resource of potential independent governors: internal recruitment of associate governors, and participation in the national Board Apprentice scheme.

Recommendation

The Board is requested to note:

- the programme of recruitment for new independent governors;
- the creation of a new 'associate governor' role and associated programme of recruitment;
- the Board's participation in the Board Apprentice Scheme.

	CONFIDENTIAL
Paper title:	Vice Chancellor's Report
Board/Committee	Board of Governors
Date of meeting:	25 March 2021
Author:	David Phoenix, Vice Chancellor and CEO
Executive sponsor:	David Phoenix, Vice Chancellor and CEO
Purpose:	For information
Recommendation:	The Board is requested to note the report.

Executive Summary

A comprehensive package of support for students affected by the pandemic is being delivered which includes; circa £1.2 million hardship and financial support funds, in addition to accommodation fee waivers for students not able to be in residence due to Covid. A session by our Mental Health and Wellbeing Team is also being delivered across all courses to acknowledge the scale of the challenges our students are facing and equip them with practical interventions to meet the challenge of the academic year.

In terms of Covid, the testing center is operating well with 2848 tests completed from 4 January to 6 March, out of which 14 were positive. We continue to keep the library and research facilities open and to undertake essential face to face teaching. We expect the onsite activity to increase from the 8th March as more skills based work is undertaken.

Whilst IT recovery continues to progress well, there remain delays in enabling the interface of the student database (QL) with other core systems which continues to put pressure on colleagues. The ambition is to have fully enabled this system to link to other core areas by the end of March.

Perhaps our biggest and most strategically important project taking place across LSBU at present, is our portfolio review which aims to reshape our 2022 portfolio in line with UCAS deadlines. Proposals will be coming forward publicly from late March.

Work continues to London Road (LR) with the contractor currently able to maintain a workforce on site, however the effect of both the COVID pandemic and Brexit are now starting to be felt and the contractor is experiencing issues and delays with the

delivery and supply of essential materials. This is having an effect on the programme and the expected July handover is now unlikely, with an October completion, a more realistic target. Work has begun on the Technical College and the Croydon Campus is currently on track for opening in September.

Vice Chancellor's Report: March 2021

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. Student Wellbeing and Financial support

Circa £1.2 million has been made available to LSBU students via hardship and financial support funds. These funds have been targeted at students most in need and communicated and distributed accessibly and in consultation with the Students' Union. The largest call has been for support with rent payments followed by child care costs and then technology needs.

LSBU has joined a number of institutions supporting students in university-owned halls of residence by waiving accommodation fees for students not able to be in residence due to Covid and government restrictions. This flexible and supportive arrangement, currently in place between 6th January and 16th April, has been well received by students and the Students Union.

1.1.2 Specialist services – sector leading

We are the first university to be independently accredited as meeting national Quality Standards for Services Supporting Male Victims / Survivors of Sexual Violence. The national Quality Standards are set and issued by LimeCulture and Male Survivors Partnership. LSBU's Sexual Violence Liaison Support team provides a specialist in-house support for students including:

- Advice about reporting sexual violence
- Liaison with internal and external organisations and specialist organisations, including counselling services
- Academic support for students to learn and achieve their potential.

LSBU advisers have received specialist and accredited training to be able to provide a high standard of support to students. The Sexual Violence Quality Standard demonstrates LSBU's commitment to learn and improve how we support all victims and survivors of sexual violence.

1.1.3 Wellbeing and emotional support for all

A session, *Navigating challenging times: being a student in 2021* has been designed by the Mental Health and Wellbeing team, offered across every course, to acknowledge the scale of the challenges our students are facing, to listen with empathy, and to equip students with practical interventions, services, and actions to meet the challenge of the academic year. Feedback from the sessions is being used to design and deliver further support interventions including over the summer.

LSBU Academy of Sport's bid to Sport England's *Tackling Inequalities Covid Fund* has been approved, with circa £4,000 to deliver individual activity packs, 48 online and in person activity sessions and, once guidance permits, 8 weeks of outdoor social sports activity.

A Graduate Additional Skills Programme is being designed for our final year students and will be delivered over the summer to provide additional support and help prepare students for the world of work in an external environment which has been made more challenging by the Covid pandemic. The programme will deliver additional employer relevant general skills to complement acquired academic learning and related work experience. We are also seeking to run a programme to support new starters and members of our academy and college with the transition to HE and to provide additional, optional practical opportunities for students over summer for those existing students that wish to gain additional experience relevant to their course

1.1.4 Access and Participation Plan

Office for Students sent notification of provisional approval of the 2021/22 year of LSBU's five-year Access and Participation Plan, 2020/21 – 2024/25. Approval of the plan is updated year by year.

1.2 OFS Review

The OfS has asked Universities to undertake a review in the first half of semester 2 to evidence that we continue to maintain the quality, the quantity and the accessibility of provision; and are compliant with consumer protection law. This review is currently being undertaken and will demonstrate how the processes and changes introduced in response to the pandemic have ensured that we maintain quality and academic standards, communicated effectively with all students and adhere to consumer law. A full report outlining our compliance in each area, along with any recommendations, will be completed by mid-March and provided to the Group Audit and Risk Committee and the Board in summer 2021.

1.3 Portfolio Review

This project is looking at both university subject offering and our approach to teaching in order to meet the objectives of our new corporate strategy and the new

regulatory environment. The project is focused on a reshaping of our 2022 portfolio with a challenge being the tight timeframe given by the UCAS system. There will be a series of challenging reflections for the university that will also require clarity and support for a substantial change. Proposals will be coming forward publicly from late March. Work on developing the portfolio at the technical college will align with this work and a session at the strategy day will focus on what it means to be a technical university from a portfolio perspective.

1.4 Aula: Virtual Learning Platform

Aula provides a high quality virtual learning environment to students. We have been running a pilot as part of the covid19 response, and also to help us understand how we might provide the best possible future blended learning environment. We have a full evaluation planned and this will form part of our Virtual learning review to assess the way forward. The review will be carried out over the next few months and will provide guidance for the coming academic year to enable us to continue to develop the blended approach to teaching that is outlined in our strategy.

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 Income Diversity

Following several recent research wins across Schools, the value of new research awards to date for 2020/21 is £2.5 million, comparable with £2.75m at the same point in the 19/20 year. Significant recent awards include funding from the Engineering and Physical Science Research Council (EPSRC), EU, NHS England and National Institute for Health Research (NIHR) who are funding a main trial on E-Cigarettes for the homeless, led by the School of Applied Sciences. This project has a total award value of £1.7m, with funding to LSBU of £700k, and follows on from a successful NIHR funded pilot trial, which ended in 2020. The COVID pandemic has had a compound effect on Research and Enterprise income for 20/21: although proposal writing and bid activity is ahead of the 19/20 year, a few research projects have delayed and/or required project extensions, although the cost of this has been somewhat mitigated by the UKRI Covid extension allocation funding of £290k. Despite companies struggling to sustain operations won enterprise contracts to date in 20/21 are running at 157% against 2019/20 (£2.1m v £1.3m).

In the case of the Institute of Health (biggest enterprise contributor), post qualification face to face CPPD delivery has ceased for obvious reasons and this has resulted in an income drop of £270k to £649k ytd. The income from The Health Systems Innovation Lab (HSIL) is now coming back with all courses and workshops being made available virtually, plus a second cohort for the apprenticeship MA with a potential income of £342k. In addition, recent information suggests face to face

CPPD is scheduled for a May restart. The enterprise development team are also assisting the Institute of Health in transferring the CPPD courses to the new PowerhouseHub platform to make these available online. In addition, the enterprise development team have facilitated £742k of contract research for the Institute of Health. Our tenant companies on campus have struggled throughout COVID and many have left and/or ceased trading. There are recent indications of market confidence returning however, and a case is under development to expand this provision post COVID. Group recovery in this area will be led by new Director of REI Alex Elkins who joins 12th April.

In terms of operations there is good progress towards supporting bids delivering greater value, horizon scanning and aligning key researchers with important calls for proposals. The regeneration portfolio continues to deliver outstanding impact and keeps LSBU at the forefront of all London Universities for this delivery. For example, a major enterprise win for 2021 has been R&D for SMEs now re branded Hi3 network which was £6.2m total value of which £2.33m is for LSBU. Following on from a £40K consultancy award, LSBU with Croydon Council joined four other institutions with their local authorities to form BIG South London (Business, Innovation and Growth), seeking to drive local growth through University driven innovation in local communities, and the Engineering School is considering the establishment of a Croydon Innovation center. Further Croydon success has been secured through winning a £300K ESF Creative Enterprise Zone award from the GLA. Student enterprise activities have all successfully moved online including sessions to develop enterprise skills and awareness relevant to specific courses with 22 online sessions embedded in curricula across 5 schools for 1600 students. There were increased applications for the regular internships and ambassadorships.

The Enterprise Advisory Board continues to develop having had four briefings to set the scene for key activities. The next phase will be review of important business directions, for example aligning the group focus on STEM, Health and Wellbeing, and Inclusive Growth with resources and investment. Three cross-discipline strategic projects established to meet the challenge of the Corporate Strategy have work plans for research infrastructure, employer engagement and global impact. There is significant system development in progress with the roll out of the Haplo Profile module which will drive promotion of academic and Research Centre/Group activities and reduce the resource required for promotion. This is accompanied by the development of online MSPowerBI reporting with release of the test Research Centre dashboard. Post REF submission we will be moving to implement new Haplo modules for REF and Impact. Finally, a structure for South Bank Enterprise has been established to sit alongside the University, SBC/SBA and the Institute of Health, as the fourth group structural element.

2.2 Global Delivery

LSBU has supported British University Egypt (BUE) during the last 10 months as it adopted a hybrid teaching and learning approach to ensure the successful delivery of the portfolio. With the death of Mr Khamis and the appointment of the Chairperson, Farida Khamis, the BUE Board of Trustees has approved the next phase of BUE strategic development through a transformation plan. As reported, Ms Khamis has asked that we pause the LSBU Branch Campus plan while a reorganisation of BUE takes place. The President has stepped down and there is a recruitment process underway to extend the current senior management team with a new President and a new Provost. The incoming President will have significant impact and as soon as it is possible to do so, early engagement with them will be required.

We are embarking on a new phase of the partnership with Applied Science University in Bahrain, with further courses in the areas of Law, Engineering and Business to be validated for a proposed September 2021 start. These will complement the existing offer of Built Environment courses which will see the first LSBU graduating cohort this summer. The annual Built Environment co-hosted conference and a range of enterprise activities have contributed to the establishment of the partnership and the widening of the curricula offer.

The new partnership in Tashkent with TEAM University is proceeding as planned. The contract has been signed and a course validation event has been set for the end of March. The first cohort of LSBU students should begin in September 21.

The table below shows a summary of current activity. The TNE income will be above 19/20 at close to £2m but significant growth will begin to feed in from the new ventures and expansion of existing partners for 20/21.

#	Partner	Student Numbers 2019/20	Forecast Student Numbers 20/21	Current Student Numbers 20/21	TNE Income FY (19/20)	Forecast TNE Income FY (20/21)
1	CEG	254	350	550	£190,500	£467,500 The CEG total fee will be less as students not on campus
2	IGS Paris (France)	24	30	43	£27,778	£25,000
3	FEI (Sweden)	40	18	34	£50,000	£175,000
4	BUE (Egypt)	4483	5000	5129	£1,628,180	£1,668,885
5	ASU (Bahrain)	98	150	120	£74,250	£153,795
6	Highlands College Jersey	44	50	90	£33,000	£37,500
10	Team University (Uzbekistan)	N/A	300	N/A*	N/A	£70,000
	Totals	4943	5898	5966	£2,003,708	£2,597,680

*TEAM are paying development only this year and first students 21/22

The European strategy is now investigating two options, one is with a large private university in Germany which would be a validation of online provision which would be extremely helpful in increasing the capacity and knowledge of overseas online delivery. The second is a proposal from an organisation with a range of universities in Poland which, if a model can be agreed, can provide LSBU with significant presence in Eastern Europe.

2.2.1 Chinese Institute for Traditional Chinese Medicine (CITCM)

Since 2007 and in partnership with Harbin Normal University and Heilongjiang University of Chinese Medicine, CITCM delivers Mandarin learning and teaching, Chinese medicine for education and CPD, vocational training in disciplines relevant to LSBU's capacities, academic and cultural exchange, research programmes, and enterprise development. Perhaps most noteworthy of CITCM's achievements is that by the end of 2019, it delivered Mandarin teaching at curriculum levels in 49 local primary and secondary schools, to a total of 13,139 pupils.

2.3 REF 2021

LSBU is on course to complete its REF submission by the noon, 31 March 2021 deadline. It will submit to eight Units of Assessment, with a total of 199 staff (186.8 FTE) submitted (i.e. staff with Significant Responsibility for Research – SRR). At present, we are finessing the final drafts of the 21 Impact case studies and the eight UoA-level, Research Environment statements plus the Institutional Research Environment statement. Final checks are being made of the doctoral completion and research income figures. Also, work is now underway to upload all of the staff information (FTE, Research Group membership etc.) and the 467 research outputs, plus the associated meta-data, to the REF submission system.

It is imperative that LSBU is well prepared to pass the audit that will be conducted by Research England of the SRR staff cohort (confirming that all academic staff with SRR have met the criterion of having $\geq 20\%$ of their work-load model in 2019/20 tagged as research-time). To this end, the Research Office has been scrutinizing the work-load model information provided by Schools and Divisions for all REF-eligible, Teaching and Research (T&R) staff and also, it is working with HR to add a field to i-Trent recording, for 2019-20, the allocated research time (%) for each REF-eligible, (T&R) staff member.

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 Recruitment

As reported at the end of February, the sector has received 2.7m UCAS applications to date (up 7.7% on last year to date), while our Competitor Group have seen application growth of 5.9% year-on-year. At LSBU, our application base has grown 4.6% from 18.7k to 19.6k to date. LSBU's growth in applications is largely in Health courses which will support recruitment at our Croydon Campus. Croydon has received over 600 applications predominantly in Health and whilst it is unlikely to meet its initial target of 300-students based on these applications alone, we will offer Croydon as an alternative to applicants on our over-subscribed Southwark courses to increase uptake at the new campus.

3.1.1 EU

There has been a sharp but anticipated decline in demand from EU students across the sector with applications falling -41% nationally, -48% amongst competitors and -49% at LSBU. This is in line with our budget assumption of -50%. The fall in demand is attributed to the increase in tuition fees, as EU nationals will no longer be eligible for student loans starting from the 2021-22 academic year. Ireland is the only EU domicile where UCAS applications have grown year-on-year, by 25% (from 3.9k to 4.9k), as Irish students will still be eligible for home fees under bilateral agreements with the UK, but has minimal impact at LSBU (we have received 90 applications from Ireland versus 60 last year to date).

3.2 Apprenticeships

As of 15th February we have 1,928 apprentices enrolled and continuing against a target of 2000. In January, we enrolled 18 apprentices in construction related apprenticeships and a further 13 in health. In addition, 43 rail engineering apprentices are to be enrolled in due course. The cyber incident impacted on the enrolment of the rail apprentices and the team is working with colleagues to resolve the issue and progress their applications. There are further intakes for apprenticeships in April and June. Work has begun to promote level 3 growth at SBC and 11 apprentices have been recruited onto building services and civil engineering level 3 apprenticeships.

The 20/21 achievement rate is currently 19.4% with a target of 75% set for July 2021. This is a very good start for this academic year and subject to ensuring timely Nursing Associate completion; we are forecast a significant improvement on the 55.4% 19/20 achievement rate. We submitted a tender valued at £1.2 million to Ernst and Young for the delivery of Digital apprenticeships and are awaiting the outcome. We were successful in joining the NHS's apprenticeship framework for the delivery of facilities and related professions. We were successful in tender submissions to Health Education England for the delivery of Clinical Associate in Psychology

apprenticeship and Psychological Wellbeing Practitioner apprenticeship. These two programmes are highly specialized and new roles within the NHS. The first cohorts are expected to be 20 apprentices each with a combined income of £460,000 over 18 months. The apprenticeship team was also successful in winning a tender for the delivery of Level 6 Rail and Rail Systems apprenticeship with TFL. The cohort will start in September with 20 apprentices. The expected income is £440,000 over 4 years.

4.0 Group Issues and Environment

4.1 South Bank Academies

At South Bank Academies we have worked within the wide range of DfE guidance this term. We have been providing remote education to the vast majority of our learners bar some vulnerable and key worker children who have been attending provision in person. At both schools increasing consideration has been paid not just to the quality of remote education but also engagement levels and wider wellbeing concerns with a range of personalised activities in place. The wellbeing of staff has been a key factor this term too, with senior teams working hard and sensitively to support their teaching and non-teaching staff, the central trust team adding resource and capacity as required.

Recent announcements on wider school reopening, testing and examinations have been digested and acted on. Plans are in place to phase a return to in-person learning, backed by lateral flow testing for both students and staff. The long-awaited consultation on examinations has been published and there is now greater clarity on arrangements to award grades this summer; however we are awaiting answers to some remaining key questions in order to ensure that the process is robust, fair and accurate, while giving our students the opportunity to progress within and beyond the group.

A range of engagements have taken place within the LSBU Group which will lead to further group value-add. These include work on group wide enterprise strategies, pedagogy and professional development, cyber security, the Turing scheme, access to technical capacity as well as developments with the SBA HNC model. Meanwhile the central team has been refining trust level strategy and audience benefits ladders to inform future growth and communications work.

We now have confirmation from the Minister that Westminster UTC will not be able to join our Multi-Academy Trust.

4.2 South Bank Colleges

The focus for SBC is on re-opening to all students. We are adopting a phased approach with 16-18 year olds returning from the 8th March, followed by adults on vocational courses. Adult ESOL and English and math and supported learning

students will return after the Easter break. Online delivery continues for these students not onsite. To support the safe return of students we are following Government guidelines and have established a testing centre where returning 16-18 year olds will attend college to receive 3 lateral flow tests in 5 days. Thereafter students will be issued with home kits to self-test twice a week. Adult students will also be provided with the self-test kits to use at home. Staff are also being issued with self-testing kits.

We have recently received guidance on how qualifications will be awarded this year and are working with Faculties to establish course by course plans to ensure students are supported to be successful with their qualifications this year. There are challenges to ensure that vocational courses where we can't use adapted assessment have classes in place to ensure students can fully complete their course. The FE sector has feedback to Ofqual on the inconsistent approach to GCSE English and maths with functional skills, the former will be assessed through teachers and the latter by formal exams. This is an inconsistent approach and will unfairly disadvantage FE students.

We have also welcomed two new staff, Deputy Principal Wayne Wright who joined the college on the 1st March and Romy Jones, Project Director Vauxhall Technical College. Romy is leading on the development of the VTC curriculum, developing links with employers and advising on resource requirements.

4.3 Croydon Campus

Building work is progressing well, on budget and on schedule. Monthly meetings with stakeholders remain positive and engagement with council and other providers in the area has been good. Our recruitment hub during the latest lockdown has been switched to flexible office space for use when staff are in the area. Undergraduate recruitment is progressing well – with 600 applications to date. Staff recruitment (Adult Nursing) is underway with pre-reg lead interviews completed and Renée Francis appointed. Other appointments made include the Director of Campus and Marketing manager posts. Next steps are to hire the rest of the Campus Management Team, including colleagues leading on student services, estates, and tech services.

Progression discussions have taken place with 5 local FE colleges and an MOU was signed with East Surrey College and John Ruskin Colleges leading to a positive letter from their Board. Two funding bids have been submitted (ESF, with Croydon College; and Digital Boot Camps with Croydon, East Surrey College and John Ruskin College). Discussions on new courses for Sept '22 focus have begun.

The School of Engineering is in discussions with Croydon Council on the location of the Innovation Centre and currently working up a business case. In addition to the innovation centre - the Croydon Campus has been identified as one of the sites for our potential Digital Hubs. The Business School are currently working with REI to submit a business case to exec to fund the Digital Hubs proposal. These hubs will

target digital transformation, specifically looking at benefits to the local community, acting as a Digital Community Hub will act as catalyst for the regeneration of local communities and the empowerment of the university ecosystem and objectives of the LSBU Group. Areas of focus for these potential hubs include:

- CPD, Upskilling and Exec Education
- Enterprise and Business Support
- Student Employability and Business Engagement
- Knowledge Transfer and R&D

4.4 LSBU Institute of Health & Social Care

I am pleased to confirm that Rachel Picton and Anthony McGrath have been formally confirmed as the Dean of Allied & Community Health and Dean of Nursing and Midwifery respectively. Professor Jane Wills steps down from her role as Director of Research & Enterprise (DORE) at the end of March to take phased retirement and to focus on leading our NIHR-funded Public Health Investigation Research Programme (PHIRST). We are interviewing for the new Institute's DORE later this month.

A joint Professor in Healthcare Practice has been approved and this post is being advertised this week. Jointly funded with Central London Community Health (CLCH) NHS Foundation Trust, the new professor will lead both CLCH and LSBU in developing research capability, capacity and outputs in primary and community care, and support translation of research into practice in primary care.

As part of a longer term strategy to develop a medical school and undergraduate medical programme at LSBU, we have developed a suite of post-graduate/ post-registration programmes aimed at doctors as well as other health professionals. These will further develop our reputation for inter-professional learning covering medicine, allied health, nursing, midwifery and social work professions. The most recent additions to our portfolio include a PG Leadership in Primary Care course developed with the Royal College of General Practitioners; a pediatric intensive care course developed in partnership with Evelina Children's Hospital and accredited by the Faculty of Intensive Care Medicine; and an inter-professional course in emergency medicine, accredited by the Royal College of Emergency Medicine.

Our partnership with the Eastman Dental Hospital and the development of the collaborative programmes (BSc) in Dental Hygiene and Dental Therapy have been approved and students are being enrolled this month. This is part of a wider scheme to provide progression opportunities to students of the Lambeth College dental nursing courses into allied dental careers. We have achieved General Dental Council approval for our degrees and plan to offer full dental surgery qualifications- in ongoing partnership with the Eastman, providing progression from our allied dental degrees onto full postgraduate entry dental programmes.

5.0 Strategic Enablers

5.1 International Holocaust Remembrance Alliance (IHRA)

On the 9th of October, the Secretary of State wrote to universities registered with the office for students, indicating an expectation that universities would sign up to the working definition of the International Holocaust Remembrance Alliance (IHRA). I reported at the time that after review by Executive, it was felt this was covered by our current equality policies. The SoS then wrote to OfS asking that financial penalties be looked at for those that had not signed up. To date, 91 Universities have signed up out of c135, including most of the Russell Group, with more preparing to adopt it.

The decision on adoption of the definition rests with individual providers, so ultimately, it is a board decision for us. The government has said that they will continue to urge Universities to adopt the definition and ensure that HE is a genuinely fulfilling and welcoming experience for everyone.

Executive and those involved in our staff networks have again reviewed the position and have come to the conclusion we should develop an equality statement which could have regard to the IHRA. We have not adopted any other statements i.e. on Islamophobia, and concerns have been raised in the sector that the IHRA was not designed for this purpose and if adopted, could infringe freedom of speech due to the nature of the examples included within it which might include the targeting/criticism of the state of Israel.

In January of this year, the SoS again wrote to the OfS indicating that they should consider whether institutions that had not adopted the IHRA should be subject to additional monitoring with regards to anti-Semitic incidents. Given the move appears to be towards monitoring and the view that a stronger equality statement would be the most appropriate way forward it is intended to develop a group equality statement which will go to FPR and the Group Boards for agreement.

5.2 ICT Incident and Returning to Campus

Both Perry and Havering Libraries are open and offering book borrowing and returns, PC access and wifi. Printing and laptop loan services are currently unavailable but laptops have been made available for long term loan for those students that have needed them. Access to the electronic collections has been available in the usual way.

Perry Library has around 175 socially distanced spaces available on our main study floors - smaller 'group' study rooms are out of use at present on advice of Health/Safety. Screens have been added to larger study tables to reduce social contact in addition to cleaning stations and regular cleaning throughout opening hours.

Library staff (including additional alumni temporary employees) are monitoring our spaces during the day to advise on social distancing and the need for use of face coverings, as well as ensuring our capacity limits are not exceeded. In the evenings security staff are monitoring the spaces.

Opening hours are currently 10am to Midnight on weekdays, 10am to 4.30pm at weekends. We are currently running all student support online but planning to reintroduce a physical help point during Easter vacation to be in time for the Summer term when usage may be higher. Usage since return of working turnstiles in mid Feb:

Week of 11 Feb - 1293

Week of 18 Feb - 1443

Week of 1 Mar – 1093

Various IT services have been restored over the last week, including Wifi and access to department file servers. On-campus devices are continuing to be scrubbed to prepare for a gradual return to campus. QL continues to be a challenge due to the legacy nature of the software and the inter-connected systems. The core database has been restored and is functioning. Work is continuing to restore and reconnect the data feeds of the 40+ associated systems. We are working to an end of March timeframe to have all IT services restored.

5.3 Campus Development Southwark

Work continues to London Road (LR) with the contractor currently able to maintain a workforce on site. The effect of both the COVID pandemic and Brexit are now starting to be felt and the contractor is experiencing issues and delays with the delivery and supply of essential materials. This is having an affect on the programme and the expected July handover is now unlikely, with an October completion a more realistic target. Conversations with the contractor have begun as to a phased handover with a least part of the building being ready for occupation for the start of semester 1. Contingency plans are in hand.

Perry Library will remain open as normal and the two portakabins will be retained to serve as both a Testing Facility and a large flat floor teaching space respectively.

Cost pressure is proving very challenging due to issues arising since the work began not evident at the time of design and the delays caused by the pandemic. Following a number of high cost claims made by Willmott Dixon Interiors (WDI), the London Road contractor, which are over and above the original contract sum, it was felt that LSBU had no option but to take the matter to an adjudicator for one of the issues in particular. WDI are seeking to charge LSBU £1.4m for the removal and re-instatement of screed throughout the building plus associated costs. This could also have a severe effect on the programme costs. A decision is expected on 12th March 2021. Following receipt of the decision, discussions will begin with WDI Directors to see if a mutually acceptable final contract sum can be negotiated to include the cost of all the additional work required.

Planning for the separate project to re-build/refurbish the Chapel is now currently on hold while the Group consider future availability of capital funding.

The joint development of the Perry Library and the London Borough of Southwark (LBS) owned Keyworth Hostel has not progressed due to planning challenges and the requirement to provide 40% affordable housing as part of the provision of new student accommodation. Clarity is being sought with LBS and a meeting will take place shortly to discuss.

The Health Skills Centre at Tabard Street have been completed and the building is now in use. Unfortunately, work to the fibre link connection to the premises has still not been completed. Virgin Media are being chased on an almost daily basis by the EAE Team.

5.4 Lambeth College Campus Development

Both the Deed of Consent and the Section 106 agreements have now been signed by the Secretary of State and Lambeth Council. This enabled the contract with Graham Construction Ltd to be issued and signed and work has now begun on site. It is expected that the completion date will be June 2022 as planned. A successful application to the GLA for additional funding from their COVID fund was submitted resulting in an award of a further £1.4m for the project which has been added to the existing grant.

Jones Lang LaSalle (JLL) have submitted their report identifying ways in which SBC can realise the maximum development value for both Clapham and Vauxhall campuses. Their recommendation is to sell the land at Clapham for residential development and to sell the Block C site at Vauxhall to a private student accommodation provider. Based on the expected cost of constructing Blocks B and D at Vauxhall, and as previously reported, it is unlikely that the income estimated by JLL from the land sale would be sufficient to cover the cost of re-furbishing S Block at Clapham and construction of the two new buildings at Vauxhall. The gap is estimated to be £5-8M. Whilst the report was being prepared, an un-solicited offer from a developer to purchase the available land on both campuses was received. In addition to a cash sum, the offer included the provision of a new 6000sqm Gateway Centre on the Clapham site at no cost which would be gifted to the College with the freehold retained. The offer has the potential to cover the cost of the development of Blocks B and D at Vauxhall and reduce development time. This was considered by the SBC Board at their February meeting and approval given to continue the conversation with the developer but to continue with analysis of the options contained in the JLL report. A fully costed options report will be presented to the May meeting of the SBC Board for consideration and approval as to the way forward.

The LSBU Estates and Academic Environment Team won the Facilities Team of the Year Award at the 2021 CIBSE Building Performance Awards for its efforts in reducing the carbon footprint of the University and exceeding its reduction targets. As well as UK based organisations, the Team were up against stiff international competition including Dublin City Council and the University of Auckland. Areal achievement for the Team.

5.5 Public Affairs

We continue to work closely with the borough councils in Southwark, Lambeth, Lewisham and Croydon including meeting with the Leaders and CEOs. I met the new CEO of Croydon Council for the first time; and we continue to support the new Croydon Campus by developing relationships with the local Further Education Colleges and other stakeholders. We have also reached out to MPs in the Croydon area ahead of the opening of the campus in the autumn.

We have kept in contact with our local MPs to ensure they are aware in particular of our response to the Covid-related challenges.

I had a useful meeting with Ian Coates (Director of Higher Education Strategy and Policy, at the Department for Education) ahead of the White Paper on Further Education (“Skills for jobs: lifelong learning for opportunity and growth”) and we have plans to talk again now that this has been published. Following the White Paper, I met with Kate Green MP (Shadow Education Secretary) and with the Association of Colleges. We continue to participate in the HE Technical Education Stakeholder Group, monitoring and inputting into the development of T-Levels and Higher Technical Qualifications (HTQs), the new kite-marking of Level 4 and 5 standalone qualifications. We are liaising with the Skills Minister’s office about a DfE representative attending the ground-breaking of Vauxhall Technical College.

We had published a number of opinion pieces ahead of the White Paper including with Wonkhe (“The College of the Future Points the way forward for HE-FE collaboration”, November 2020); with Universities UK (“Pathways and flexibility are key to supporting lifelong learning”, December 2020); and with HEPI (“Will Higher Technical Qualifications foster greater collaborations between Universities and Colleges?”, January 2021).

In response to the White Paper, Right2Learn published my piece on lifelong learning (“We need to Expand both FE and HE”, Jan 2020); HEPI published a further piece (“Gradual Reshaping of the Education Sector”, 25 February 2021); and Wonkhe published a piece (“Providing maintenance loans to sub-degree students would cost peanuts – but make a real difference” 18 February 2021) on the omission from the White Paper of proposals for maintenance loans for students on standalone L4 and L5 programmes. We have also participated in the London HE response to the removal of London Weighting from teaching funding.

HEPI is publishing (4 March) my paper on a new Social Mobility Index for English Higher Education (entitled “Designing an English Higher Education Social Mobility Index”), which was developed at LSBU as part of our KPIs for the 2020-25 corporate plan. Also in March, we will be launching, with Aston University, a paper on the role of technical universities in the UK. Both releases will be supported by online events and further blog and press pieces.

5.6 Withdrawal from the EU

In January, the National Centre for Universities and Business published a blog on what Brexit Deal might mean for university-business collaboration?

<https://www.ncub.co.uk/blog/what-might-the-brexit-deal-mean-for-university-business-collaboration> Below is a precis:

Whilst the EU and UK achieved their shared ambition to remove tariffs and quotas on goods, the deal for services is limited. The deal only determines the framework of a future relationship and many elements of the agreement will require further negotiation. The general provisions suggest extensive market access for services, but there is a large number of exception with wider implications for the UK economy and collaborations. Over half of UK R&D spend comes from business. In 2018, 53% of business-based R&D was funded and performed by foreign-owned businesses and since 2011, foreign-owned businesses based in the UK have invested more in R&D than British-owned businesses.

Many researchers were relieved to hear that the UK will continue involvement in the EU's flagship Horizon research programme, which plays an important part in supporting global research collaboration. The agreement commits the UK to further negotiations to formally "associate" with the programme. These outstanding negotiations are likely to take some time. Over half of the UK's academic research publications are the product of international research collaborations and evidence suggests that collaborative research has a greater impact. Researchers and innovators come here from around the world to share and build their knowledge and expertise. Association to the Horizon programme will help to maintain our close research relationships around the world.

The UK will also continue to have a role in four other EU programmes: the Euratom nuclear research programme, the ITER project to build the world's first functioning nuclear fusion system, the earth monitoring project Copernicus, and EU satellite surveillance and tracking services. The UK will also keep its place in the European Research Infrastructure Consortium programme, which offers infrastructure funding for big research facilities across Europe.

There will no longer be automatic recognition of professional qualifications. UK nationals planning to service clients in the EU, and EU citizens holding UK qualifications, will typically need to have these qualifications recognised on a state by state basis in the EU. This will have implications for, amongst other, graduates and students who may have reduced opportunities to practice overseas. In the absence of central agreements we may as an institution need to set up agreements with each EU state where students are returning.

The UK's withdrawal from the EU will mean that EU/EEA students starting in the 2021-22 academic year will no longer be able to access the UK's student loan system and will, in general, no longer be charged at home fee rates. EU/EEA students will also have to apply for a new Student Visa to study in the UK.

The UK will not associate to the EU's student exchange programme, Erasmus plus, but will set up an alternative Turing Scheme. We are investigating this scheme as it has potential to support the university, college and academies

5.7 New JNCHES 2020-21

Given the uncertainty which continues to face the sector and has been heightened under the current lockdown, UCEA is not in a position to offer an uplift in pay for 2020-21, this proposal has been rejected by both UCU and UNISON.

Despite the unions' responses so far, UCEA have remained clear that regrettably employers cannot increase the values of the pay spine points during 2020-21 and UCEA has no mandate to improve the pay offer. Employers should therefore continue with their budgets for a freeze on pay spine values for the current academic year.

UCEA wrote to UCU on 21/01/21 acknowledging the efforts of staff across the HE sector, who have helped to meet the huge challenges created by the pandemic, and reiterating the need for the pay freeze.

UCEA asked the trade unions to note the freeze on the uplift to the pay spine, UCEA would note the unions extreme disappointment and then suggest joint work in relation to issues below highlighted by UCU.

- Living wage and pay spine compression
- Casualisation
- Workload
- Pay gaps
- Career development
- National framework for a 35-hour working week

Members are being consulted on the offer, the close date is 23/02/21 and the outcome will be disclosed on 26/02/21. The 0% pay award for 2020/21 is now confirmed and we have communicated this to staff

5.8 Strengthening academic freedom and free speech in higher education in England

In February the SoS Gavin Williamson wrote to all VC's regarding strengthening academic freedom and free speech in higher education in England. The paper sets out the limitations of the existing legal framework in regard to freedom of speech and academic freedom within higher education, identifying where protections might be strengthened and proposing enhanced enforcement mechanisms. Key points were:

- proposing to legislate to require the Office for Students to introduce a new registration condition regarding free speech and academic freedom.

- strengthen and clarify the existing legal duties on free speech and academic freedom, extending to students' unions, which will have to take steps to ensure that lawful free speech is secured for their members and others, including visiting speakers.
- legislation to enable individuals to seek compensation through the courts if they suffer loss as a result of breach of the free speech duties — for example, if they are expelled, dismissed or demoted.
- HEI's will be required to ensure a culture that values free speech is embedded and actively challenging those who would curtail it.

	CONFIDENTIAL
Paper title:	Report from the Chief Financial Officer
Board/Committee	Board of Governors
Date of meeting:	25 March 2021
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: Loan arrangements - Transition from LIBOR to SONIA

Report from the Chief Financial Officer: March 2021

1. LSBU Financial performance

Income

As previously reported, the University had a strong recruitment round in Semester 1 and so we had increased our Tuition fee income forecast by £10.2m to £163m+. Due to lower than anticipated occupancy levels in the Halls of Residences we had reduced our income forecast by £2.7m but this still left us with an income forecast of £160.9m which was £7.7m better than budget. That was the position in the November management accounts.

Since then however, in terms of further downside, the NHS have confirmed that levels of CPD income will be reduced this year as there is not the capacity to release nursing staff. This will have a negative £1.8m impact. We have also taken the decision not to charge students rent in our Halls of Residence if they are unable to return to campus which will have a further £1m impact. We are unlikely now to rent our Halls of residences to international students coming to summer Language Schools which could have a £1m impact and we are unlikely to run physical graduation ceremonies which could have a £0.3m impact on our income.

However, in terms of positives, student engagement remains high and whereas at the beginning of the year we had put aside £7m for potential dropouts, we have now reduced that by £3m to a £4m provision which is in line with previous years. We had also been risk averse with regard to Research and Enterprise income and had taken a £2.4m negative income charge as a contingency. This income charge has also now been released as the levels of Research and Enterprise income are in line with the Scenario 2b budget position.

The net impact of all of these changes post November is a potential increase to income of £1.3m. This would take our current income forecast to c£162m which is £8.8m ahead of budget.

It is also important to note that, in addition, there remains potential further upside in the income forecast particularly given the strong Semester 2 recruitment position. We will be reviewing this income forecast over the next months but at present any Semester 2 upside has not been factored into the forecast because we still require £2.6m of income from continuing students and because we haven't been able to update QL (our current student records system), we have no visibility of how re-enrolment went. As a result we are holding back any change on our income forecast until we understand the entire position.

Expenditure

Non-staff expenditure

In terms of expenditure, there are again some positive trends as well as downsides. In terms of positives, the strong financial result in 2019/20 meant that we were able to write off almost £6m of assets. This, coupled with a change in our capital profile, means that we have been able to reduce the forecast depreciation charge for this year by £1.5m. The Interest charge in the budget assumed a prudent position in terms of both the interest rate for our Revolving Credit Facility (RCF) and drawdown profile. As a result of the favourable margin achieved and the delay in drawing down these funds, we are now in a position to reduce the interest forecast by £1.5m. The delay in operating expenditure as a result of changed working patterns post Covid that was communicated in the November accounts also means that we should be able to reduce our Opex forecast by £0.5m after accounting for the £0.5m to cover the direct cost of the cyber attack. This would generate a reduction in non-staff expenses of £3.5m taking our current expenditure forecast to £58.6m.

Staffing costs

In terms of staffing costs, we began the year with a £3.8m staff cost challenge to budget but agreed that we should delay action until there was more certainty on recruitment. Strong recruitment has meant that the opening position has not been adjusted.

There are also some further downside trends in year in terms of staff costs as follows:

- After the budget had been set, the University received notice that its Pension costs would increase by £4m this year
- There have been further investments in Academic Staff due the additional support required by students studying remotely and to support the large number of students enrolled this year. Academic staff costs are tracking at a further £2.3m above budget
- Professional staff costs are also tracking £1.3m ahead of budget. This is due to a combination of additional project costs as well as the fact that we are unlikely to deliver the vacancy factor that we build into each year's budget caused by the low turnover of staff this year.

The net impact is that staff costs will increase by £11.4m against the November forecast to a total of £98.3m.

Surplus

The net impact of the above changes is that the University is still forecasting a surplus of £2m in line with budget and has a contingency remaining of just below £3.5m. This still gives the University almost £5.5m of headroom before any upside in Semester 2 recruitment is built into the forecast and so we remain in a strong position financially.

There are still risks particularly with regard to Halls of Residence income which will be impacted if the lockdown is extended and a wider risk to our Tuition Fee income forecast, if students require compensation due to either Covid19 or the cyber-attack and so the University remains focused on cost control and ensuring value for money from our investments.

2. Lambeth College

2020/21 Outlook

The financial outlook for the College for the remainder of the academic year is challenging. This is driven by underlying structural financial challenges that have been identified. In addition, the operational difficulties that the Covid-19 pandemic presents persist and decision making for 2020/21 needs to prioritise the continued high quality delivery of teaching for students to secure outcomes in line with key achievement indicators; critical in securing improved Ofsted outcomes.

In light of the current operational context, and in consideration of the key budget pressures which have been identified, a series of budget management strategies are being progressed informed by risk related indicators for likely achievement.

These short term strategies focus on the reduction of in year operating costs and primarily non-curriculum facing staffing costs. Opportunities for income growth for 20/21 are also actively being pursued.

Assuming the successful delivery of these short term strategies, the impact of these revisions indicates a forecast full year out turn deficit of -£2,248k; which represents a £526k increase in expenditure (excluding non- cash pension costs) to that originally budgeted of -£1,722k.

There are two key components to this increased expenditure as follows:

- A contribution from the College of £300k to complement the £980k of capital grant funding received by the college as part of the Further Education Capital Allocation Funding (FECA). This represents an overall investment of £1.3m in critical IT infrastructure works. The College will further benefit by

the project delivery from the LSBU Group IT team, ensuring consistency with overall group strategy. The additional £300k will be financed from the Transaction unit grant, which is supporting the overall College transition

- The remaining £226k of expenditure is the currently forecast net effect of additional staff cost expected in addition to the original budget plan. There are a number of staff costs factors that contribute to this, but overall this represents the estimated net effect of unsecured staff costs savings that had been budgeted for but which have not been mitigated in other areas of budget activity.

The deficit for the year will continue to be covered by release of Transaction Unit grant and will not impact in year on the reported result for the group.

3. 2021/22 budget

LSBU

As last year, we have started modelling a number of budget scenarios for 2021/22 that range in terms of optimism and risk. Scenario 1 should be considered the most optimistic in terms of recruitment aspirations and the highest risk in terms of total income. Scenarios 2 and 3 have reduced levels of recruitment optimism and decreased levels of income risk.

At this stage, we have not tried to allocate budgets to individual schools, Institutes or professional functions and we have not ranked priorities for investment and dis-investment. This is not a 'bottom up' budget but rather a 'top down' view of next year with 3 scenarios built on a range of known outcomes and forecast assumptions.

The baseline for the budget is the current financial position of the University with an income forecast of £162m. The 3 scenarios developed have income ranges of £165m to £158m and differing levels of staff cost challenge ranging from £0.5m to £5m in arriving at a budget surplus of £2m in all cases. That level of challenge is considered manageable as we have rolled forward current levels of staff cost with little or no vacancy factor (pre covid the norm was somewhere close to 4%).

The £2m surplus in all scenarios is the minimum level considered necessary to:

- help deliver against corporate strategy requirements
- provide sufficient headroom / flexibility in what continues to be an uncertain environment, and
- at least meet the 21/22 forecast provided to the OfS (£1.6m).

Meetings with the Executive are scheduled over the next couple of weeks to confirm which scenario should be the baseline for next year's budget and to agree the process for allocating resources to the Schools, Institutes and Professional Functions within this scenario and to determine how best to allocate resources to competing investment priorities.

Lambeth College

The business planning process for 2021/22 delivery is well underway. Presentations of individual faculty business plans have completed, and follow on meetings to scrutinise the detailed plans are set to complete by w/e 19th March 2021. Professional Services business planning will commence formally by the end of March and once complete will further inform initial draft College wide budgets for the College Leadership Group to review and challenge in early April 2021. This process will also inform medium term 3-year financial planning

4. Agresso recovery

Agresso is the Group's finance system and until recently had been unavailable as a result of the IT outage. The Agresso environment has now been checked for data quality with key users and has been found to be sound. The system has been made available for use for all users. The Finance team have been prioritised in the rollout.

The only exception is Lambeth College for which access remains an issue because current network settings prohibit any Lambeth user to access the Agresso application from a Lambeth built machine. The issues have been raised with ICT who are in the process of resolving.

Users are organising data and entering it into the system as agreed with senior management in the Finance Team. Users will be provided with support where required.

The priority for the Payments Team is to load and reconcile all the supplier invoices that have been paid manually since we lost use of Agresso in mid-December, in preparation for the Procure to Pay process to be fully functional.

5. RCF update

AIB

We now have credit committee approval from AIB for the new 5 year £15m facility. Feedback is that the credit committee were extremely pleased with our response to the recent questions raised.

We have received fully underwritten terms as follows:

- a margin of 2%
- non-utilisation fee of 0.7% annually (payable quarterly) of any undrawn amount, and
- an arrangement fee of 0.5%.

The 2% margin is not based on LIBOR but SONIA*

*SONIA= Sterling overnight Index Average (see Appendix 2)

No conditions are attached to the approval apart from AIB adjusting their current financial covenants to match up with Barclays which is acceptable. Consistency of covenants across the entire loan portfolio is actually quite helpful.

We are now in due process to complete the arrangement and have instructed Veale Wasbrough Vizards (VWV) to begin the legal progress with AIBs legal representatives.

We are also providing the information required by AIB's representative Knight Frank, to perform an up to date independent valuation of the Dante Road premises (utilisation is subject to a maximum 65% loan to value).

Barclays

We are also in discussion with Barclays regarding the transition from LIBOR to SONIA on the existing loan portfolio including the recent RCF.

A large proportion of the existing loan portfolio is at fixed rate and hence the change will have no impact.

The non fixed element will move from LIBOR to SONIA.

SONIA will be lower than LIBOR. This is because the LIBOR rate (being a forward looking rate) included a spread for credit/liquidity risk, but SONIA does not. Previously we paid LIBOR + the agreed margin. In future, to ensure economic equivalence so

that neither party is disadvantaged by the change, we will pay SONIA + the agreed margin + an agreed credit adjustment spread. The credit adjustment spread will be fixed at time of transfer but to ensure that timing does not disadvantage the borrower it will be based on a 5 year historic median. The risk is therefore low

All the indications are that our borrowing costs will not be adversely affected and that changing from LIBOR to SONIA will be cost neutral for LSBU.

6. OfS reporting

The final version of the OfS Annual Financial return has been submitted and accepted by the OfS and is now signed off. Submission was in advance of the agreed deadline but final sign off was 4 working days after the mandated sign-off deadline (8th March, noon) after 36 verification queries raised by the OfS and 9 re-submissions of the template by LSBU.

The University must now submit and sign off the Annual TRAC return 2019-20 by: Noon on Wednesday 31 March 2021.

The TRAC model has been ported from Excel to TM1, our cloud based planning software whilst the cost drivers remain the same. Staff cost and FTE data have been reconciled to the payroll system. This year is a non survey year and Academic Time has initially been allocated on the same basis as last year whilst Student Numbers have been updated to reflect the 2019/20 outcome as reported to the OFS.

Initial TRAC Outputs have been reviewed by Deans and Finance Business Partners to ensure that any changes to last year's Academic activity, particularly in the balance between Teaching, Research and Other activities, have been accurately captured. Deans and Finance Business Partners have also reviewed the allocation of departmental non-pay costs, ensuring an accurate allocation of these costs between Teaching, Research and Other activities.

The TRAC results are currently being reviewed at a detailed level by the Finance team. This includes a comparison with previous returns, analysis of major variances and of the indirect and estate costs that are allocated to research.

Finally the results will be shared with the Chair of Group Audit & Risk Committee in the week beginning 22 March. Once approved, the intention is then to submit the TRAC workbook in advance of March 31, our final submission deadline.

7. Update on pensions implementation

Following an extensive process of consultation with staff across the LSBU Group, we are now ready to go live with the new LSBU Group Personal Pension scheme. From 1st April, new professional services staff employed by LSBU and Lambeth College will no longer be enrolled in the Local Government Pension Scheme, but instead will begin to be enrolled in the new Aviva defined contribution scheme. Staff employed by SBUEL and SW4 already have access to a defined contribution scheme and from 1st April will be moved to the new Aviva scheme which offers an improvement to their existing pension terms.

The new employer and employee contributions in the new Aviva scheme, as approved by the respective boards in November 2020, will be as follows:

Contribution Tier:	Lower rate %	Default %	Matched 1 %	Matched 2 %
Employers	8	8	9	10
Employee	2	5	6	7
Total contributions	10	13	15	17

Staff in the new DC pension scheme will be covered by a separate group life and group income protection policies similar to those available to existing staff in the LPFA.

Existing professional services staff employed before the 1st April can remain in or join the LPFA and teaching staff will continue to be enrolled in the Teachers Pension Scheme (TPS). All staff across LSBU and SBC can join the new DC pension scheme as an alternative to these schemes if they wish.

Appendix 1

Loan arrangements - Transition from LIBOR to SONIA

LIBOR as a reference rate for borrowing is to be replaced by SONIA (Sterling Overnight Index Average) and this transition is scheduled to be completed by the end of 2021. As such, existing loans will switch from a LIBOR to SONIA (basis) reference rate.

Why the decision to move from LIBOR to SONIA as the primary lending reference rate?

LIBOR (London Interbank Offered Rate) has been in existence since the 1980's as the generally accepted standard benchmark for interest rates used by financial institutions. Basically, it sets an average rate at which banks borrow wholesale funds and is calculated by using banks' submissions of their inter-bank borrowing rates. Calculated on a daily basis, in five currencies, LIBOR is widely used as the reference rate for loan documentation and other financial agreements. Until February 2014, banks would submit their interbank borrowing rates to the BBA (British Bankers Association) who would then collate the same and publish the LIBOR benchmark rate as @ 1100hrs each day. The BBA no longer has the responsibility for publishing the LIBOR rate and this is now compiled by ICE (InterContinental Exchange Group).

The Bank of England's response

During the financial crisis of 2008 concerns were raised as to the artificial manipulation of LIBOR rates and this became a major concern for financial regulators, resulting in the Bank of England and the Financial Conduct Authority (FCA) deciding that LIBOR is "not considered sufficiently robust or sustainable given its widespread use".

In 2015, the Bank of England set up a working group to look at providing an alternative to LIBOR known as the RFRWG (Risk-Free Reference Rates Working Group). The remit was to consider alternatives to LIBOR, and the transition to a new 'preferred' benchmark for the UK's wholesale financial markets. In 2017, SONIA was selected as the preferred methodology alternative to LIBOR. The Bank of England maintains responsibility for the administration of SONIA; it gathers the data, checks the data is correct, calculates SONIA and finally publishes the rate. The calculation of SONIA is based on the actual rates banks pay to borrow money overnight from each other. These rates are then averaged so to reflect a more transparent benchmark under the control of the Bank of England.

Why SONIA as the preferred Sterling Risk Free Rate (RFR)?

In essence this comes down to the (almost) risk free nature of SONIA and the transparency it provides.

Unlike LIBOR, SONIA is calculated using actual underlying market rates.

Current situation re Transition

In July 2020, the RFRWG issued a statement confirming that all existing LIBOR based borrowings should be 'switched' to SONIA by the end of 2021. New loans (those currently being put in place) are to be written up using SONIA as the reference rate.

The banks are now actively engaging with borrowers, albeit at varying levels, to inform their customers of the introduction of SONIA and the effect/impact the change will have on their existing borrowing portfolio's.

CONFIDENTIAL

	CONFIDENTIAL
Paper title:	Group Annual Health, Safety and Wellbeing Report 2019-2020
Board/Committee	Board of Governors
Date of meeting:	25 March 2021
Authors:	Ed Spacey – Director of Group Assurance Ben Baker – Group Health and Safety Manager Sven Harris – Compliance and Safety Advisor Jack Newing – Resilience and Safety Advisor Ruth Arrola – Lambeth College Health and Safety Advisor Annie Yau – Staff Wellbeing Advisor
Sponsor:	James Stevenson – Group Secretary
Purpose:	For information
Recommendation:	The Board is requested to note the progress made on health, safety and wellbeing.

Executive Summary

- First “Group” Report. This will also be submitted to SBA and SBC Boards.
- Significant work on Covid Secure safety issues, successful BDO Covid Audit, and interest in LSBU approach from Cabinet Office Officials.
- LSBU RIDDOR incidents reduced from 3 to 2 this period. Both were fractures due to trips.
- Staff accident rate and Student accident rate less than University Safety and Health Association average.
- Range of wellbeing support initiatives progressed throughout the period.
- Ongoing improvements to fire safety including audit inspection of fire doors.
- Future challenge is to improve consistency of practices and reporting systems across the Group, and ongoing work is underway.

Content refers to LSBU, and specific sections indicated for SBA and SBC.

Group Annual Health, Safety and Wellbeing Report 2019/20

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1.0 Executive Summary

The Health Safety and Resilience Team (HSR) are pleased to present the Group Health, Safety and Wellbeing Report for 2019/2020. The reporting period for this report is August 2019 to December 2020. This reporting period was extended so as to include wider information about Covid 19 developments.

The impact of the pandemic has presented some significant challenges this year. The HSR team have supported the delivery of a Covid-19 secure environment across the London South Bank University (LSBU) Group. HSR has also provided extensive health and wellbeing support and guidance to both staff and their managers, helping to safeguard staff and students' physical and mental health. This work and LSBU Group extended sites closures during lockdown have meant that many routine activities have had to be delivered in a new online format or postponed until access to the site is possible.

The following report outlines the key Health and Safety activities and statistics during the full reporting period, ranging from our continued approach to improving fire safety through a comprehensive package of wellbeing and business continuity planning to coordinate our overall response to the pandemic.

Although last year's report included a section on resilience, we will now present this in its own separate report in October 2021 to include information on business continuity and emergency planning for the academic year 2020/21.

1.1 Key Highlights 2019/20

Key highlights delivered in relation to Health, Safety and Wellbeing include:

- Significant work required to ensure all student and staff's health and safety during the COVID lockdown and in preparations for the safe return to campus. This included;
 - a. The production of Corporate COVID 19 Risk Assessments
 - b. Guidance to support the health and wellbeing of all managers and their teams working remotely
 - c. The development of a mandatory Return to Work E-learning Module for all those returning to campus
 - d. Guidance on the implementation of appropriate measures in all LSBU Group buildings to deliver Covid secure sites.
 - e. The SafeZone application was implemented before the NHS COVID-19 app to support the LSBU approach to Track and Trace for students and staff return to campus.
- Providing leadership for the Group Recovery Project, which followed a structured methodology with a full project plan to bring together the various interdependencies.
- Development of an Outbreak Response Plan in collaboration with Public Health England and relevant Local Public Health Protection Team

- LSBU approach to covid safety planning attracting positive interest from Cabinet Office officials.
- Assisting in establishing Asymptomatic test sites at LSBU campus and Lambeth College (LC) Clapham Centre.
- Wellbeing guides to provide support through the pandemic.
- Working with Halls of Residence, Communications, Student Wellbeing, and Student Journey to produce detailed Halls of Residence Self Isolation Plan.

1.2 Our Challenges

- Resilience to respond to urgent and unprecedented volumes of safety enquiries, inside and outside of business hours, as the pandemic unfolded.
- Normalising new safety procedures as LSBU Group returns to a new normal.
- Further strengthening and embedding good health and safety management standards and data recording across the wider LSBU Group.

2.0 Wellbeing and Health

2.1 Staff Wellbeing Initiatives

2.1.1 Virgin Global Challenge

The popular Virgin Global Challenge saw an unprecedented 15 teams entered into the competition, totalling 105 staff. This is compared to the previous year where 7 Teams entered, totalling 59 staff.

Summary impact report from the Virgin Global Challenge showed overall significant improvement in sleep health with 74% of staff getting the recommended amount of sleep compared to 57% pre-Global Challenge. 53% of Participants indicated improved energy levels, and 67% reported decreased stress levels either at home or at work.

2.1.2 Mindfulness workshops

Following demand from staff, Mindfulness workshops which aim to help build resilience, reduce stress, and positively impact wellbeing have been delivered. This consisted of a series of progressive 8-week sessions on Mindfulness Base Stress Reduction sessions.

2.1.3 Dignity at Work

A review of the Dignity at Work scheme led to a new framework being developed to mitigate risks identified in previous practices and improve staff's

wellbeing outcomes. This included a rebranding of Dignity at Work, an escalation process, a comprehensive training package and peer supervision.

Other changes included changing the name of Dignity at Work Advisors to Dignity at Work Champions and bringing MHC and staff networks under this scheme.

2.1.4 Mental Health

The MHC network was expanded to Lambeth College, with South Bank Academies planned to join the network in 2021, aligning with a group-wide approach.

Mental Health Awareness Week 2020 saw us deliver the 'Cool Acts Of Kindness' campaign. Examples of good practice included a digital wall was created to allow staff to give a 'shout out' to colleagues/teams for their acts of kindness, support and care.

Working with Marketing and Communications, HSR produced a 'Love Your Colleague' video featuring staff from across LSBU Group, sharing messages of support, love and kindness and reminding each other of our ability to remain resilient.

In October, as part of World Mental Health Day, HSR released a series of blogs written by our MHC describing either their personal stories of mental ill-health or supporting those around them. They all received high engagement levels with 'A Manager's Perspective', attracting significantly higher interactions.

2.1.5 Wellbeing

Silver Cloud wellbeing resource platform was released in 2020, giving LSBU staff free a digital wellbeing resource that provides secure online programmes - Space for Resilience; Space for Sleep; Space from Stress; Space from Covid-19. It is anticipated that more modules will be added to this suite as LSBU progress into 2021.

In November 2020, HSR piloted a Wellbeing Guide. Content included wellbeing support, resources, activity suggestions and signposting. The Guide was well received and has since been produced monthly with bespoke versions created for UAE & UTC and Lambeth College.

2.1.6 Flu Vaccination

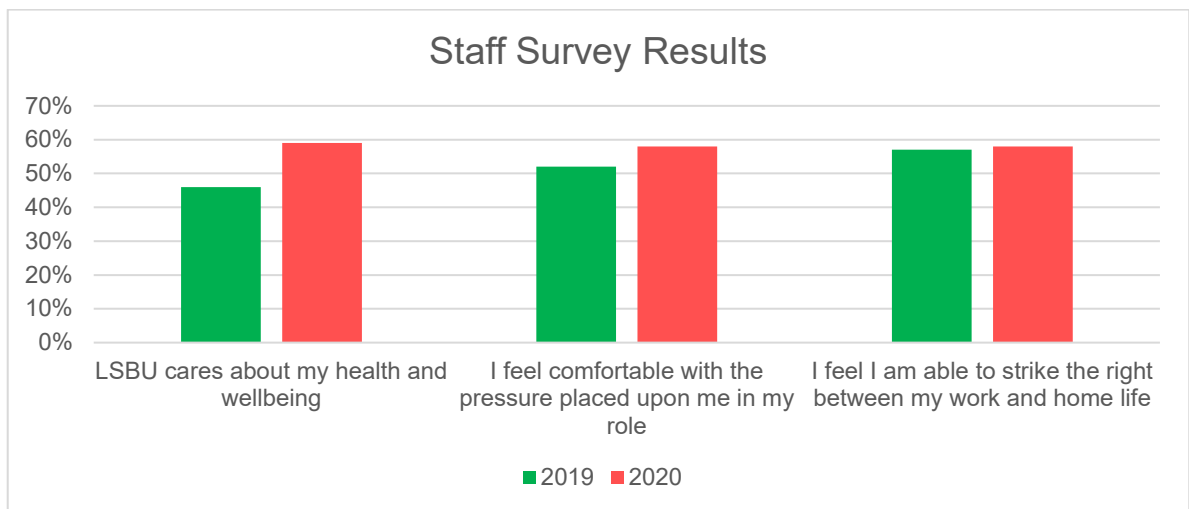
In response to pandemic protection measures, HSR role out flu vaccination vouchers instead of the normal on-site offering, allowing staff to attend a pharmacy local to home to receive a vaccination, reduce travel and risk exposures. 180 staff were able to take up the offering, an increase of 12.5% from 2019

2.2 Staff Survey

The June 2020 Staff Engagement Survey reported that staff wellbeing score has increased by 7% at 59% overall compared to previous year. The report also showed a 13% increase in where staff felt LSBU cared about their health and wellbeing. It reports that colleagues felt comfortable with the pressure placed upon them in their role at 58%, which is an increase of 6%. It further states that employees thought they could strike the right balance between work and home life at 58%, which is an increase of 1%).

The upbeat report may suggest that staff have become more aware of the increased wellbeing measures to address wellbeing concerns during the pandemic.

2.2.1 Staff Survey result comparison 2019 and 2020



2.3 LSBU Group Sickness Absence Statics

Below is the sickness absence statistics for the LSBU group. The South Bank Academies (SBA) absence data is not available as it is still currently using a different absence reporting platform to the wider group. The SBA reporting absence platform is due to change in 2021 when it transfers to the same reporting platform as the wider group.

2.3.1 Sickness absence Data for LSBU

Sickness absence data for LSBU is aligned to the Universities and Colleges Employers Association (UCEA) reporting standard and is based on the current sickness absence recording system. Data for the academic year 1st August 2019 31st July 2020 stands at 5.5 days on average per employee. London and the South East remains the region with the lowest levels of sickness absence with an average of 4.3 days per employee. The figure for LSBU is 3.6 days and continues to remain lower than the UCEA average.

UCEA remain concerned about under-reporting, and this may be further compounded by pandemic home-working arrangements, where staff may be

less inclined to report absence days or may continue working despite an illness that would ordinarily have prevented them from coming into the office

Mental health (including stress) remains the leading cause of sickness absence identified in the UCEA data at 28%. At LSBU, figures for mental health, including stress, stands at 26%. Although still lower than the UCEA figure, it is still significant, and may be attributed to additional demands placed on staff in responding to the pandemic.

UCEA data indicated Covid account for 2.4% of total staff absence. LSBU figures are significantly lower, sitting at 0.4%. These figures may be due to a combination of proactive safety measures, hands face space awareness campaigns and very early adoption of face covering policy, and reflective that our asymptomatic positive test rate % is low at 0.5%

2.3.2 Summary of LSBU sickness absence comparison over the three years

Period	01/08/17 – 31/07/18	01/08/18 – 31/07/19	01/08/19 – 31/07/2020
Number of working days reported sick	6352.9	3868.8	4639.4
The average number of days of sickness per staff full-time equivalent	4.8	3.1	3.6
Number of occasions sickness absence	1153	970	978
% Sickness days due to Stress	15.6	5.6	18.6

2.3.3 Number of LSBU PSG/School staff reporting stress sickness absence in days

Table 2.3.3 shows the number of stress sickness absences during the reporting period. Interestingly, the School of Creative Art and Industry only reported 1 short term absence. This may be due to under-reporting exacerbated by homeworking arrangements where staff may be less inclined to report absence days or continue working despite an illness that would ordinarily prevent them from going into campus.

PSG/School	Short Term Absence	Long Term Absence	Total Absence
PSG - Academic Related Resources &	302	201	503
PSG - Estates and Academic Environment	231	81	312
PSG – Executive Office	100	120	120
PSG – Finance & Management Information	161	82	244
PSG - International	-	-	-
PSG – LSBU Global	1	20	21
PSG – Marketing, Admissions and	230.4	199	429.4
PSG - People and Organisation	90.5	26	116.5
PSG – Research Enterprise & Innovation	51	45	96
PSG - Student Support and Employment	436	289	725
PSG – Teaching Quality & Enhancement	36	22	58

PSG – Technical Services	167	154	321
School of Applied Sciences	71	165	236
School of Apprenticeship	28		28
School of Business	69.5	195	264.5
School of Creative Arts & Industry	1		1
School of Engineering	84	257	341
School of Health and Social Care	235	258	493
School of Law & Social Sciences	38	25	63
School of the Built Environment and	94	173	267
Total	2426.4	2213	4639.4

2.3.4 LSBU Top three reasons for TOTAL sickness absence comparison of 2017/18 & 2018/19 & 2019/20

Table 2.3.4 shows the top three reasons for sickness absence in 2019/20 as being stress (18.6%), Cold/Cough/Flu (16.3%), followed by Stomach, digestive, gastrointestinal (7.4%). Musculoskeletal absence no longer features in the top three causes of either short term or long term absence.

Reason	2017/18 Long Term (days & percentage)		2018/19 Long Term (days & percentage)		2019/20 Long Term (days & percentage)	
Stress	992.1	15.6%	Not in top 3 reasons 2018/19 2017/18		845	18.2%
Operation, recovery & medical	940.7	14.8%	330	8.5%	Not in top 3 reasons 2019/20	
No identified reason	Not in top 3 reasons 2017/18		385	9.9%	Not in top 3 reasons 2019/20	
Cold, cough, flu	842.5	13.3%	649.9	16.8%	16.8%	16.3%
Stomach, digestive, gastrointestinal problems	Not in top 3 reasons 2017/18		Not in top 3 reasons 2018/19		343	7.4%

2.3.5 LSBU Top three reasons for SHORT TERM sickness absence comparison of 2017/18 & 2018/19 & 2019/20

Reason	2017/18 Short Term (days & percentage)		2018/19 Short Term (days & percentage)		2019/20 Short Term (days & percentage)	
Cold, cough, flu	842.5	23.6%	649.9	24.8%	756	30.9%
Stomach, digestive & gastrointestinal problems	564.2	15.8%	305	8.2%	261	10.7%
Stress	Not in the top 3 reasons 2017/18		Not in the top 3 reasons 2018/19		199	8.1%
Operation/recovery/Medical appointment	473.7	13.3%	Not in top 3 reasons 2018/19		Not in the top 3 reasons 2019/20	
Other/unknown	Not in the top 3 reasons 2017/18		213.9	11.7%	Not in the top 3 reasons 2019/20	

2.3.6 LSBU Top three reasons for LONG TERM sickness absence comparison of 2017/18 & 2017/18 & 2019/20

Reason	2017/18 Long Term (days & percentage)		2018/19 Long Term (days & percentage)		2019/20 Long Term (days & percentage)	
Stress	885	31.8%	Not in the top 3 reasons 2017/18		666	30.1%
Operation, recovery & medical	467	16.8%	182	14.6%	179	8.1%
Musculoskeletal	384	13.8%	Not in the top 3 reasons 2017/18		Not in the top 3 reasons 2019/20	
Genitourinary and gynecological disorders, excl pregnancy	Not in top 3 reasons 2018/19		140	11.2%	173	7.8%
No identified reason	Not in top 3 reasons 2018/19		228	18.6%	Not in top 3 reasons 2019/20	

2.3.7 LSBU 2018/19 & 2019/20 Comparison of FTE Short & Long Term Sickness Absence

Table 2.3.7 shows that the Professional Service Groups with the highest level of sickness absence per full-time equivalent staff are Technical Services 6.9 days (+1.7), Student Services & Employment 5.8 days (+0.1) and Estates and Academic Environment 5.5 days (+0.7)

Four areas that saw a reduction in their reported sickness absence are Research, Enterprise & Innovation 4.1 days (-1.7), Finance & Management Systems 3.1 days (-0.8), Academic Related Resources 5.2 days (-0.6) and School of Arts & Creative Industry 2.2 day (-0.4)

The area with the most significant increase in absence reporting was School

of Business 3.4 days (+2.9), School of Applied Science 3.9 days (+1.9) and Executive Office 3.2 days (+1.7). The rise in figures is attributed to long term sickness absence. Some important points to take into account is that LSBU Global did not have sickness absence data in 2018/19 as it is a new PSG, and International has a small team, none of which are on long term sickness

Professional Service Group / School	2018/19 per FTE			2019/20 per FTE			Change 18/19 To 19/20 days
	Short Term days	Long Term days	Total days	Short Term days	Long Term days	Total days	
Academic Related Resources & Support	3.0	2.8	5.8	3.1	2.1	5.2	-0.6
Estates and Academic Environment	3.1	1.7	4.8	4.1	1.4	5.5	+0.7
Executive Office	1.5		1.5	2.7	0.5	3.2	+1.7
Finance and Management Information	3.6	0.3	3.9	2.0	1.1	3.1	-0.8
International	0.9		0.9			N/A	No data
LSBU Global			N/A	0.1	2.0	2.1	No data
Marketing, Admissions and Communications	3.1	0.9	3.9	2.9	2.5	5.4	+1.5
People and Organisation	2.6		2.6	2.5	0.7	3.2	+0.6
Research Enterprise and Innovation	4.2	1.6	5.8	2.2	1.9	4.1	-1.7
Student Support and Employment	4.3	1.4	5.7	3.5	2.3	5.8	+0.1
Teaching Quality and Enhancement	2.0		2.0	1.3	0.8	2.1	+0.1
Technical Services	3.5	2.2	5.7	3.6	3.3	6.9	+1.2
School of Applied Sciences	1.9	0.4	2.3	1.2	2.7	3.9	+1.9
School of Apprentices	2.3		2.3	2.2	0.0	2.5	+0.3
School of Arts and Creative Industries	0.3	2.3	2.6	2.2	0.0	2.2	-0.4
School of Business	0.5		0.5	0.9	2.5	3.4	+2.9
School of Engineering	0.5	1.6	2.1	0.8	2.4	3.2	+1.1
School of Health and Social Care	0.6	0.7	1.3	1.2	1.3	2.5	+1.2
School of Law and Social Science	0.2		0.2	0.5	0.3	0.8	+0.6

School of the Built Environment & Architecture	0.9	0.6	1.6	1.1	2.1	3.2	+1.6
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2.3.8 Sickness absence Data for Lambeth College

The leading cause of sickness absence at Lambeth College is Mental health (including stress), accounting for 20.1% of total figures from August 2019 to July 2020 and 25.7% from August 2020 to December 2020.

Mental Health and Stress is currently being tackled at Lambeth College by delivering resilience workshops, expanding the Mental Health Champion network, and the dignity at work scheme to improve Lambeth College staff's wellbeing outcomes.

Other top sickness absence reasons include;

- Operations
- Miscellaneous, and
- Cold/Flu.

2.3.9 Summary of Lambeth College sickness absence comparison 2019/20

No of working days reported sick	Average no of days sickness per staff FTE	No of occasions sickness absence	% Sickness days due to stress
2559	8	887	9.4%

2.3.10 Number of Lambeth College Department staff reporting stress sickness absence in days 2019/20

Department	Short Term Absence	Long Term Absence	Total Absence	Absence days per FTE
Arts & Media	3		3	0.52
Business & Accounting	5		5	0.87
Customer Service	2		2	0.9
Employer Engagement		21	21	4.2
Faculty of Construction Engineering &	12		12	4
Hair & Beauty		51	51	8.79
Hospitality		36	36	10
HR	19.5		19.5	3.25
Science	19		19	1.58
Supported Learning		69	69	2.59

2.3.11 Lambeth College sickness absence in days per department 2019/20

Table 2.3.11 shows the Lambeth College sickness absence data per department for the 2019/2020 reporting figure. It is important to note that this is the first sickness absence reporting figure for Lambeth College, and therefore previous year data is not available.

The Faculty of Creative and Digital Industries, Faculty of English & Maths, Principalship and Student Services & ALS only has 1 person for each department which could account for why they reported no sickness absence during this reporting period.

Department	Short Term (ST) Absence	ST Absence per FTE	Long Term (LT) Absence	LT Absence per FTE	Total Absence	Total Absence per FTE
ALS	109	4.2	44	1.7	153	5.9
Apprenticeship Team	5	1.7			5	1.7
Arts & Media	45	3.9			45	3.9
Business and Accounting	19	3.3			19	3.3
College Leadership Group	1	0.3			1	0.3
Construction and Engineering	67	3.2	116	5.5	183	8.7
Counselling			51	29	51	29
Customer Services	104	4.7	104	4.7	208	9.4
Early Years	10	2.9			10	2.9
Employer Engagement	21	4.2	21	4.2	42	8.4
English	44	4.4	150	15	194	20
ESOL	110	3.9	2	0.1	112	4
Estates	37	1.5	70	2.9	107	4.4
Faculty Business and Enterprise	3	1.5			3	1.5
Faculty Construction, Engineering & Science	23	7.7			23	7.7
Faculty Creative and Digital Industries						
Faculty English & Maths						
Faculty ESOL & Supported Learning	5	5			5	5
Faculty Gateway & Entry to Employment	91	7.6	135	11	226	19
Faculty Health and Wellbeing	3	1			3	1
Finance	2	0.2			2	0.2
Hair & Beauty	7	1.2	104	18	111	19
Health & Social Care	19	6.9			19	6.9
Hospitality & Catering	4	1.1	110	31	114	32
HR	24.5	4.08			24.5	4.08
IT	6	3.3			6	3.3
IT Services	3	0.5			3	0.5
Marketing and Communications	5	1.3	29	7.3	34	8.5
Maths	34	3.2			34	3.2
MIS, Exams and Subcontracting	35	3.18			35	3.18
Nurseries	40	5.7			40	5.7
Principalship						
Quality	8	2.4			8	2.4
Science	95	7.91	134	11	229	19
Sports and Travel	4	1			4	1
Student Services	85	6.41	27	2.05	112	8.45
Student Services and ALS						
Supported Learning	122	4.57	273	10.2	395	14.8

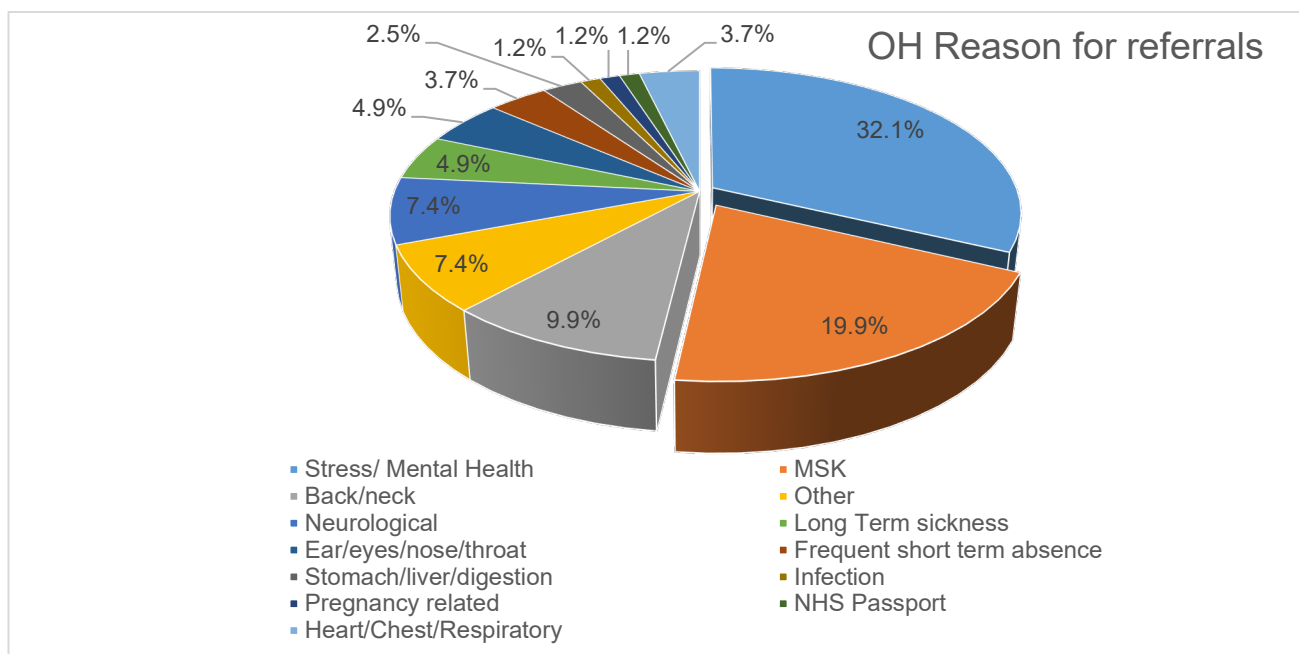
2.4 LSBU Occupational Health (OH)

The existing OH contract was recently extended in January 2021 for up to 1 year based on procurement advice, with the LSBU option to retender in 6 months once the pandemic situation has improved.

2.4.1 Reasons for Occupation Health referrals

Graph 2.4.1 shows the highest reason for OH referral is still stress and mental health.

Interestingly musculoskeletal issue is one of the highest reason for OH referral, although it is not one of the top reasons for absenteeism. This may be because musculoskeletal problems are effectively addressed during OH referrals resulting in people not requiring to take absence.

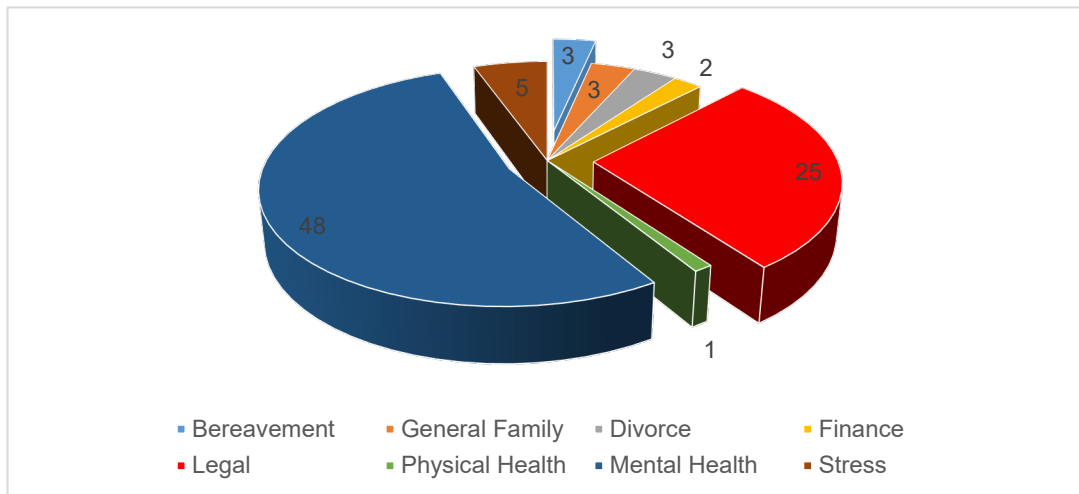


2.5 Employee Assistance Programme (EAP)

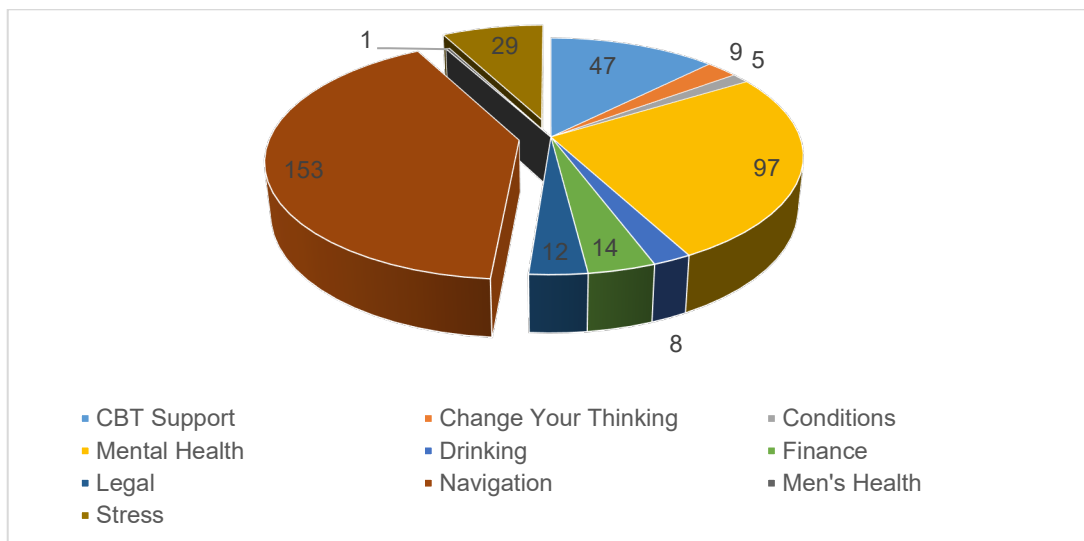
Graphs 2.5.1 and 2.5.2 shows that mental health remains the highest reason for access to call categories and website usage, accounting for 58% and 25%, respectively. Also, the month of June 2020 saw the highest levels of access. This may be attributed to the fact that this was during the lockdown and increased promotion of the EAP service by the HSR team to remind people of the service through workshops, cascade meetings, and various engagement activities.

Campaigns and initiatives continue to run to increase awareness and improve engagement figures.

2.5.1 Shows reasons for the call to EAP



2.5.2 Shows reasons for website navigation



2.6 Impact of Covid-19 Coronavirus

The Covid-19 public health emergency has had an unprecedented impact on society, the LSBU Group and its staff, with the full implications on staff health and wellbeing possibly not being known for many months to come and the potential to affect staff wellbeing in the future.

The Personal Health & Circumstances Questionnaires were sent out to all employees to identify staff who may be vulnerable and at risk if they were asked to return to on-site working. Those identified as highly vulnerable and moderately vulnerable were offered an OH referral, so a full assessment of their needs could be carried out.

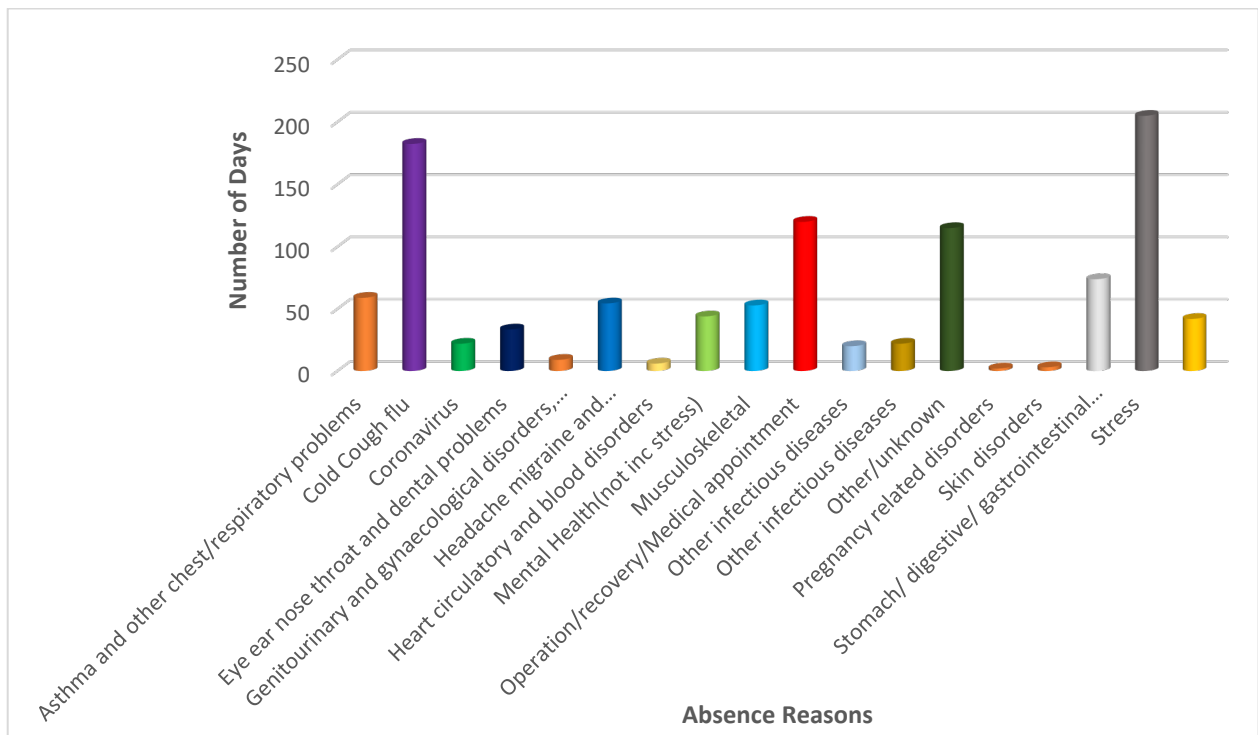
Presented below is an analysis of the data between March to August 2020 (Lockdown). The key points to note are:

- 69 days sickness absence is attributed to Covid-19 at LSBU

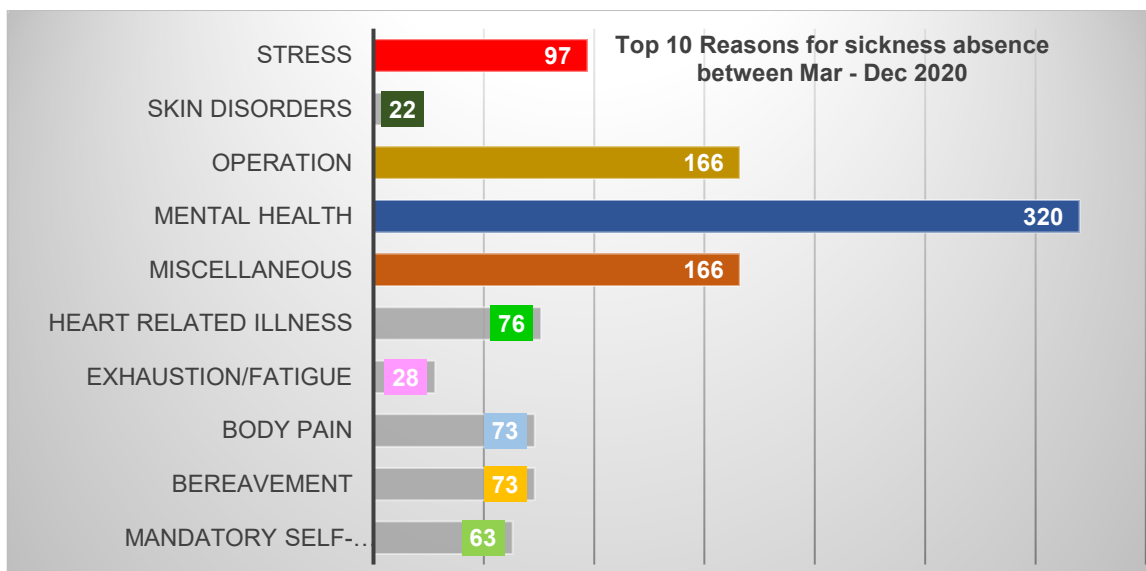
- 153 days of sickness absence were reported due to stress, compared to 79 days for the same period in 2019 at LSBU.

Discussion at the departmental level indicates that absences related to stress may have possibly increased in some areas due to additional challenges of service delivery via technology, increased workload and social isolation.

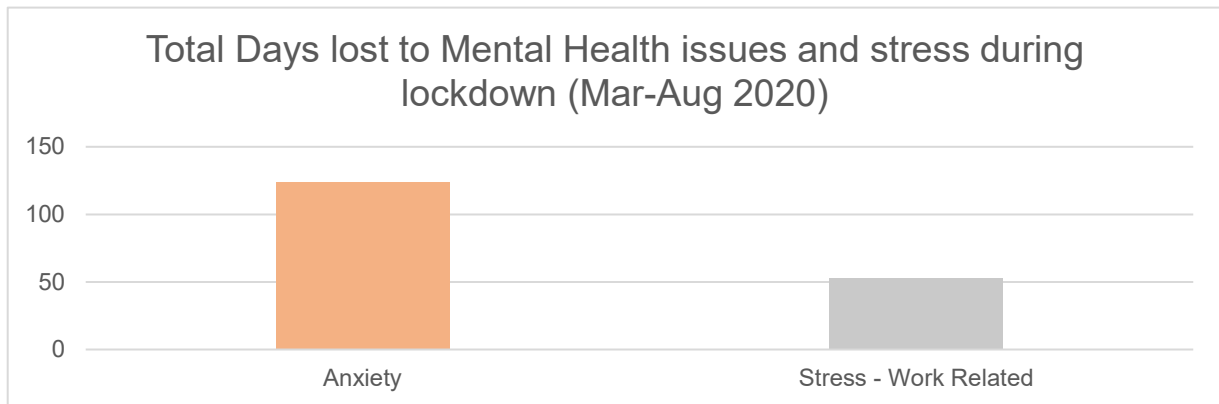
2.6.1 Reasons for LSBU absences total in days during lockdown (Mar-Aug 2020)



2.6.2 Top 10 Reasons for Lambeth College sickness absence between Mar – Dec 2020



2.6.3 Lambeth College Total Days Lost to mental health issues and stress during lockdown (Mar-Aug 2020)



2.7 Wellbeing support during the lockdown for LSBU Group

Throughout April – June 2020, a programme of activities, webinars, workshops, weekly wellbeing drop-in sessions, psycho-education & information resources to support staff, sustain staff engagement, and a social connection was delivered. Activities included free online yoga, mindfulness and British Sign Language sessions, mental health awareness lunch and learn across LSBU Group.

The peer support networks (MHC, Dignity at Work Champions, and Health & Wellbeing Champions) were used as a conduit to promote activities as part of their supportive role across LSBU Group.

In April 2020, telephone counselling support for staff families was implemented as part of wellbeing offering, making available, free, at the moment, support and advice, and structured short term telephone counselling (up to six sessions) to direct family members aged 16 and over.

A Return to Campus compulsory e-learning was created, which included a Wellbeing module to help colleagues psychologically prepare for returning to on-site working. The module also had broader considerations such as travelling, preparation for change, and addressing other potential anxieties.

Throughout September, October and November, OD and HSR delivered a series of focus groups inviting responses and feedback on the experiences of returning to campus and wellbeing impact. A thematic summary was produced from the collated information and presented to Senior leaders & Exec level. The result of which was a local and corporate level of 'You said, We did'.

3.0 Health and Safety Development and Compliance

3.1 Covid-19 Response

The HSR team have been involved in a range of activities during the LSBU Group lockdown to facilitate a Covid-19 secure environment for a safe return to LSBU Group sites for staff and students. These include the development of:

- LSBU, Lambeth College, and SBA COVID Corporate Risk Assessment
- Strategic oversight of all 202 individual COVID risk assessments for all Schools and Departments
- LSBU Group COVID-19 Incident Response Procedure
- COVID-19 Reporting Process for Staff and Students
- COVID-19 Guidance for Managers
- Health, Safety and Wellbeing when Working from Home Guidance
- Return to Campus Guide
- Mandatory Return to Work Training (E-module)
- Face Coverings Policy
- Safe Return to Campus FAQs
- Staff COVID-19 Briefing
- Health and Safety COVID Inspection Reports

Following a national request of the higher education sector by the Minister of State for Universities, LSBU submitted a detailed outbreak response plan which the Local Director of Public Health approved.

Furthermore, following the strong working relationship with the Southwark council, LSBU was invited to attend a meeting with Civil servants from the Cabinet Office to outline the LSBU approach as an exemplar of good practice.

LSBU also attended a meeting of the Southwark COVID Outbreak Control Executive Committee to explain the university's arrangements. This committee included senior public health officials.

The university has also produced a detailed Halls of Residence Self Isolation Plan. The plan deals with managing notifications, communication, operational practicalities of supplying food and other essentials, laundry arrangements etc., through to all aspects of student wellbeing and emotional support.

3.2 Legal compliance

3.2.1 UUK Accommodation Audit

In December 2020, an audit of the UUK Accommodation Code was undertaken by BDO auditors. LSBU adheres to the Universities UK (UUK) Code of Practice which

outlines the minimum accommodation standards for all University-managed student residences. The audit identified two minor issues relating to a Fire Risk Assessment Remedial Action monitoring and the development of a Portable Appliance Test Policy, both of which are currently being actioned. No additional Health and Safety exceptions were reported as part of the audit.

3.2.2 London Fire Brigade Inspection

London Fire Brigade carried out a routine inspection visit to McLaren House in early October 2020. There were no significant remedial actions identified during the visit, and they were satisfied with the measures currently in place.

3.2.3 Fire Door Audit

An in-depth Fire Door Audit was commissioned for all Fire Doors on LSBU Campuses due to concerns raised in the most recent Fire Risk Assessments, highlighting that these might no longer be fully for purpose. This, in turn, has been informed by anticipated regulatory reforms emerging as a result of the Grenfell fire. This audit is being undertaken by an independent external specialist fire safety company. The company provides audits, as opposed to undertaking the repair of any defects, and as such, were impartial in their findings. The Executive is being provided with a full overview of findings, particularly in cases where fire doors are identified for needing urgent works, and in Halls of Residence. As a result of the audit, EAE has deployed an internal Project Management Team to attend to fire doors requiring urgent improvement in high-risk buildings. EAE is also working on a detailed action plan that will set out timescales for all works, which the Executive will approve.

3.2.4 External COVID-19 Recovery Audit

In September 2020, an audit of the LSBU Group COVID-19 Recovery Plan was undertaken by BDO auditors. This included the submission of information relating to a range of activities developed by the HSR team. The audit highlighted the successful implementation of preventive health and safety measures across the LSBU Group and the significant amount of work undertaken to adhere to government guidance whilst ensuring a smooth return to campus/ schools. It also identified several best practices and initiatives, including communication processes, COVID response procedure across the group, and inspection and monitoring practices. The audit only reported on 2 recommendation, which is; an online-delivery assessment of a small number of practical courses and Business Continuity/readiness assessment plans for Lambeth College and South Bank Academies. Both of which are currently being undertaken.

3.2.5 COVID-19 Health and Safety Inspections

The HSR team conducted several COVID-19 Health and Safety Inspections across all LSBU Group sites with participation from Trade Union Health and Safety

Representatives and the Contracts & Estates Services Manager. The inspections were intended to allow for a review of current COVID-19 control measures in place across all LSBU Group sites and report any concerns to the Estates or manager/director responsible for the area being inspected to be resolved. Overall the inspections identified the substantial work and good practices that have been performed to ensure all LSBU Group sites are COVID-19 safe.

3.2.6 Lambeth College Audit Program

A two-year internal inspection/audit program across all of Lambeth College departments has been started to ensure H&S policies are being applied consistently and actions are identified for areas of non-compliance.

All actions resulting from the audits have been included in the Lambeth College risk register and completion overseen by the Lambeth College Safety Committee.

3.2.7 Lambeth College Health and Safety Committee

The Lambeth College H&S Committee has been re-established and now meets monthly to discuss Health and Safety related issues at the College. The Committee includes senior managers and union representatives. It oversees the College's safety performance, covid-19 related arrangements, and the introduction/approval of new H&S policies.

3.3 LSBU Group Accident statistics

The Health, Safety and Resilience Team have continued to provide support and response for incidents and accidents that have occurred, carrying out investigations where necessary and ensuring accurate accident and incident recording on the OSHENS system and RIDDOR reportable accidents are reported directly to the HSE.

Below are details of the incidents and accidents during the 2019/20 reporting period for the LSBU Group. Throughout this period, HSR has conducted training and communicated the importance of reporting accidents and near-miss via the OSHENS system at LC as part of the continued programme of improving health and safety culture at the College.

It is planned that similar activities will be rolled out at the South Bank Academies in 2021 since they have not reported any near-miss or accidents during this reporting period. This is an area for future development.

Table 3.3.1 and 3.3.2 below showed that LSBU had 2 RIDDOR reportable accidents, while Lambeth College only had 1 RIDDOR reportable accident in 2019/20. South Bank Academies did not have any RIDDOR reportable accident during this period. For brief details of the RIDDOR reports, incidents for the LSBU Group, see table 3.3.2 below.

3.3.1 LSBU RIDDOR Reportable Accidents

Person / Year	2016/17 LSBU	2017/18 LSBU	2018/19 LSBU	2019/20 LSBU
LSBU Staff	1	-	2	2
LSBU Student	2	2	1	0
Contractor	-	-	-	-
Customer / Member of Public	2	-	-	-
Total	5	2	3	2

3.3.2 Lambeth College RIDDOR Reportable Accidents

Person / Year	2019/20 Lambeth College
LC Staff	-
LC Student	1
Contractor	-
Customer / Member of Public	-
Total	1

3.3.3 Details of the LSBU Group reportable incidents for 2019/20

Institution	RIDDOR Category	Details
LSBU	Major Injury	Staff member tripped upstairs and fractured their wrist, breaking their fall. Admittedly, this human error had no other contributing factor.
LSBU	Major Injury	Staff member tripped over the wheel of a notice board placed in a corridor and fractured her arm when she fell to the floor.
LC	Dangerous Occurrence	A student being left alone in the College after the closedown and locking of the building and unable to exit.

3.3.4 LSBU Accident Reporting comparison with USHA data Table

Table 3.3.4 compares LSBU accident reporting data with data published by the University Safety and Health Association (USHA). It shows that there was a decrease in the accident reporting rate for LSBU and USHA during the reporting period compared to the previous 3 years. This decrease would be expected following the campus closure. However, the staff RIDDOR reporting rate has remained consistent compared to the previous year, as shown in Table 3.3.4 below. This seems to be consistent across the Education Industry

Year	2016/17		2017/2018		2018/2019		2019/2020	
	USHA	LSBU	USHA	LSBU	USHA	LSBU	USHA	LSBU
Universities								
Employee RIDDOR rate (per 1000 fte)	1.19	0.78	1.16	0	1.21	1.15	0.80	1.23
Student RIDDOR rate (per 1000)	0.08	0.12	0.11	0.12	0.06	0.15	0.05	0
Employee accident rate (per 1000 fte)	28.79	33.52	79.22	23.81	48.64	23.50	19.39	17.23
Student accident rate (per 1000)	4.11	2	5.99	3.3	3.63	3.39	1.82	1.38

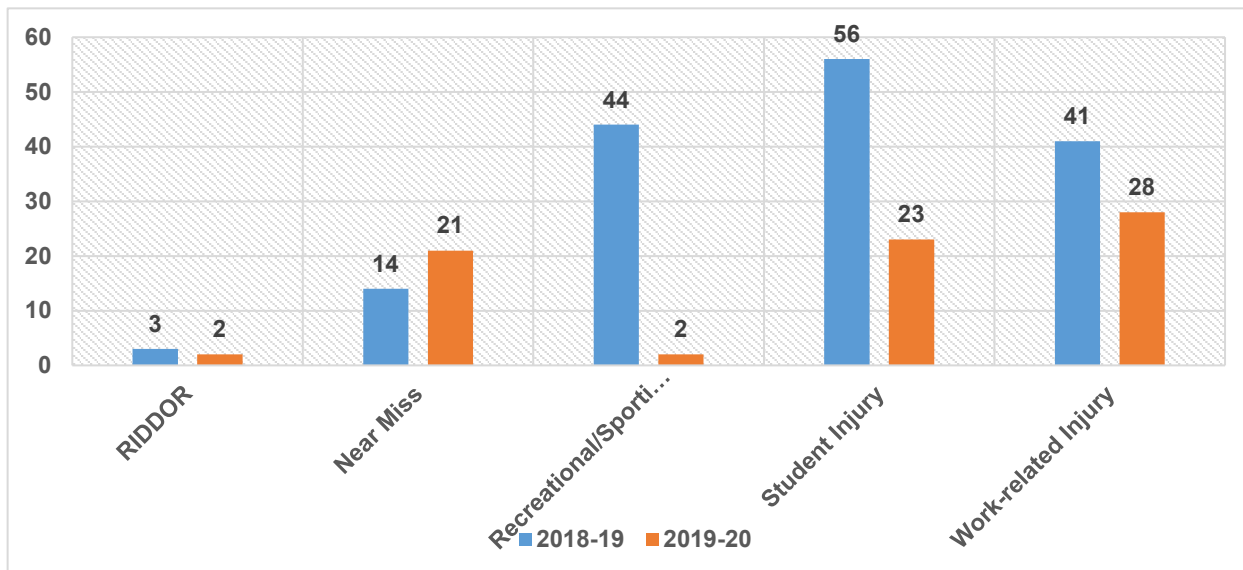
3.3.5 LSBU Accident Reporting comparison with the latest HSE data for the Education Industry employees Table

Table 3.3.5 showed a slightly higher specified injury rate in 2019/20 compared to the previous year despite the increased number of people homeworking. Although there is no correlation between the specified injury reports, there may be a slight increase due to a recent HSR promotion of the process of accident reporting on the staff intranet and communicated at local health and safety committee meetings.

	2018/19		2019/20	
	HSE	LSBU	HSE	LSBU
Total RIDDOR reported non-fatal injury per 1000 employees	1.46	1.15	1.41	1.23
Specified Injury	0.55	0.58	0.52	1.23
Over 7 day Sick Leave	0.91	0.58	0.89	0

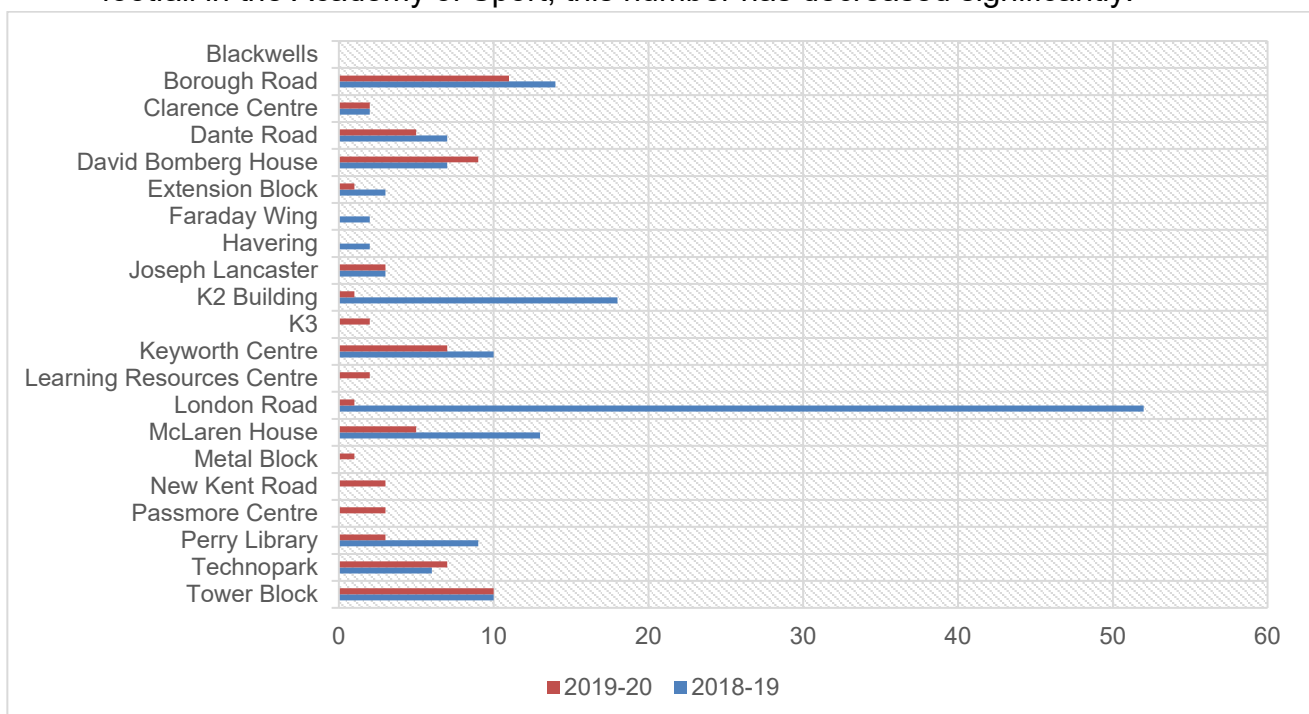
3.3.6 LSBU Reported incidents and accidents between 2018/19 and 2019/20 by type

Graph 3.3.6 compares LSBU 2019/20 data with the previous year. Interestingly, despite the campus closure, there was an increase in Near Miss reporting, which could be attributed to an increased awareness of the importance of reporting and promotion of good health and safety culture.



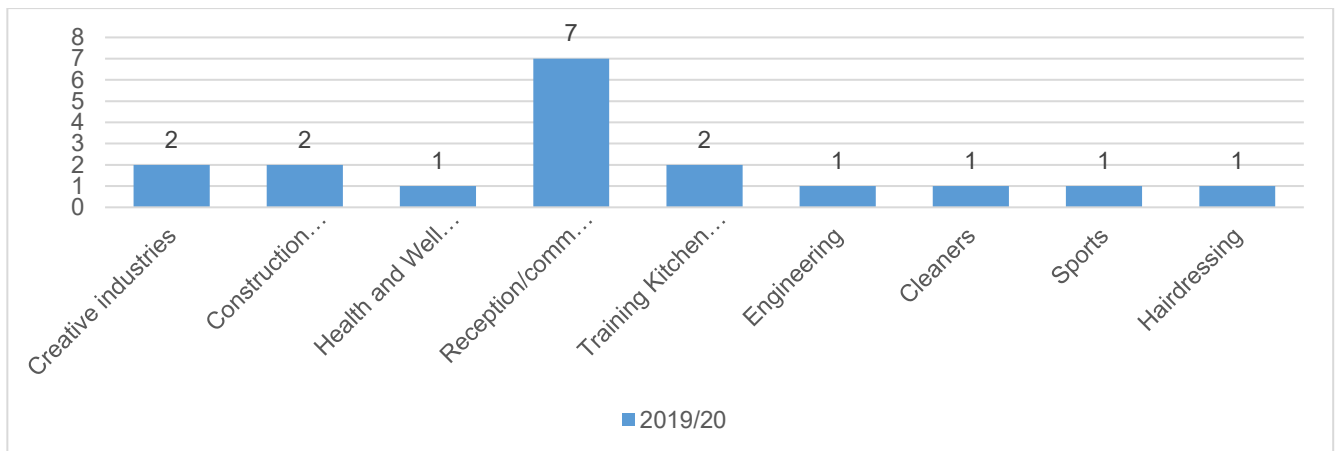
3.3.7 Graph of Reported accidents between 2018/19 and 2019/20 by building

Graph 3.3.7 shows reporting of incidents and accidents by LSBU building. London Road historically had the highest number of accidents due to Recreational/Sporting accidents that accounted for 44 of the 56 reported incidents/accidents in 2018/19. However, Due to the temporary closure of London Road and reduced resources and footfall in the Academy of Sport, this number has decreased significantly.



3.3.8 Lambeth College Accidents reported by Faculty

Graph 3.3.8 shows the number of accidents reported by Faculty at Lambeth College. The reception and communal areas report the majority of accidents since this is where the majority of staff and students report accidents



3.4 Fire Safety

There has been a continual effort to promote good fire safety across LSBU, including Halls of Residence. Despite the pandemic, fire safety remains a significant focus of the HSR team. Significant actions include:

- Arrangement and monitoring of Fire Risk Assessments for all buildings on the Southwark Campus, Havering Campus and Halls of Residence and Lambeth College.
- Collaboration with the Estates and Academic Environment to review and action hazards raised as a result of the fire risk assessments.
- Health and Safety Compulsory training is continuously updated and implemented, specifically the Fire Safety module, to reflect the most effective safety practice based on the campus's evolving nature and buildings.
- The HSR team is carrying out a major University-wide project of works with a specialist external fire door auditor company to record fire doors' compliance. This project will provide reports for over 5500 fire doors.
- Close discussions with London Fire Brigade Officers have taken place to ensure they are updated and content with our current hazard controls and approve the LSBU pro-activeness regarding fire safety projects being carried out.

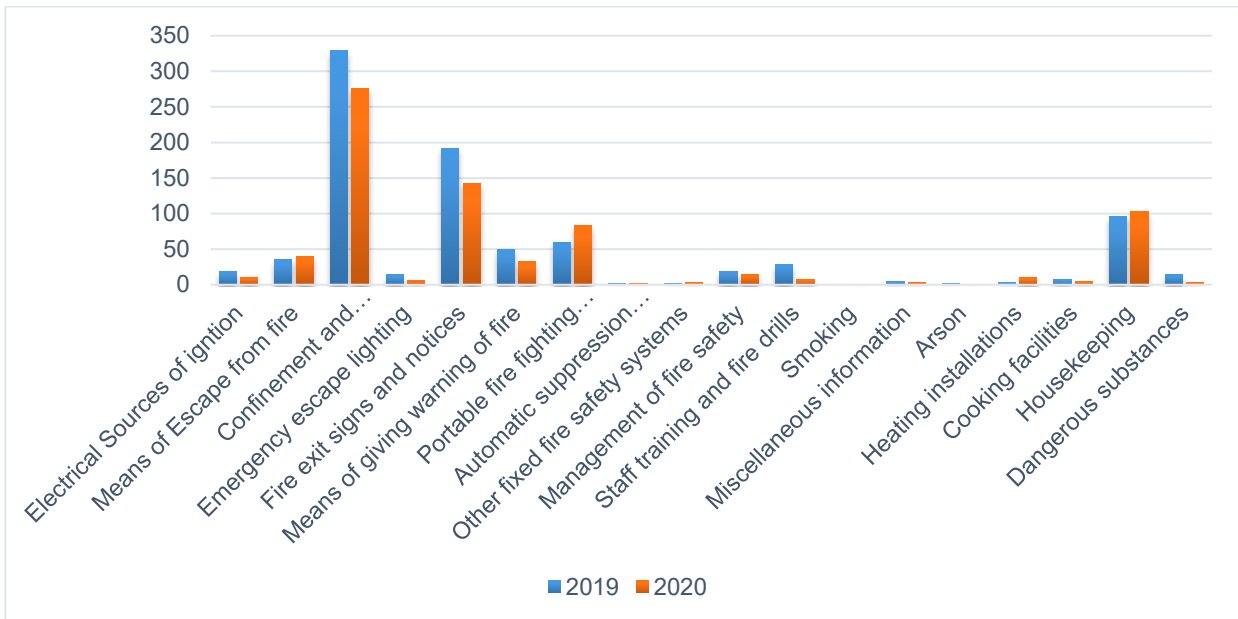
3.5 Fire Risk Assessments

An external provider carries out fire Risk Assessments across the LSBU Group for independent assurance and consistency.

When writing this report, all Fire Risk Assessments for all LSBU and Lambeth College Buildings are in date and less than 1 year old, with a future review plan in place. Fire Risk Assessments for South Bank Academies was delayed in 2020 due to Covid. However, SBA is currently organising an updated fire risk assessment to take place at all its sites in 2021.

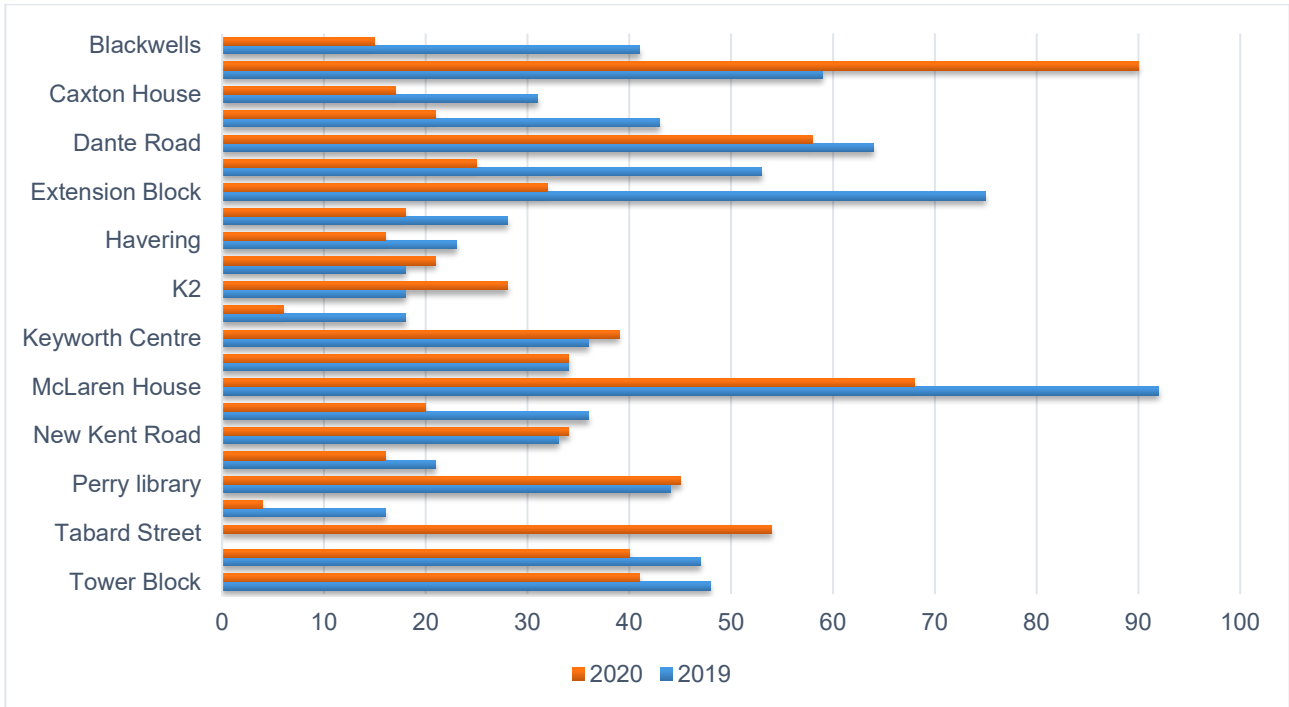
3.5.1 An overview of LSBU Fire Risk Assessment's (FRA) by Hazard type

Graph 3.5.1 provides an overview of the hazards identified through Fire Risk Assessment at the LSBU campus. Overall there seem to be fewer hazards identified during this reporting period compared to last year.



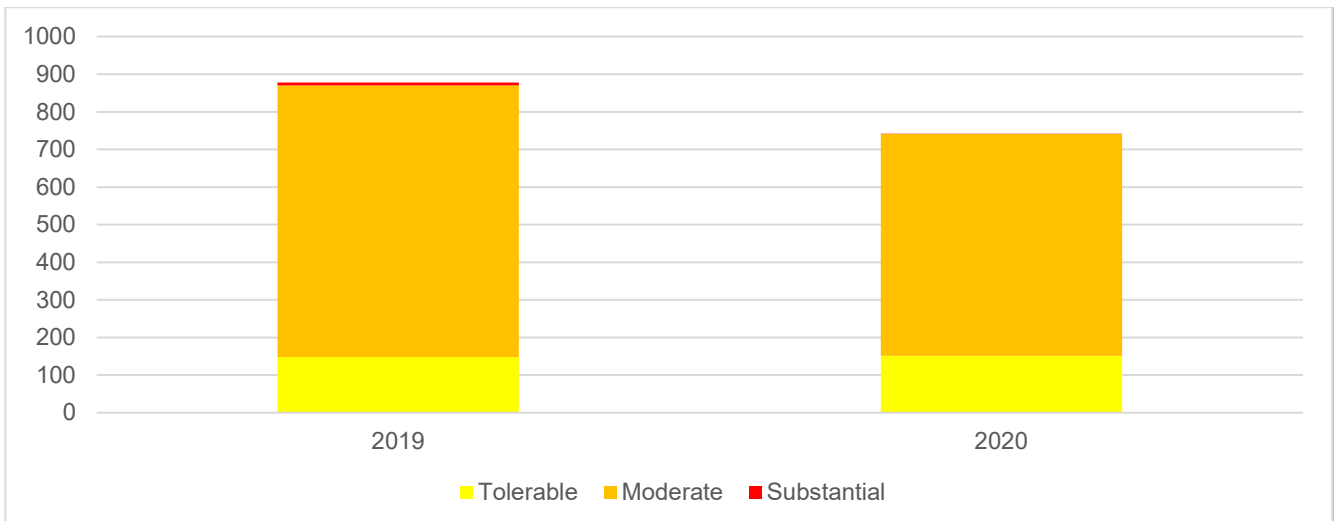
3.5.2 An overview of LSBU Fire Risk Assessment's (FRA) hazards by location

Graph 3.5.2 provides an overview of LSBU Fire Risk Assessment hazards by location. Although this year has required additional space assessment (Tabard Street), fewer hazards are identified overall.



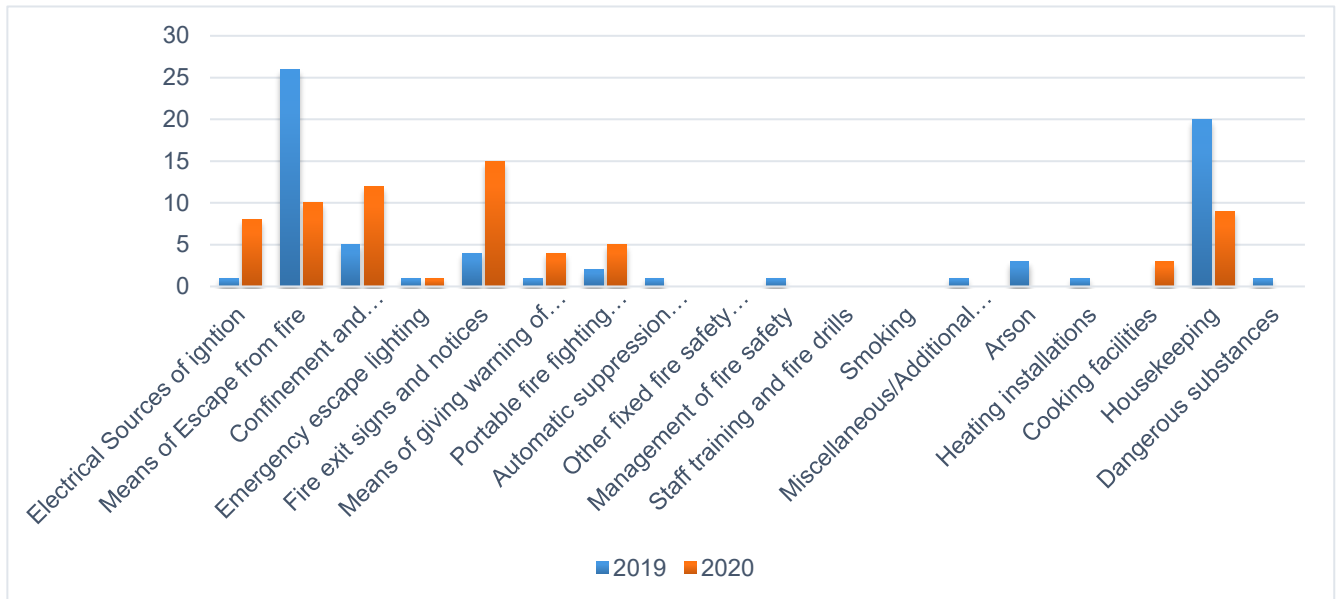
3.5.3 Overview of LSBU Fire Risk Assessment's (FRA) by Risk rating

Graph 3.5.3 shows Fire Risk Assessments Hazards Risk Rating during the reporting period, compared to the previous year. The majority of the hazards identified are classified as moderate risk, with only one hazard identified with a substantial rating this year (Fire Door).



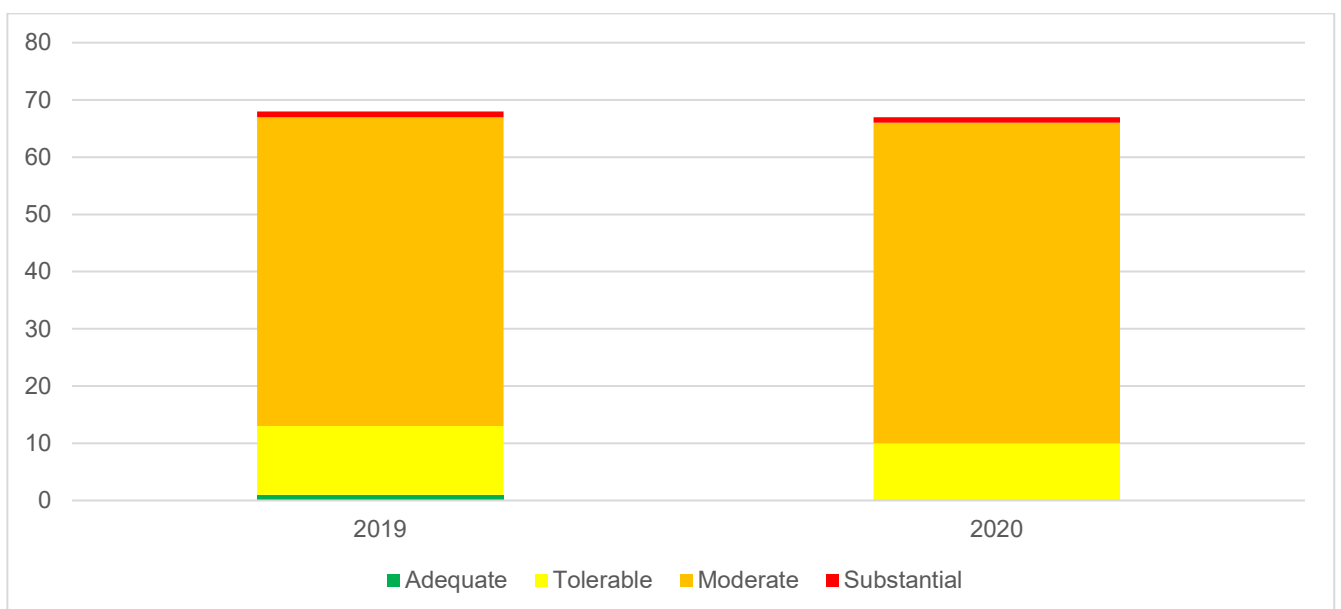
3.5.4 Overview of LC Fire Risk Assessment's (FRA) by Hazard type

Graph 3.5.4 provides an overview of the hazards identified through Fire Risk Assessment at LC. It shows an improved arrangement for means of escape from fire and general Housekeeping.



3.5.5 Overview of LC Fire Risk Assessment's (FRA) by Risk rating

Graph 3.5.5 shows Fire Risk Assessments Hazards Risk Rating during the reporting period, compared to the previous year at LC. The majority of the hazards identified are classified as been of moderate risk, and responsive actions are detailed in paragraph 3.6 below



3.6 LSBU Group Fire Risk Assessment Remedial Actions

HSR is liaising with EAE, Professional Service Groups and Schools across the LSBU Group to resolve Fire Risk Assessment (FRA) remedial actions. EAE will present a quarterly report of completed FRA actions to the Group Health and Safety Joint Committee.

A monthly monitoring process has also been established across the LSBU Group for FRA actions between HSR, EAE, and Accommodation to ensure that trackers are up to date.

3.7 LSBU Group Fire alarm activations

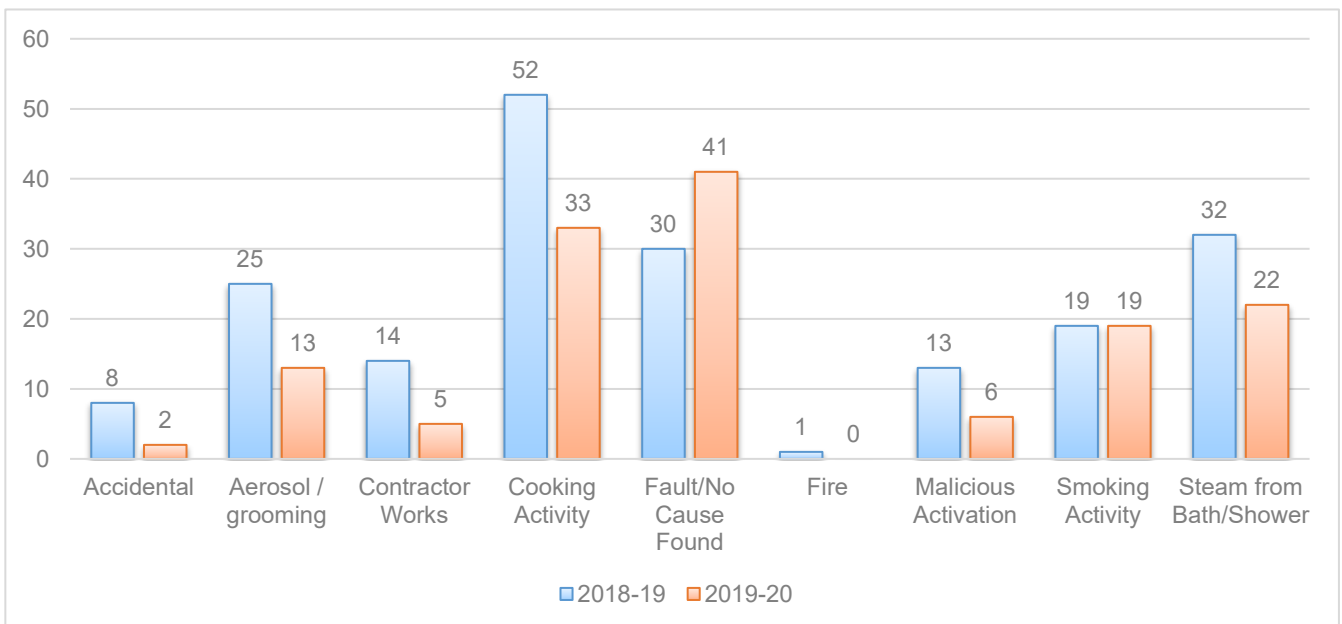
The information below provides data of all fire alarm activations across LSBU Group.

LC has had only one fire alarm activation during this reporting period. The reason was found to be a faulty soldering unit which caused too much smoke. South Bank Academies have had no fire alarm activations at this reporting period.

3.7.1 Fire Alarm Activation causes in Halls and on campus

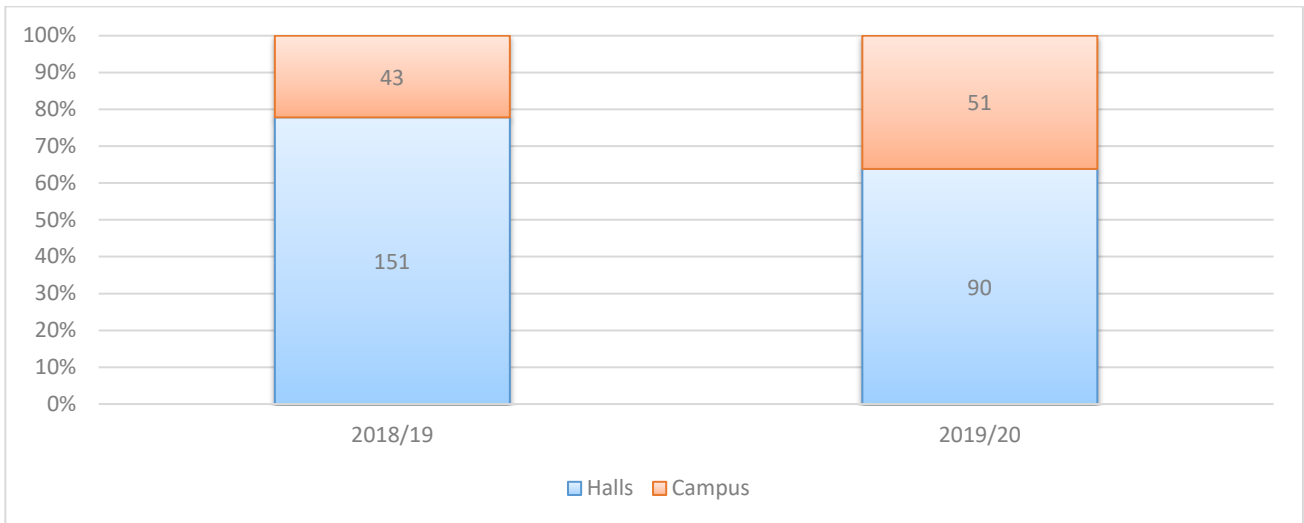
Graph 3.7.1 shows the causes of LSBU Fire Alarm activation. The vast majority of fire alarm activations in Halls of residence are caused by cooking activities, steam from Bath/showers and the use of aerosol sprays.

A comparison for the amount of fire alarm activations between the halls and campus can be seen in Graph 3.7.2 below.



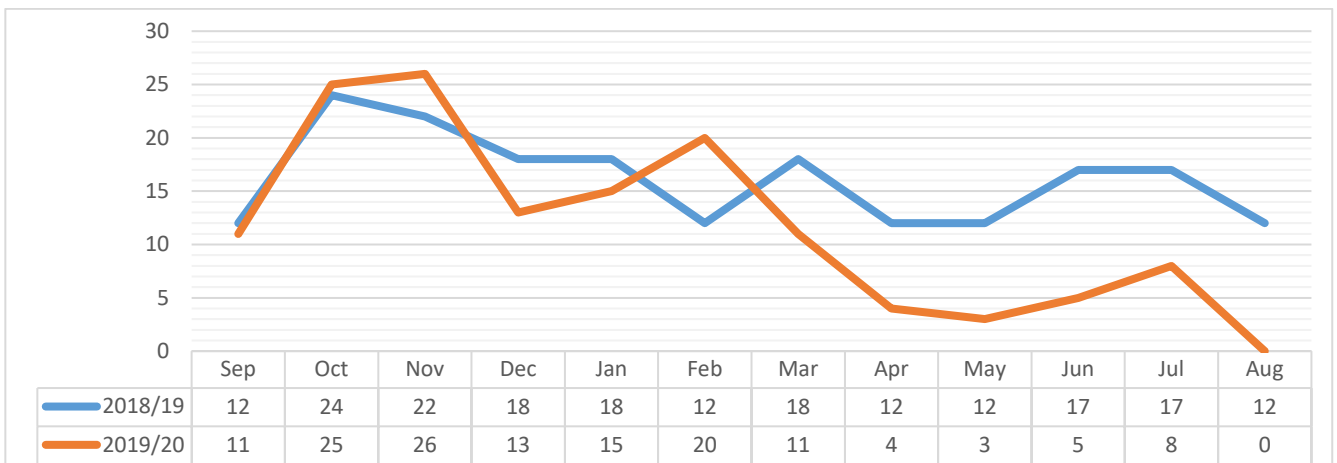
3.7.2 Percentage of Fire Alarm Activations Halls vs Campus

Graph 3.7.2 shows that the Halls of Residence fire alarm activations at LSBU are still the leading cause of alarm activations in the organisation, which is expected given the buildings' use. Contractors and all students residing in the Halls of Residence continue to receive verbal and written instructions on preventing false alarms as part of their induction



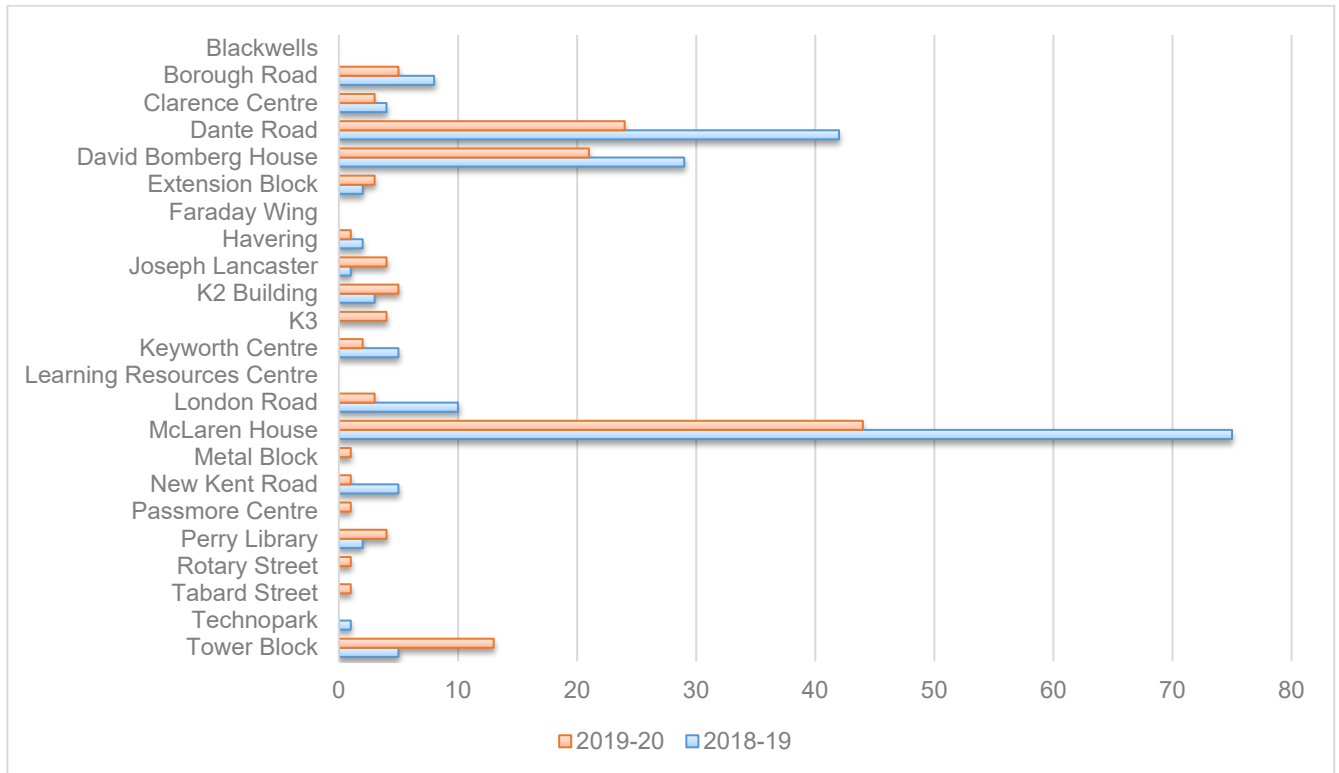
3.7.3 Fire Alarm Activations by month

Graph 3.7.3 shows the fire alarm activation for LSBU over 12 months period. As with the previous year, the start of the Academic year (September) is historically the highest risk for alarm activations as this is when there is new student intake. The number tends to fluctuate in decline throughout the year. The substantial decrease in 2019/20 could be contributed to the national lockdown and fewer students in the Halls of Residence.



3.7.4 Graph of Fire Alarm Activations in University by building

Graph 3.7.4 shows Fire Alarm Activation per LSBU building. It is not surprising that the buildings with the most alarm activation are in the Halls of Residence. McLaren House, Dante Road and David Bomberg House have the most alarm activations per year as these house the most student residences.



3.8 LSBU Group Health and Safety Training

3.8.1 LSBU Health and Safety Training

Health and Safety Training has been made available to staff on request when demands arise, including training sessions for new staff who require specific or work-related training requirements.

As online training is a significant route to provide accessible health and safety training, the HSR team has worked with the Organisational Development team to modify content to the needs of the university and ensure legislative updates are included.

The LSBU Health and Safety Intranet homepage has been redesigned with improved content during this period. This has included the introduction of "Safetyhub", which comprises over 80 health and safety training videos and support sources of information. The Universities Safety and Health Association recommended Safetyhub as part of its Strategic Plan for 2020.

During this period, an operational project took place to transform the Display Screen Equipment Assessment and embed good practice. After a comprehensive consultation, an updated and improved process was

introduced to allow staff to complete their DSE assessment through compulsory training. The module 'Working Safely With Computers' acts as their 'Self-Assessment'. Any issues can be raised directly with their Line Manager, who will have access to the HSE approved DSE workstation checklist made available to them. Staff, therefore, have a more direct resolution route when issues arise and a more proactive system as the compulsory training as part of staff inductions, potentially preventing problems from occurring instead of being a reactionary process.

3.8.2 Lambeth College Health and Safety Training

As part of the Health and Safety Culture continued development at Lambeth College, HSR has delivered several H&S training during this reporting period. Some notable training include;

- 2-day training for 63 Fire wardens/marshals (one classroom and one practical).
- The delivery of fire safety briefing in relation to evacuation arrangements, use of portable heaters and College's evacuation plan for all staff
- Risk and COSHH assessment training for technicians from the Faculty of Science, Environment and Manufacturing
- Duty Managers Health and Safety Training

3.8.3 South Bank Academies Health and Safety Training

SBA is currently providing H&S training for all staff required to use specialist equipment, for example, in engineering and science laboratories. It also has an online suite of Health and Safety training modules such as working at height for any staff who may benefit from it.

HSR will be looking at launching an e-learning mandatory health and safety training Module in the future for all SBA staff in line with the rest of the LSBU Group. This will sit alongside other recommended training modules that staff may need to access to undertake their specific role.

To increase the awareness of incident and accident reporting and make it easier for staff to report accident and near-miss, HSR will be looking to introduce to SBA an established accident and near-miss reporting platform to coincide with the rest of the LSBU Group. SBA staff will be trained on how to report accidents and near-miss through the reporting platform.

HSR is currently implementing the Safezone app at SBA to report H&S concerns and staff communication and coordination. HSR will assist with providing training to all SBA staff after the implementation of the application. Similarly, SBC will be rolling out Safezone after Easter.

3.8.4 Compulsory Health and Safety Training across the LSBU Group

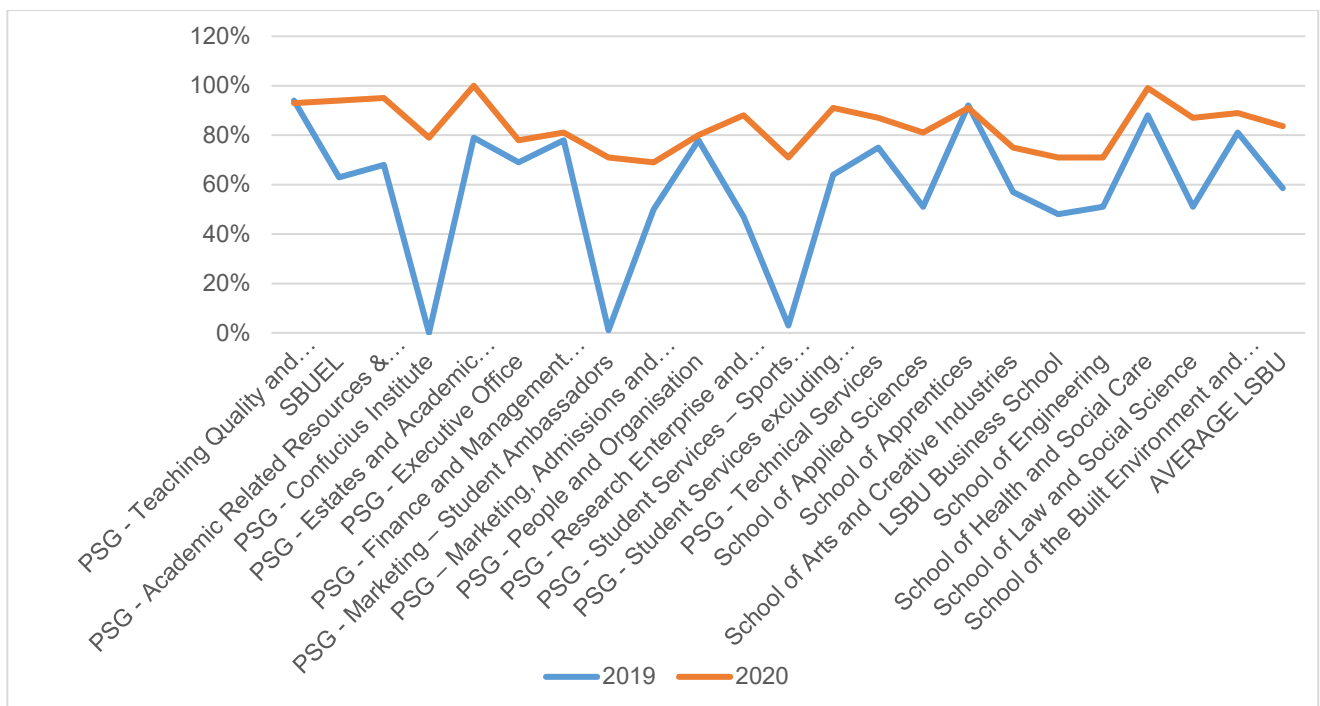
The below information provides a compliance report for compulsory Health and Safety training across the LSBU Group. It is important to note that South Bank Academies do not currently have H&S mandatory training modules.

The Health, Safety and Resilience Team continues to provide encouragement and enforcement where necessary for all staff to complete compulsory Health and Safety Training

3.8.5 LSBU Staff Health and Safety Compulsory training Compliance

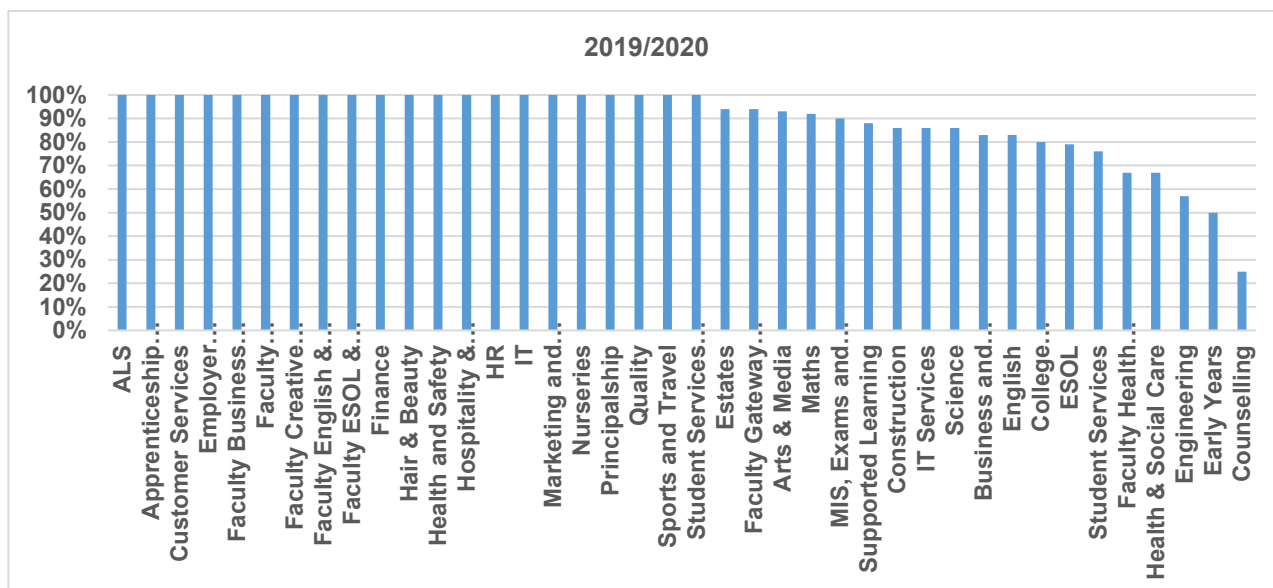
Graph 3.8.5 shows the completion rate of compulsory training across the 2020 year compared to the previous year. Unlike the previous year, the completion rate of mandatory H&S training is much more consistent throughout the year. This may be attributed to the fact that the HSR team has made mandatory H&S training completion an agenda topic at all local Health and Safety Committee meetings in 2020. Also, most staff have worked from home during the year and therefore have prioritised more time to complete the mandatory training.

The H&S team are always looking at ways to ensure all staff complete the mandatory training. HSR has recently introduced a compressed version of the compulsory training, which is hoped to shorten staff time to complete the compulsory training and further improve the completion rate.



3.8.6 LC COMPULSORY TRAINING COMPLIANCE

Graph 3.8.6 shows LC compulsory Health and Safety completion rate. The staff in the majority of Lambeth College departments have completed the mandatory Health and Safety Training.



3.9 Policy, Procedure and Guidance Document Development

As part of the annual documentation review, several policies, procedures and guidance documents were amended to reflect changes in legislative requirements and organisational structure. Further improvements, including more robust document control procedures, were implemented to conform to sector advice on best practice. Notable changes included:

- Face Coverings Policy was developed following updated Government guidance that made it mandatory to wear face coverings on public transport and other enclosed spaces.
- Fire Drill Guidance was created and circulated to inform all members of the LSBU community.
- Working from Home during Coronavirus Pandemic (COVID-19)' guidance to ensure that those who were working from home are safe and healthy. Guidance gave information on Display Screen Equipment; Fire Safety; Wellbeing; Reporting of Accidents or Incidents; and access to various Health and Safety Online Training
- Wellbeing Guide included wellbeing activity ideas to help support staff and colleagues during the pandemic and reminders of available support & resources for staff.

- Group COVID incident reporting procedure to assist track and trace. This included the Safezone application deployment, which helped centralise COVID symptoms reporting to HSR and track and trace throughout zones within all LSBU campus buildings.
- Return to Campus Guide was developed as part of the LSBU commitment to a safe return to work. This has also led to the Mandatory Return to Work Training (E-module) development, which all staff returning to campus must complete.
- Implementation of various Health and Safety policies at Lambeth College, most notable policies include Lambeth College H&S Policy, Lambeth College COSHH Policy, and Lambeth College Risk Assessment Policy.

4.0 Prevent

The Director of Group Assurance has continued to be a member of the Department for Education (DfE) Higher Education Prevent Forum, as well as being a member of the DfE Higher Education Prevent Training Development Group.

LSBU is planning to undertake a full review of its Prevent Training materials during the second half of 2021, and this will be overseen by the Safeguarding Committee.

During the period of this report, the pandemic and move to a virtual learning/meeting space led to an early refocus of the method of managing external speakers. All areas of LSBU were formally contacted, and reminded of the need to follow a request approval process for “virtual” external speakers. This approach is in line with best practice.

On 16 February 2021, the Secretary of State for Education wrote to all Accountable Officers to outline a government paper to strengthen academic freedom and free speech in higher education. We will continue to ensure we follow all government requirements on free speech, whilst fully complying with the Prevent Duty.

The Board of Governors were last provided with an Annual Prevent Report in November 2020. From November 2020 to the time of writing (5 March 2021) there have not been any new prevent referrals

5.0 Summary

This report highlights the extensive work undertaken by the HSR team to support activities on the LSBU Group sites to maintain and improve the LSBU Group excellent health and safety standards and wellbeing support for staff.

	CONFIDENTIAL
Paper title:	LSBSU incorporation and draft articles of association
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Amy Eden, LSBSU CEO
Sponsor(s):	Amy Eden, LSBSU CEO Nicole Louis, CCO
Purpose:	For Approval
Recommendation:	<p>The Board is requested to:</p> <ol style="list-style-type: none"> 1. support the Union's plans to change its legal form, subject to LSBU Board consent to the future proposed transfer of undertaking of the SU from the unincorporated association to the company limited by guarantee to accommodate the SU's plans in relation to its pensions deficit; 2. delegate to a sub-committee of the chairs of FPR and MPIC and the VC consideration of, and if thought fit, to consent, at the appropriate time, to the transfer of undertaking; and 3. approve in principle the new company's Articles of Association.

Executive Summary

London South Bank Student's Union is currently an 'unincorporated association' and registered charity with the Charity Commission. The SU's trustees have indicated that changing the Union's legal form to a Charitable Company (limited by guarantee) at the next available opportunity is a priority. To do this, the Union must produce Articles of Association (Articles) which will form part of the Constitution for the newly incorporated company. The provisions of the Constitution are subject to approval by the University's Board of Governors under the Education Act 1994.

The full draft Articles are included as a supplement to the main pack.

In addition, a review of the proposed changes to the articles is being carried out by the LSBU governance team and will be provided ahead of the Board meeting.

Recommendation

The Board is requested to:

1. support the Union's plans to change its legal form, subject to LSBU Board consent to the future proposed transfer of undertaking of the SU from the unincorporated association to the company limited by guarantee to accommodate the SU's plans in relation to its pensions deficit;
2. delegate to a sub-committee of the chairs of FPR and MPIC and the VC consideration of, and if thought fit, to consent, at the appropriate time, to the transfer of undertaking; and
3. approve in principle the new company's Articles of Association.

LSBU Board of Governors

Meeting of 25 March 2021

Proposed Draft SU Articles of Association

Author and Presenter: Amy Eden, CEO, South Bank SU

1 Summary

- 1.1 This paper is submitted to LSBU Board of Governors with reference to the *Plan to change the legal form of the Students' Union* paper (Appendix 1) submitted to the Finance, Planning & Resources Committee and considered on 2nd March 2021.
- 1.2 The paper provides members with a summary of the differences between the Union's existing Constitution and the proposed Articles of Association (Articles) required to become an incorporated Charitable Company.

2 Recommendations

- 2.1 Governors are invited to **APPROVE** the proposed draft Articles of Association in accordance with their obligations under section 22 of the Education Act 1994.

Background

3

- 3.1 The Union's current legal governing document, the Constitution, is not legally compliant for an incorporated students' union. The current Constitution is a bespoke document loosely based on a model constitution for unincorporated unions that pre-dates the change in the law that allowed students' unions to incorporate in 2010. It was approved by the University in 2014.
- 3.2 Articles of Association form part of the legal governing document of incorporated students' unions and are required for registration with the Charity Commission and Companies House. The majority of students' unions in England have incorporated and therefore have adopted Articles as their legal governing documents.
- 3.3 As outlined in Section 22 of the Education Act 1994, a Union's Articles require the approval of the University Board of Governors before they can be adopted. Ahead of this, the Union have consulted the LSBU Executive group on the proposed changes and its plans to incorporate. Following this consultation, it is hoped that a recommendation for approval will be made for Governors to consider at the board meeting on 25th March 2021.
- 3.4 Approval by the Union's trustees was given on 16 March 2021 at a meeting attended by the university's Chief Customer Officer in their role as advisor to the board no amendments were made and responsibility for approving any minor changes which result following discussion by Governors was delegated to the SU President and Chair of Trustees.
- 3.5 Responsibility for coordinating the drafting of the Articles has been delegated to the SU Deputy CEO, Matt Myles-Brown, who has experience of drafting SU Articles in similar institutions. However, Wrigleys Solicitors have been engaged to produce the draft Articles to ensure legal compliance. They will be drafting these following the NUS 2017 Model Articles, which were

created by Bates Wells Solicitors and are approved as a model for incorporated students' unions by the Charity Commission. The advice of a sector governance expert, Jim Dickinson (WonkHE), has also been taken into consideration when producing this draft.

4 Summary of Proposed changes

- 4.1 When reviewing the proposed Articles, it should be made clear that they do not diverge in any material way from the existing provisions in the Union's current approved Constitution (with exception of those required for the change in legal form), and this change in legal form does not change in any way the University's obligations as set out in the Education Act 1994.
- 4.2 The existing agreement in place between the University and the Students' Union which ensures LSBU has good oversight on the key matters relating to their legal obligations remains in place and applicable under the proposed Articles and the provisions which specifically uphold those obligations are highlighted in Tab 2 below.
- 4.3 The rationale for any differences between the existing and proposed governing documents can be categorised into the following:
- Changes necessary to comply with regulatory requirements for new legal form of organisation (Incorporated Company limited by guarantee)
 - Changes made to provide consistency with regulatory approved wording, or explicit clarification to existing powers for the purpose of transparency, but do not change the meaning.
 - Changes made at the recommendation of legal advisors to bring in line with best practice or relevance to the student body and Union's and the University's operating context.
- 4.4 The Table on page 3 (Tab.1) summarises the differences, along with an explanation for the change. A summary has been provided for ease, however, full set of the proposed Articles can be found in appendix 2.
- 4.5 Tab. 2 highlights the key provisions in the Articles which relate to the University's obligations under the Education Act 1994, these and the Funding Agreement between institutions provide reassurance that the legal obligations are being met.

Tab.1

Changes made to comply with regulatory requirements for new legal form of organisation (Incorporated Charity)		
3.10	The SU can form contracts as a company (rather than in the name of individual Trustees)	
5	Personal liability of Trustees limited to £1	
7.1	Articles reviewed every 5 years rather than every 3 years.	
Page 1	The name South Bank Students' Union will be used as the existing organisation is registered as a charity and two charities cannot have the same name. In addition, the use of certain 'sensitive' words such as 'university' require additional approval from official bodies (DfE) which can cause a delay in the process. This name will be used for filing purposes only, and the Union can consider changing the name to its original once the current entity is dissolved.	
Changes made to provide consistency with regulatory approved wording, or explicit clarification to existing powers for the purpose of transparency, but which do not change the meaning.		
3	Additional detail or change of wording has been provided to explain the ways in which the Union can act to further its objects. This provides greater clarification than the existing Constitution, but does not change any of the powers which currently do or do not exist (except for 3.10 which is listed in section above)	
Changes made at the recommendation of legal advisors to bring in line with best practice or relevance to the Union's and the University's student body and operating context.		
7.2.4	Student approval of amendments to Articles by Student Members Meeting rather than Annual General Meeting.	<i>Simplifies, and makes the democratic process more accessible for South Bank students</i>
8 - 12	Separates Student Members (Students) and Company Law Members (Trustees)	<i>Clarifies Students status as beneficiaries and Trustee's as being responsible for financial, legal and governance oversight.</i>
13	Associate Membership categories determined by Trustees, not Union Council.	<i>Does not fall within Union Council's remit of 'representative and campaigning policy' as task requires consideration of financial, legal, and operational factors.</i>
15.2	Threshold for passing resolutions by student referendum reduced from two thirds majority to simple majority.	<i>Simplifies the democratic process to encourage democracy.</i>
16	Student Members Meetings: a new meeting structure, run in accordance with the Bye-Laws, which all students can attend, to replace the 'general meeting' structure in the current Constitution.	<i>Greater flexibility to allow for a more engaging and inclusive opportunity for students. For example, explicit provision to run the meeting virtually.</i>
17	Company Law Meetings: trustees to have responsibility for passing resolutions required by the Companies Act.	<i>Required for new membership structure. Trustees responsibility for financial, legal and governance oversight</i>

19	Removal of explicit provision that at least one external Trustee is Alumni	<i>Broadens reach for trustee recruitment in the event an Alumni cannot be appointed, however, Alumni appointments will be encouraged within the Bye-laws for the Appointments Committee.</i>
21	Removal of requirement for student trustees to include one undergraduate and one postgraduate role; can now be any student (provided they meet eligibility criteria)	<i>Broadens reach for electing student trustees and allows more opportunity for them to serve a full two-year term.</i>
30.2	Removal of the explicit composition of the Union's sub-committees (except for the Executive and Appointments Committee)	<i>Retains the Trustees current authority to delegate powers to sub-committees as deemed appropriate but removes the 'non-exhaustive' list provided to provide clarity, flexibility, and relevance to changes in student need or operating context.</i>
32.1	Removal of the explicit composition of the Union's Executive Committee.	<i>Allows flexibility to adapt membership based on the changing needs of the student body. Principles and roles will be set out in the Bye-laws for the Executive Committee</i>
41.2	Trustee minimum quorum requires a Sabbatical Trustee rather than Student Trustee	<i>Ensures student voice is represented in decisions as the full-time nature of the Sabb role reduces the likelihood of a no quorum meeting.</i>
44	Trustee decisions without a meeting requires majority approval rather than unanimous approval	<i>Required only for urgent decision making, this avoids instances where there is majority consensus but not all trustees have responded in time.</i>
47	Change of Union Council's role to consultative in the Bye-Laws approval process.	<i>Union Council's remit is to approve 'representative and campaigning policy', most Bye-laws concern legal, financial, and operational considerations which is the responsibility of Trustees, however, Trustees must consult Union Council on relevant matters.</i>
	No Platform section removed.	<i>Not required for Articles, content needs updating in collaboration with University colleagues and can be clarified in the Bye-Laws.</i>
	Removal of the Union's Bye-Laws ('Regulations') from the new governing document.	<i>The Union hold a set of Bye-laws which relate to the management of the Union and its working practices. (These are referred to as 'regulations' in the Union's current Constitution). Bye-laws are not required for submission to incorporate, and do not require specific University approval so the documents have been separated for the Incorporation process, however, new Bye-Laws will be drafted in consultation with University colleagues as part of the Union's annual Governance review scheduled to take place in Summer/Autumn 2021.</i>

Tab. 2

Specific provisions relating to the university's obligations under the Education Act 1994	
D	Under the Education Act 1994, London South Bank University has a statutory duty to ensure that the Union operates in a fair and democratic manner and is held to proper account for its finances. The Union therefore works alongside London South Bank University in ensuring that the affairs of the Union are properly conducted and that the educational and welfare needs of the Union's Student Members are met.

2	The objects of the Union are the advancement of education of Students at London South Bank University (note; reference in this section to ‘students’ rather than ‘student members’ relates to the provision of services to all students regardless of membership status)
4.1	The income and property of the Union shall be applied solely towards the promotion of its objects.
7.1	London South Bank University shall be required to review the provisions of these Articles at intervals of not more than five years.
7.2.5	Any amendment to the Articles shall require the following: The approval of London South Bank University
9.1.1	The Student Members shall be as follows: each and every Student who has not opted out by notifying London South Bank University or the Union of their wish not to be a Student Member shall be deemed to be a Student Member in accordance with section 22 of the Education Act; and
16.2	The notice of the annual Student Members’ meeting must state the business to be transacted which shall include formally presenting the accounts of the Union to the Student Members; approving the list of affiliations of the Union;
20.1	Sabbatical Officers shall be elected by secret ballot by the Student Members at an election
20.2	The Sabbatical Officers shall remain in office for a term of one year commencing in accordance with the Bye-Laws. Subject to a transitional change in the year of office, a Sabbatical Officer may be re-elected for a maximum further term of one year
20.4	The Sabbatical Officers shall be deemed to be “major union office holders” for the purposes of Section 22 of the Education Act.
51.1	The Trustees shall comply with the requirements of the Companies Acts and of the Charities Act 2011 as to maintaining a Company Law Members’ register, keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Charity Commission of annual reports; annual returns; and annual statements of account.

5 Appendices

Appendix 1	‘Plan to change the legal form of the Students’ Union’ – Paper submitted to Finance, Planning & Resources Committee
Appendix 2	Full set of proposed Articles of Association

Amy Eden
Chief Executive
March 2021

Finance, Planning & Resources Committee

Meeting of 2nd March 2021

Plan to change legal form of Students' Union.

Author and Presenter: Amy Eden, Chief Executive, South Bank SU

1. Summary

- 1.1. London South Bank Student's Union is currently an 'unincorporated association' and registered charity with the Charity Commission. Trustees have indicated that changing the Union's legal form to 'Charitable Company' (limited by guarantee) at the next available opportunity is a priority. To do this, the Union must produce Articles of Association (Articles) which will form part of the Constitution for the newly incorporated company. The provisions of the Constitution are subject to approval by the University's Board of Governors under the Education Act 1994.
- 1.2. This report provides the University's Executive and Governors with an overview of the process for changing legal status and sets out the approvals needed and key risks and mitigators for consideration.

2. Recommendation(s)

- 2.1. The Finance, Planning & Resources Committee is invited to **NOTE:**
 - the Union's plan to change its legal form.
 - that approval for the new Articles of Association will be sought from Governors in March;
 - that approval to transfer any existing contracts and funding agreements between LSBU and the Union, to the new incorporated company will be sought from Governors in March.

3. Background

- 3.1. The operating context and structure of the Union has developed hugely across the years, however the legal form of the organisation has not been updated to reflect this. The most significant issue this presents for the SU is the level of personal risk it puts upon its Trustees, as board members of an unincorporated association, they are at greater risk of personal liability for the organisation's debts which have increased over time as the Union has grown.
- 3.2. Discussions around incorporating the Union to limit Trustee liability were initiated in 2019, and the interim management team continued work to complete the process in 2020 during the Turnaround process, however with the Union being in a state of transition, work was paused while extra reassurances around governance; financial stability and permanent leadership were sought. With these now in place this work has been picked up by the Union's SMT in January 2021 and legal advisors who are experienced in SU incorporation have been engaged to guide the process.

4. Process and timeline

- 4.1. A new company will be created, and the Union's existing Trustees will join the board of the new entity as 'Company' Members, this is then registered with Companies House. Once

complete, the Union will register the newly incorporated company as a charity with the Charity Commission. Both steps require submission of Articles which are approved by the University's Board of Governors and the company members of the new charity.

4.2. The new Company remains dormant until members of the unincorporated association (opted-in students) approve the transfer of existing contracts, assets and liabilities which will be sought at an AGM in March/April and after this, transfers can commence. Most will be straightforward, however the transfer of the historical SUSS pension liability will involve a more complex set of actions. The steps in this process must take place within a very limited period and this dictates the timeline for the rest of the process. Once the transfers are complete, dissolution can take place via an online application to the Charity Commission.

4.3. Although SUSS have not yet published the dates for transfer in 2021, a broad timeline for completion of the process using historical timings is likely to be:

02 Mar	LSBU FPR committee note Union's plans to incorporate
03 Mar	LSBU Executive review Articles and make recommendation for Board of Governors
25 Mar	LSBU consider approval of new Articles and transfer of contracts
29 Mar	Member approval to Incorporate sought via AGM
05 Apr	Registration with Companies House and Charity Commission submitted
31 May	Registration complete (transfers can commence)
14 Jun	Deadline to notify SUSS of intention to transfer
31 Jul	End of financial year
13 Sep	Estimated notification of completion

5. Potential risks for the University

Remaining Unincorporated

5.1. The level of personal liability for Trustees is a key driver for change for the individuals on the board, however, there are knock-on effects of this which impact the organisation's governance, finances and operations which must be outlined to the University in the interests of transparency and in line with the Code of Practice.

5.2. Trustees are committed to steering the organisation through the five-year strategy; however, this is on the basis that limiting liability is a priority and completed within the year. Recruiting new Trustees while remaining unincorporated will be difficult if vacancies arise, so with board stability being a significant factor in the Union's success after a turbulent few year the threat of losing Trustees should not be overlooked.

5.3. Protections are in place to limit the likelihood of this risk being realised, including indemnity insurance; funding conditions around borrowing, purchasing property, giving guarantees and indemnities; and enhanced financial reporting requirements between the Union and University. However, Trustees, are clear that they would be cautious in releasing reserves for investment while the concern remains and left unaddressed this caution could stifle opportunities for growth. In addition, incorporating means the Union can hold its own legal identity and enter contracts, which is restricted by its current unincorporated status. This change to legal status allows greater opportunity to explore income generating activity and aides the development of a long-term financial plan to diversify income outside of the annual block grant.

University obligations under the Education Act

5.4. Articles will be drafted by Wrigley's Solicitors who have extensive experience supporting SUs through the incorporation process. They will use NUS Model Articles as a template which

include specific provisions to meet obligations under the Education Act and have been approved by the Charity Commission.

- 5.5. The new Articles will be considered by the University Executive before submission to Governors. Changes from the current Constitution will be minimal and made to either to comply with regulation, or to update clauses in line with best practice and relevance to the current operating context. The new Articles will not change or supplant the existing funding agreement in place which sets out specific conditions of funding and financial oversight. However, the agreement will be reviewed considering the change to the Union's legal form and updated as necessary.
- 5.6. Nicole Louis, Chief Customer Officer, and Ralph Sanders, Director of Financial Planning & Reporting, have joined the Union's board as advisors on an ongoing basis to enhance existing reporting and communication frameworks, and strengthen the close partnership between the institutions which has developed over the past 12 months.

Transfer of SUSS Pension Liability

- 5.7. Under normal circumstances, winding up an organisation with an existing pension liability (under a multi-employer scheme) carries a risk of the full debt becoming due which would be a serious concern. However, SUSS take advantage of a legal mechanism which allows organisations who are incorporating to avoid this risk. To benefit, the Union must submit initial documentation by a specific date in June and the Union's plan has been formed around this to ensure it is met. The process will be managed by its legal advisors and the Union will provide regular updates to the University on progress, however, in the very unlikely event that the Union is unable to meet this deadline, the process will be halted so that the debt is not triggered, and Trustees will defer incorporation to 2022.

Amy Eden
Chief Executive, South Bank Students Union
March 2021

	CONFIDENTIAL
Paper title:	Update on the 2025 KPI Framework
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Karen McLernon (Head of Performance Analysis), Richard Duke (Director of Strategy and Planning) and Pat Bailey (Provost).
Sponsor(s):	Pat Bailey, Provost
Purpose:	For Information
Recommendation:	The Board is requested to note the update on Group KPIs.

Executive Summary

This paper provides a high-level summary as to how KPIs within the new Group Strategy have been developed through the strategy development process. In addition to this, the paper will detail how progress against achieving these KPIs will be made and how the Group is progressing in terms of accountability and reporting against them.

Strategy Development Process

[The Group 2020-25 Corporate Strategy](#) was approved by the LSBU Board in July 2020. This was the culmination of around 12 months of work from across the Group, with staff from all levels contributing through multiple workshops and leadership sessions. The strategy provides a tangible framework for both what the Group will do to deliver against its plans, but also how success will be measured. The approach to measurement is highlighted in the section in this paper relating to KPI targets and reporting.

Level 1 Target Operating Model (TOM) Summary and Accountability

An essential component of delivering against corporate priorities and KPIs is the governance and accountability that underpin them. As part of this, work on TOM has clarified Executive structure and provided a framework for accountability. The Level 1 TOM structure is detailed in Figure 1, whilst Figure 2 details which areas of the structure are accountable for each KPI (as detailed in the 2025 Strategy). For example all 'verticals' (areas of academic delivery) are accountable for academic outcomes e.g. learning experience (measured through the NSS at the University), whilst all areas are accountable for adherence to their budget or staff engagement targets.

In addition to KPI accountability, also identified, is which areas of the Group are accountable for each deliverable in the strategy. This is identified in Figure 3.

Figure 1. Level 1 TOM Structure

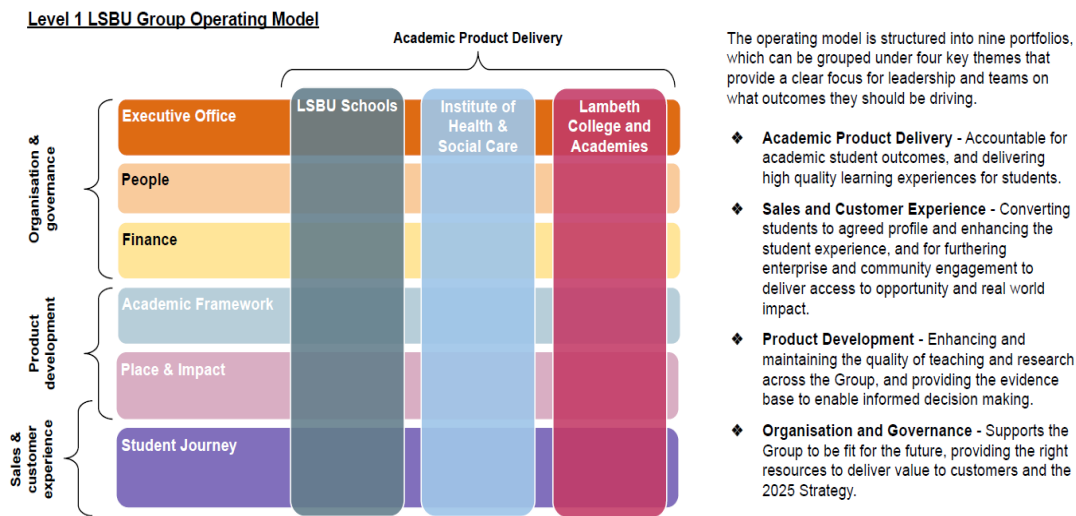


Figure 2. – Outcome (KPI) Accountability

Access to Opportunity	Student Success	Real World Impact	Technology and Estates	People, Culture and Inclusion	Resources, Market and Shape
Embed employer relationships	Employment and further study	Research and enterprise income	Estate utilisation	Inspire our staff effectively	Group income of £250m
Recruit hard to reach groups	Learning experience	Employer reputation score*	Student satisfaction with infrastructure	Effective in managing change	Generate 5% surplus
Embrace internationalisation	Progression	Research informed teaching	Employer satisfaction with facilities	Inclusive workforce	Brand and reputation
Increase in intra-Group progression	Close awarding gaps	GPA and rankings	Staff satisfaction with IT	Employee experience	Philanthropic income
	Deliver excellent services to students	Research pipeline	Reduce carbon footprint		

Level 1 Structure	All Areas	All Verticals	Executive Office	People	Finance	Place and Impact	Academic Framework	Student Journey

Figure 3. – Deliverable Accountability

Access to Opportunity	Student Success	Real World Impact	Technology and Estates	People, Culture and Inclusion	Resources, Market and Shape	
Employer relationships	Professional and technical curriculum	Research centres	Environmental sustainability and literacy	People	Brand and reputation	
Global	LSBU social capital programme	Industry partnerships	Technology enabled flexibility	Leadership and management	Student recruitment	
Educational pathways	Technology enabled teaching	Research informed teaching	Cloud focused	Organisational shape and size	Group operating model	
Local partnerships	Industry links embedded in education	Research infrastructure	Software as a service	Dynamic culture	Fundraising and philanthropy	
Public engagement	Academic development programme	Enterprise subsidiaries	Industry standard facilities	Inclusivity	Planning and budgeting	
Development of the Group	Student support and customer service	Centre for pedagogy and adult learning research centre	High quality estate		Capital investment plan	
	Wellbeing	Employer-led skills centres				
	Advice and guidance					
Level 1 Structure	Executive Office	People	Finance	Place and Impact	Academic Framework	Student Journey

KPI Targets and KPI Reporting

A significant amount of work has been undertaken in terms of development of definitions, accountability and reporting mechanisms.

- The vast majority of Outcome KPIs have now been defined for all Group entities - LSBU, SBC and SBA.
- Development of the reporting framework is progressing well, including design of report outputs, reporting hierarchies and RAG rating methodology.
- Development of the reporting infrastructure and automation in the MIKE BI tool has been delayed as a result of the IT incident.

The KPI framework and targets will be presented to FPR and Board in April / May as part of Group and Institutional roadmaps.

Figure 4 details the LSBU KPIs and targets as approved in Autumn 2020.

Update on the 2025 KPI Framework

Introduction

The 2025 KPI framework was introduced at the June FPR meeting. The suite of Strategic Goals and Outcomes KPIs is designed as a holistic framework that aligns to the four strategic pillars and applies consistently across all entities of the Group.

Updates on the KPI definition work and on LSBU end-of-strategy targets were provided to the October/November 2020 FPR and Board meetings.

This paper summarises progress since these last updates.

Development Activities since November 2020

KPI Definition

Significant progress made in defining the SBC and SBA KPIs: metrics have been agreed for 23 of the 27 Strategic Outcomes. Baseline data for the metrics is currently being collated, to be followed by end-of strategy target definition and annual target phasing out to 2025. The KPI suite and targets will be reported to FPR in April 2021.

KPIs are yet to be defined for only a small number of Outcomes, across all Group entities:

- Multi-touch relationships with employers (Access to Opportunity pillar),
- Alignment to the EntreComp framework (Real World Impact pillar),
- Employer feedback on facilities being of industry standard (Fit for the Future - Technology & Estates pillar),
- Brand recognition survey (Fit for the Future - Resources, Market & Shape pillar).

Strategy delivery planning needs to advance further in order to be able to identify appropriate metrics for these Outcomes.

Some further development work is required to define the methodology for measuring the following Strategic Goals:

- Positively impact 1 million lives (Access to Opportunity pillar),
- Increase in students' social capital (Student Success pillar),
- Digital platforms or industry standard facilities (Fit for the Future - Technology & Estates pillar).

Reporting Framework

The Strategy, Planning & Performance Team has made good progress in developing the reporting framework and completed the following elements:

- Definition of the reporting hierarchy – see schematic in Appendix 1. The hierarchy is aligned to the organisational structure and covers the areas of responsibility of each members of the Executive, with a further reporting level for the LSBU Academic Schools and the two SBA Schools. Targets will be set and performance tracked at each level of the hierarchy. FPR and Board reporting will be at Level 0 (Group) and Level 1 (Group entities – LSBU, SBC and SBA),
- Report output design,
- Definition of RAG (red – amber – green) rating methodology and aggregation of RAGs at Level 1 and Level 0 of the reporting hierarchy. Because metrics are aligned to education sector, particularly in the Access to Opportunity and Student Success pillars, the KPIs for the same Strategy Outcome can differ between the Group entities. This in turn means that there may not be an aggregate figure at overall Group level that can be compared to a set target. In these instances, reporting at Group level is through an aggregate RAG - see Appendix 2 for a simplified schematic of the aggregation methodology.

It is intended to store KPI targets and performance data at all hierarchy levels in the MIKE BI tool and have the capability for automated report production. Work on this reporting infrastructure has been delayed as a result of the IT incident.

Next steps

It is planned to present Group and Institutional roadmaps to FPR and Board in April/May 2021 for approval. Alongside strategy delivery plans and risks, the roadmaps will include the KPI framework and targets.

Figure 4. – 2025 KPI Targets and Outcomes as referenced in 2025 Strategy

2025 Group Strategy Outcomes - LSBU Page

LSBU Outcomes

Pillar	Outcomes		Actuals		Targets					Latest Sector Average	Sector Upper quartile	
	KPI #	LSBU measure	Subset	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24			2024/25
Access to Opportunity	1	Multi-touch relationships with employers										
	2a	Access: Proportion of FT UG entrants from disadvantaged groups	Care Leavers	1.80%		1-3	1-3	1-3	1-3	1-3		
			IMD Quintiles 1&2	58.20%		55-60	55-60	55-60	55-60	55-60		
			Military Families	NA	NA							
	2b	Retention: Y1-2 Progression rate of FT UG students from disadvantaged groups	Care Leavers	TBC	TBC							
			IMD Quintiles 1&2	71.30%	TBC	73	75	78	80	82		
3	Student and Staff Global Education Profiler (GEP) scores											
4	Progression to LSBU through progression pathways (including International)											
Student Success	5	GD Graduate level employment or PG study (EPI cohort)		33	27	100	500	1000	1500	2700		
	6a	NSS - Teaching related question areas (% agree, all respondents)		87.7	89.1	72	74	78	78	80	75	78
	6b	PTEG - Teaching measure		80.4	77.8	80	81	82	84	88	79.7	86.3
	6c	PRES - Overall satisfaction (online survey)		75	72	75	78	80	82	85	82	85
	7a	Y1-2 Progression (FT UG students) target 85% by 2025		71		81		83		85	81	85
	7b	PGT completion target 85% by 2025		73.5	78.1*	79	80	82	84	85		
	7c	Apprenticeship overall achievement rates		66.7	TBC	70	74	78	82	85		
	8a	BME awarding gap (FT students)		0	55.1*	60	65	70	80	83	68.6	
	9	NSS - Organisation and Management question area (all respondents)		15.3	TBC	13	11	9	7	5	13.3	9.3
Real World Impact	10	ESOm of Research & Enterprise Income (excluding OR)		72.3	69.7	73	75	77	79	82	73.8	82.4
	11	Employer reputation in QS Survey (points out of 100)		14.6	11.1	15	20	25	35	50		
	12a	R & E Informed teaching: % of Research & Teaching academics		2	1.8	2	3	5	7	10		
	12b	Alignment to EntreComp framework		26.3	22.3*	25	28	30	35	40		
	13a	QS & THE World University Rankings Top 500	QS	701-750	751-800	751-800	701-750	651-700	601-650	<501		
			THE	+1001	+1001	+1001	801-1000	601-800	<601	<501		
	13b	REF impact measure of 3.0 in 2021 and 3.2 in 2027									3	
13c	University GPA of 2.8 in 2021 and 3.0 in 2027									2.8		
14	PGR Completions		30	TBC	35	40	45	50	60			
Fit for the Future - Technology & Estates	15	Room utilisation rate		20	TBC	NA	30	35	40	50		
	16	NSS - Learning Resources question area (% agree, all respondents)		84	82.3	83	84	86	87	88	85.8	87.9
	17	Staff Survey question on IT services (question 9, new in 2020)			48							
Fit for the Future - People, Culture & Inclusion	18	Employer feedback (via employer boards)										
	19	Carbon usage (tons of CO ₂ emissions / 1002b) Reduction compared to 2019/20 figure		5352	TBC	-5%	-10%	-15%	-20%	-25%		
	20	Staff Surveys questions on leadership		39	50							
	21	Staff Survey question on managing change		42	57							
	22a	Ethnicity Grade 10+ (% difference)		15	TBC	13	11	9	7	5		
22b	Gender Grade 10+ (% difference)		4	TBC	3	2	1	0	0			
23	Staff Survey average score		57	61								
Fit for the Future - People, Culture & Inclusion		Income split by UG domestic, PG domestic, International (inc. TNE) and Apprenticeship.	Total Income	148.5	157.1	153.3				200		
	25	Surplus %		1.6	1*	0	1	2	3	5		
	26a	Top 50% in all domestic rankings (percentile, not rank recorded)	Guardian	56	77	70	64	58	54	50		
			Times	70	94	87	80	70	60	50		
			CUG	67	88	64	62	58	54	50		
26b	Brand recognition survey Methodology and metrics under review											
27	Alumni Income		TBC	TBC	1.5	3	5	10	15			

Strategy Implementation Project

As soon as the strategy was approved in July work began to prioritise the elements of the strategy that precipitate the most change. From this, of the 36 deliverables in the strategy, 15 were prioritised. This selection was undertaken, through a series of workshops with senior staff and approved by the Group Executive. The prioritised deliverables are detailed within the red box in Figure 5.

Figure 5. – Prioritised Deliverables



Executive members with accountability for each deliverable assembled teams from across the Group with both professional and academic roles. These teams identified deliverable success, milestones, dependencies and potential resource requirements. The 2025 success definition is detailed in Figure 6.

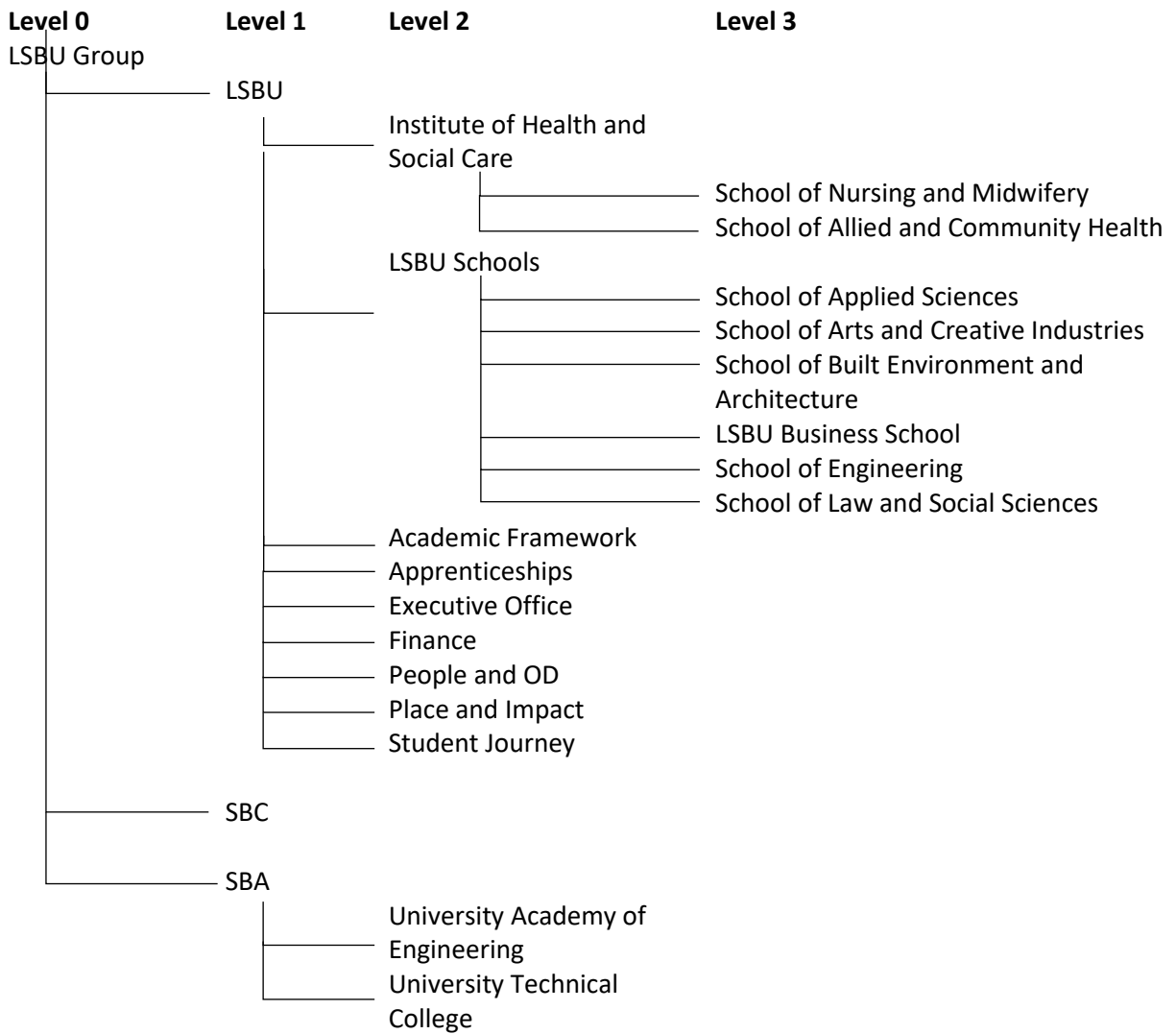
Progress against these deliverables were shared during a Group Strategy day on 6th February 2021.

The work from this process will support the development of the Group Roadmap, that will be presented to FPR and Board in April/May 2021. This will then be translated into local roadmaps to ensure alignment across the Group to deliver the strategy.



Figure 6. – Prioritised Deliverables Success Definitions

Pillar	Deliverable	2025 Success Definition
Access to Opportunity	Educational Pathways	Identifiable pathways established that provide learners with clear routes to their career goals, irrespective of level. 100-fold increase in intra-Group progression delivered.
	Employer Relationships	Embed employer relationships in the Group supporting 10,000 apprentices and enabling all students to have a work based opportunity
People, Culture and Inclusion	Dynamic Culture	A dynamic culture across the Group where our people thrive, underpinned by our EPIIC Values. Threaded through with a culture of learning and the agility to change and develop
	Inclusivity	Sector leading in equality, diversity and inclusion practices and outcomes. The Group actively values diversity, creating environments where everyone can thrive. We aim to eliminate bias and enable all our staff to achieve their full potential. We are going to be creative and ambitious to lead EDI differently to achieve successful outcomes.
	Leadership and management	Leaders and managers with the right skills and behaviours enabled to carry out their roles and deliver the strategy in an inclusive, innovative and future proof way
	Organisational shape and size	Organisational design delivering greater value for money and supporting transition to outcomes and values led organisation. Review and design the size and shape of the organisation through a new Target Operating Model. Create capacity, capability and prioritisation of resources through planned workforce transformation.
	People	A first class employee experience and journey which will attract, enable and retain high performing people.
Real World Impact	Global	Reinforcing Access to Opportunity, Student Success and Place and Impact, 3 Major Delivery Centres operational on the ground. Priority 1 is MENA and Europe, 2 Central Asia/North America, 3 India/South America. Largest cohort of students worldwide will be online or hybrid with LSBU Global centres, including some attendance at one of LSBU Group London, Branch Campuses, Validated Centres and Learning Support Centres. Student Experience of LSBU Group will include opportunity to engage globally at some level.
	Research Infrastructure	A demonstrably value-led research infrastructure focused on both supporting and driving world-leading academic outcomes and outputs in research, delivering excellent customer service and strategic insights to support achievement of step changes in research income and the quality and international standing of our research. Goals: 1. Significantly increase research and enterprise activity across the Group generating £50m of research and enterprise income per annum. 2. Be externally recognised for the quality and impact of our research and enterprise activity, including the University being in the top 500 QS and THE rankings (REF impact measure and University GPA of 3.0 and 2.8 in 2021 and 3.2 and 3.0 in 2027) 3. Maintain an effective research pipeline, doubling PhD completions by 2025.
Resources, Market and Shape	Planning and budgeting	The Group prioritises, plans and resources, using high quality information and insight to inform decision making, supported by high quality governance frameworks, to ensure the achievement of the outcomes in the 2025 Strategy
	Brand and Reputation	LSBU Group is recognised internally and externally as a driving force for high quality, applied, technical, professional and vocational education that is transforming lives, businesses and society across south London and beyond
	Student recruitment	Achievement of the projected Student Recruitment income outlined in the Corporate Strategy within the context of specifically meeting our Access to Opportunity aims as well as increased international and postgraduate enrolments.
Student Success	Student customer service	To provide exceptional administrative and student focussed services, in both a proactive and reactive manner, to ensure that we meet the complex and diverse needs of our students. Such services will be a key enabler in aiding student retention, progression and satisfaction
	Student support	The Group removes barriers to student success through the delivery of personalised support pathways where targeted services and interventions are designed around our students and their lives and needs. The Group is known for expert and innovative student support provision which mitigates links between disadvantage and educational and career outcomes.

Appendix 1: Group Reporting Hierarchy



Appendix 2: RAG Rating Methodology

Step 1	Indicators	Individual indicators within an Outcome are rated against target, a reporting levels 1, 2 and 3.
		
Step 2	Outcomes at Entity level	There are between 1-14 indicators per Outcome in each Level 1 entity (LSBU, SBC and SBA). Indicator RAGs are aggregated to determine the Outcome RAG for the Level 1 entity.
		
Step 3	Outcomes at Group level	The Entity Outcome RAGs are aggregated into a Group (Level 0) Outcome RAG.

	CONFIDENTIAL
Paper title:	Corporate Risk Report
Board/Committee	Board of Governors
Date of meeting:	25 March 2021
Author:	Richard Duke, Director of Strategy & Planning
Sponsor:	Richard Flatman, Chief Financial Officer
Purpose:	For noting and discussion
Recommendation:	The Board is requested to note the corporate risk report.

Executive Summary

The corporate risk register currently has:

- Zero critical risks;
- Thirteen high risks;
- Sixteen medium risks;
- One low risk

Risks are reviewed on a monthly basis by the Senior Leadership Team (SLT). The last review was in February 2021. The risk register was also reviewed by Group Audit and Risk Committee (GARC) on 11th February 2021. Since both SLT and GARC, a review was undertaken by the Vice Chancellor, Chief Finance Officer and Director of Strategy & Planning on 1st March 2021. As a result of this meeting the following changes to the Corporate Risk Register were made:

- Risk 637 – Since Audit committee which upgraded to critical impact the impact has been downgraded to high, resulting in a high overall rating
- Risk 467 – Progression rates have increased in 2019/20, therefore reducing the likelihood to low, resulting in an overall rating of medium
- Risk 635 – Deterioration in league table rank seen as very highly likely (upgraded from highly likely). The overall risk rating remains at high
- Risk 3 – Unaffordability of pension schemes risk downgraded to medium. Overall risk remains at high however.
- Risk 625 – Has been removed, as is now covered by Risk 1 (Capability to respond to change in policy or competitive landscape)
- Risk 631 – This risk has been reworded to add the words in bold; ‘Full financial benefits including Income and expenditure levels fail to leverage

potential of Group **and fails to address changes resulting from government policy**'. Risk ratings remain the same however.

- Risk 457 – Likelihood of not realising international and EU student fee reduced from high to low, as projections in line with forecasts. This reduces the overall risk to medium.
- Risk 2 – Likelihood downgraded to medium, as fee forecasts relatively positive. This has no impact on the overall rating.
- Risk 402 – Impact increased to high from medium, due to increased targets in relation to R&E targets
- Risk 638 – A new risk has been added; 'Income, reputational and staff relation impact of Portfolio and Curriculum project'. This has been rated as medium likelihood and medium impact (overall medium).

LSBU Corporate Risk: Board Summary Report – Mar 2021

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

Severity Rating/Risk Type - Appetite	Low	Medium	High	Critical
Financial (open)	(517) EU Referendum Impact on regulation & market (DP)	(631) Full financial benefits including Income and expenditure levels fail to leverage potential of Group and fails to address changes resulting from government policy (RF) (638) Income, reputational and staff relation impact of Portfolio and Curriculum project (DJ) (630) HE Policy - B3 Registration Regulation and potential introduction of student number controls (DJ) (457) Anticipated international & EU student revenue unrealised (NL)	(3) Sustainability of current pension schemes (RF) (402) Income growth from Research & Enterprise unrealised (PI) (2) Revenue reduction if course portfolio, and related marketing activity, does not achieve Home UG recruitment targets (NL) (634) Financial Impact of Covid-19 (student refunds/accomodation (RF)	
Legal / Compliance (Cautious)		(519) Negative Curriculum Assessment (DJ) (584) External incident compromises campus operations or access (MMJ)	(305) Data security and data protection (NL)	
Academic Activity (Seek)		(628) Availability of NHS placements (PB) (495) Higher Apprenticeship degrees (FM) (398) Academic programmes not engaged with technological and pedagogic developments (DJ) (494) Inconsistent delivery of Placement activity (NL) (518) Core student system inflexibility / failure (DJ) (636) Blended Learning not implemented effectively, impacting student experience (DJ) (467) Progression rates don't increase (DJ) (627) Impact of new strategy upon organisational culture (MMJ)	(629) OFS Thresholds not met in relation to Condition of Registration B3 (DJ) (37) Affordability of Capital Expenditure investment plans (RF) (633) Unable to deliver recovery plan from Covid-19 (DP)	
Reputation (Open)		(6) Management Information perceived as unreliable, doesn't triangulate or absent (RF) (362) Low staff engagement impacts performance negatively (MMJ)	(626) Impact of assurance activity & new initiatives fails to address issues around student experience (PB) (632) Alignment of estate with sector requirements across the Group (PI) (1) Capability to respond to change in policy or competitive landscape (DP) (635) League table rank deterioration / reputational impact (DJ) (637) Failure to recover reputational damage from Dec 2020 ICT Outage (NL)	

Date: Mar 2021

Author: Richard Duke – Director of Strategy & Planning

Executive Lead: Richard Flatman – Chief Financial Officer

Impact	4 Critical Corporate plan failure / removal of funding, degree award status, penalty / closure				
	3 High 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	(495) Higher Apprenticeship degrees (FM) (519) Negative Curriculum Assessment (DJ) (6) Management Information perceived as unreliable, doesn't triangulate or absent (RF) (362) Low staff engagement impacts performance negatively (MMJ) (467) Progression rates don't increase (DJ) (457) Anticipated international & EU student revenue unrealised (NL)	(37) Affordability of Capital Expenditure investment plans (RF) (3) Sustainability of current pension schemes (RF) (633) Unable to deliver recovery plan from Covid-19 (DP) (626) Impact of assurance activity & new initiatives fails to address issues around student experience (PB) (632) Alignment of estate with sector requirements across the Group (PI) (1) Capability to respond to change in policy or competitive landscape (DP) (305) Data security and data protection (NL) (634) Financial Impact of Covid-19 (student refunds/accommodation (RF) (2) Revenue reduction if course portfolio, and related marketing activity, does not achieve Home UG recruitment targets (NL)	(629) OFS Thresholds not met in relation to Condition of Registration B3 (DJ) (402) Income growth from Research & Enterprise unrealised (PI) (637) Failure to recover reputational damage from Dec 2020 ICT Outage (NL)	(635) League table rank deterioration / reputational impact (DJ)
	2 Medium failure to meet operational objectives of the University	(517) EU Referendum Impact on regulation & market (DP)	(398) Academic programmes not engaged with technological and pedagogic developments (DJ) (494) Inconsistent delivery of Placement activity (NL) (518) Core student system inflexibility / failure (DJ) (627) Impact of new strategy upon organisational culture (MMJ) (638) Income, reputational and staff relation impact of Portfolio and Curriculum project (DJ) (630) HE Policy - B3 Registration Regulation and potential introduction of student number controls (DJ) (584) External incident compromises campus operations or access (MMJ)	(628) Availability of NHS placements (WT) (631) Full financial benefits including Income and expenditure levels fail to leverage potential of Group and fails to address changes resulting from government policy (RF) (636) Blended Learning not implemented effectively, impacting student experience (DJ)	
	1 Low little effect on operational objectives				
		1 - Low	2 - Medium	3 - High	4 - Very 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>	<i>The risk is likely to occur in the immediate term</i>	
Residual Likelihood					

	CONFIDENTIAL
Paper title:	Report and decisions of committees
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	Relevant committee chairs
Purpose:	To update the Board on committee decisions
Recommendation:	The Board is requested to note the report on decisions of committees and subsidiary boards.

Executive summary

A summary of committee and subsidiary board decisions is provided for information. Minutes and papers will be available on modern.gov once access to the system has been restored following the IT outage.

The Board is requested to approve:

- Academic Board terms of reference
- Enterprise Advisory Board terms of reference

Other relevant papers are included separately as agenda items.

South Bank Academies Board – 15 December 2020

The Board discussed:

- SSMW and the fact that the bid would not be proceeding. The Board was confident that new opportunities would arise in the future
- The work being done on the strategy for SBA and how this was impacted by the engineering staffing challenges in both schools; the strategy will be presented at the March 2021 meeting
- OFSTED preparedness and requested that this item become a standing item on the board agenda
- Admission policy changes: the board agreed to ratify a change to the Pupil Admission Number (PAN) at the UTC but requested more work be done on the policy for UAE within the context of the SBA strategy
- School name changes: the board requested that the strategy be reviewed and finalised in order to determine the right names for the schools
- The external audit findings, the letter of representation and the system of internal control report and agreed each report
- The annual accounts and reports: the Board authorised the accounts to be signed by the Chair, subject to clarification of a few minor outstanding audit points
- The request to use reserves to fund exceptional covid-related expenditure in 2020-21 and agreed with this request.

South Bank Colleges Board – 12 January 2021

The Board discussed:

- the revised budget for 2020/21, an overview of current budget pressures and strategies for budget management;
- the management accounts for November 2020.

Enterprise Advisory Board – 10 February 2021

The committee recommended for approval by the Board:

- EAB terms of reference

The committee approved:

- Annual work plan and business cycle

The committee noted:

- Appointment process for external members of the EAB
- South Bank Enterprise proposal and approach to Place and Impact. The EAB confirmed its support for the proposed structure of SBE.

- LSBU Global activity update and business plan. The EAB noted the direction of travel.
- An update on enterprise income and activity.
- The future role of enterprise operations.

Group Audit and Risk Committee – 11 February 2021

The committee approved:

The submission process for the 2019/20 TRAC return to the OfS, for which the deadline was 31 March 2021.

The proposed format for the GARC effectiveness review, using the CUC's self-assessment guide as a basis for the review. The results of the review will be reported to the meeting of 15 June 2021.

The committee reviewed and recommended the following matters to be reported to the Board:

- Cyber security – GARC discussed in detail the progress made against the restoration and recovery plan following the cyber incident of December 2020. A further discussion would be held with the KPMG partner and the CFO, and an additional GARC meeting would be scheduled for early May 2021 to discuss the final report on the recovery plan and implications, if any, for both internal and external audit.
- An update on business continuity in relation to the ongoing coronavirus pandemic.
- Corporate risk report, comprised of zero critical risks, fifteen high risks, fourteen medium risks and one low risk.
- UKVI compliance statistics for the 2019/20 academic year, and the letter from UKVI dated 21 October 2020 confirming that LSBU had met the core requirements for renewal of its student sponsor licence.

The committee noted:

- Internal audit progress report
- Internal audit follow-up report – BDO were requested to review the list of outstanding recommendations.
- Internal audit report on financial information, cash flow and bank covenants, which provided a moderate level of assurance of both the control design and the operational effectiveness of the controls in place.
- Internal audit report on UUK code compliance, which found that LSBU was able to demonstrate compliance with 87 out of 89 essential items, and 12 out of 12 desirable items.
- Internal audit report on coronavirus recovery, which provided a moderate level of assurance for control design and a substantial level of assurance for the operational effectiveness of the controls in place.

- Data protection report, including two breaches of personal data since the last meeting.
- Anti-fraud, bribery and corruption report – no new instances had arisen since the previous meeting.
- Speak up report and policy review – no new cases had been raised since the last meeting.
- There had been no new reportable events since the previous meeting.

South Bank Colleges Board – 17 February 2021

The Board discussed:

- an update on estates programme, the DfE Amendment and Consent Deed for SBC estates strategy and S106 agreement had been signed.
- the Executive Principal's report including; the outcome of the Student Perception of the College autumn survey report 2020/21, update on Covid19 and the actions that had been undertaken during the 3rd lockdown and the Government FE White Paper Skills for Jobs published in January 2021.
- an update on the financial matters at Lambeth College.
- a progress report on the CFADs Turnaround KPIs agreed as part of the transition funding arrangements put in place on the transfer of the College to LSBU.
- a report on SBC estates development, the two approaches to the disposal strategy i.e. JLL and the developer options for further consideration and that a final direction is agreed. The Board authorised that the developer proposal was progressed with further conversations with the developer to consider a detailed contract for estate development at the meeting in May 2021.
- the updated risk register which was aligned with the LSBU risk register.
- the proposed Board development programme to be delivered in 2021.

The Board approved:

- the SBC strategy and that the KPI and milestone framework would be further reviewed.
- that SBC adopts the Group Risk Policy and that SBC adopts the risk appetite statements for each risk type: Financial – cautious; Legal and compliance – minimal; Academic delivery – open; Reputational – cautious.

The Board noted:

- a report on Equality, Diversity and Inclusion work being undertaken by the College.
- an update from the Students' Union President.
- the proposal to set up South Bank Skills, a private limited company as a SBC subsidiary to support a flexible and employer responsive delivery model for skills training.

- the report from Committees.
- a progress report on the development of the SBC strategic plan which had been developed alongside the overarching LSBU group strategic plan and was fully aligned with the plan, including the four pillars.

Academic Board – 24 February 2021

The Board approved:

- The revised terms of reference for the Quality and Standards Committee, Research Committee and Academic Board subject to minor corrections. It is recommended that the Board of Governors approves the Academic Board's terms of reference. Changes to the document are summarised in the attached appendix.
- New requirements for peer observation of teaching. The recommendations were made in response to changes to the quality inspection and review environment conducted by Ofsted and the QAA.
- A vision for decolonising the curriculum for taught courses and research strategies. The Board was strongly supportive of the proposed vision and encouraged its promotion across Schools via roadshows and engagement with colleagues across the Group.
- Changes to the Assessment and Examinations Procedure 2020/21. The procedure would now include a 'no detriment' calculation and the option for students to resubmit semester 1 assessments impacted by the IT outage in April without penalty.
- A proposal to improve personal tutoring and other support services available to students from the application stage through to graduation.

The Board discussed:

- HESA continuation performance indicator data from 2018/19. The PVC (Education) emphasised that, although performance significantly improved in 2019/20, the University's continuation rate remains a concern. The OfS will be increasingly regulating continuation data by subject level, and there are subjects across the University that do not meet the OfS's current thresholds. The data would be discussed again at the next meeting.
- Progress of the ongoing portfolio and curriculum review, intended to improve student outcomes.
- The AULA pilot and progress of the virtual learning environment review.
- New resources to inform pedagogic practice, in particular a new apprenticeship-levy funded PG Cert for staff professional development.

The Board also noted:

- The Provost's report, which contained updates on the work underway to mitigate the impacts of Brexit, the IT outage, and the ongoing coronavirus pandemic.
- Progress towards the REF submission, which is on track.
- An update from the Students' Union. The SU President and VP (Education) noted that the LSBSU is now connecting well with different divisions across the University, so there are no issues to raise to the Academic Board.
- Reports from sub-committees.

Major Projects and Investment Committee – 25 February 2021

The committee discussed:

- SBC estates strategy – noted the approach from London Realty for a new gateway provision building at Clapham plus a cash amount of £77.9m. Noted that the SBC Board had requested the Executive continue discussions with London Realty and also continue to pursue the other options for disposal. MPIC noted the direction of travel and supported the proposed strategy.

The committee noted:

- Verbal updates on Westminster UTC and British University in Egypt (BUE).
- An update on Project LEAP workpackage 5.0, including delays caused by the IT outage. The delay was not expected to impact the scope of benefits of the project. Additional costs were estimated at £500k + VAT, some of which could be absorbed within the programme.
- Southwark Campus redevelopment – London Road refurbishment broadly on target, but there were potentially severe budgetary pressures. Formal adjudication process entered into with the contractor. Delays with the installation of fibre links continued.
- An update on the Nine Elms STEAM Centre (NESC).

Finance, Planning and Resources – 2 March 2021

The committee discussed:

- Finance update – the University was broadly on target to deliver a £2m surplus, but staff costs were substantially higher than budgeted.
- Student recruitment and retention update – 660 students enrolled so far for semester two, with an associated income forecast of £5.7m. UCAS applications for semester one 2021/22 were up 5.5% on the previous year. FPR noted an increase in frontline student issues linked to the pandemic and to the continuing IT issues.
- Students' Union update
 - Code of Practice return
 - 2019/20 audited accounts – an overall surplus of £78,665 was reported

- Proposed incorporation – plans to change legal status to become an incorporated charitable company limited by guarantee. The key driver for this change was the need to mitigate the personal liability of the trustees.

The committee noted:

- NSS and Graduate Outcomes update
- Update from the LSBSU Council Chair on the student experience during 2020/21.
- Key performance indicators – update on the 2025 KPI framework.
- SBUEL annual performance and value report.
- Treasury management report.
- Cyber incident update.

	INTERNAL
Paper title:	Draft Terms of Reference for Academic Board
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Dominique Phipp, Secretary to the Academic Board and its Sub-Committees
Sponsor(s):	Pat Bailey, Provost
Purpose:	For Approval
Recommendation:	The Board is requested to discuss and approve the revised Terms of Reference.

Executive summary

The proposed changes to the Terms of Reference include:

- More clearly aligning the work of the Board with the Group Corporate Strategy.
- Expanding upon the existing terms to give more detail, including emphasising the Board's role in:
 - promoting the University's reputation;
 - advising the Executive and Board of Governors;
 - monitoring and enhancing the quality and standards of academic provision, including teaching, students' learning opportunities, and the value of awards;
 - ensuring that students' interests are taken into account in decision-making;
 - ensuring that the University's academic offer and delivery provides for the diverse needs of all its students.
- Clarifying the Board's relationship with its sub-committees.
- Updating the membership list in 3.1 to include both the Chief Business Officer and PVC Education roles, and the new job titles of non-teaching staff.

Below is a copy with track changes, followed by a clean copy of the same draft.

Academic Board

Terms of Reference

~~The Academic Board is responsible for academic standards and the direction and regulation of academic matters.~~ The Academic Board is the University's supreme academic deliberative and decision-making body. It is responsible for strategic oversight of all academic provision, including the University's academic standards, direction and regulation.

1. Remit

The Academic Board should ensure that its activity contributes to continuous improvement against the strategic goals of LSBU's Group Corporate Strategy, and compliance with the OfS's ongoing conditions of registration.

1.1 The remit of the Academic Board is to:

~~4.1.1~~ support development of and approve University-level strategies relating to teaching and learning, quality enhancement, research, and student experience across all stages of the student journey. Ensure that they are consonant with the Group Corporate Strategy and monitor progress against academic key performance indicators;

~~4.1.2~~—

~~4.1.3~~ 1.1.1 _____ develop academic strategy and monitor progress against academic key performance indicators

~~4.1.4~~ 1.1.2 _____ approve the awards which the University may validate and confer, and monitor development of the University's academic portfolio;

1.1.3 maintain and enhance academic standards, assure the quality of academic provision and of students' learning opportunities, and ensure awards hold their value over time;

1.1.4 ensure that the University's academic provision anticipates and meets the diverse needs of its students;

1.1.5 seek to maintain the quality and standards of teaching and, where possible, enhance through best practice;

1.1.6 have oversight of academic ethics;

~~4.1.6~~ 1.1.7 _____ approve the University's academic and student regulations, and ensure that the regulations are appropriate, comprehensive, fair and compliant with external expectations and legal requirements, approve academic regulations and oversee their enactment, including for:

- admission of students;
- granting and annulling of degrees, qualifications and titles;
- exclusion of students for academic reasons;
- appointment [and termination of appointment](#) of internal and external examiners;
- assessment and examination of academic performance of students;
- character of curricula;
- quality of courses including validation and accreditation by external bodies; and
- [granting distinctions](#) including honorary degrees and academic titles.

[1.1.8 provide scrutiny of the academic quality and suitability of the University's educational collaborations and partnerships;](#)

[1.1.9 provide advice on such other matters as the Board of Governors or the Executive may refer to Academic Board;](#)

[1.1.10 ensure that action in response to identified academic concerns is taken at the relevant level \(institution, faculty, school, programme\), taking proper account of the views of students, members of staff, external examiners, and external quality bodies;](#)

[1.1.11 support promotion of the University's reputation, including its research, teaching, and academic offer.](#)

2. Committees

[2.1.](#) The Academic Board may carry out its remit through sub-committees, including [the](#) Quality and Standards, Student Experience, and Research committees or other working groups from time to time.

[2.2.](#) [The Academic Board should monitor the activity of its sub-committees.](#) The minutes (or a report) of its sub-committees shall be reported to the Academic Board.

[2.3.](#) [The Academic Board shall approve the terms of reference of its sub-committees.](#)

3. Membership

3.1 Membership consists of the following:

Holders of Senior Posts (23)	Provost (Chair) Chief Operating Business Officer (DVC Education) <u>PVC Education</u>
Senior Academic Staff and Professors (21)	Deans (x7) or School Executive alternative Two nominated senior academic staff members from each school (x14)
Non-teaching staff (67)	Director of Academic <u>Teaching</u> Quality and Enhancement Executive Director of Student Services Nominated member of research professional staff Nominated member of technical staff Chair of the 'Professoriate' Students' Union, President Students' Union, Vice President (Education)

3.2 A quorum consists of 7 members.

3.3 The term of office of nominated members is three years.

3.4 The Academic Board meets at least three times per year. Additional meetings may be called by the Chair as deemed necessary to execute the business of the Board.

3.5 Board governors may attend any meeting of Academic Board or sub-committees s to observe their proceedings.

4. Reporting Procedures

4.1 The minutes (or a report) of Board meetings ~~of the Committee~~ will be circulated to all members of the Board of Governors.

Approved by the Board of Governors on 21 November 2019

Approved by the Board of Governors on 25 March 2021

Academic Board

Terms of Reference

The Academic Board is the University's supreme academic deliberative and decision-making body. It is responsible for strategic oversight of all academic provision, including the University's academic standards, direction and regulation.

1. Remit

The Academic Board should ensure that its activity contributes to continuous improvement against the strategic goals of LSBU's Group Corporate Strategy, and compliance with the OfS's ongoing conditions of registration.

1.1 The remit of the Academic Board is to:

- 1.1.1 support development of and approve University-level strategies relating to teaching and learning, quality enhancement, research, and student experience across all stages of the student journey. Ensure that they are consonant with the Group Corporate Strategy and monitor progress against academic key performance indicators;
- 1.1.2 approve the awards which the University may validate and confer, and monitor development of the University's academic portfolio;
- 1.1.3 maintain and enhance academic standards, assure the quality of academic provision and of students' learning opportunities, and ensure awards hold their value over time;
- 1.1.4 ensure that the University's academic provision anticipates and meets the diverse needs of its students;
- 1.1.5 seek to maintain the quality and standards of teaching and, where possible, enhance through best practice;
- 1.1.6 have oversight of academic ethics;
- 1.1.7 approve the University's academic and student regulations, and ensure that the regulations are appropriate, comprehensive, fair and compliant with external expectations and legal requirements, and oversee their enactment, including for:
 - admission of students;
 - granting and annulling of degrees, qualifications and titles;
 - exclusion of students for academic reasons;
 - appointment and termination of appointment of internal and external examiners;
 - assessment and examination of academic performance of students;

- character of curricula;
 - quality of courses including validation and accreditation by external bodies; and
 - granting distinctions including honorary degrees and academic titles.
- 1.1.8 provide scrutiny of the academic quality and suitability of the University's educational collaborations and partnerships;
- 1.1.9 provide advice on such other matters as the Board of Governors or the Executive may refer to Academic Board;
- 1.1.10 ensure that action in response to identified academic concerns is taken at the relevant level (institution, faculty, school, programme), taking proper account of the views of students, members of staff, external examiners, and external quality bodies;
- 1.1.11 support promotion of the University's reputation, including its research, teaching, and academic offer.

2. Committees

- 2.1. The Academic Board may carry out its remit through sub-committees, including the Quality and Standards, Student Experience, and Research committees or other working groups from time to time.
- 2.2. The Academic Board should monitor the activity of its sub-committees. The minutes (or a report) of its sub-committees shall be reported to the Academic Board.
- 2.3. The Academic Board shall approve the terms of reference of its sub-committees.

3. Membership

3.1 Membership consists of the following:

Holders of Senior Posts (3)	Provost (Chair) Chief Business Officer PVC Education
Senior Academic Staff and Professors (21)	Deans (x7) or School Executive alternative Two nominated senior academic staff members from each school (x14)
Non-teaching staff (7)	Director of Teaching Quality and Enhancement Director of Student Services Nominated member of research professional staff Nominated member of technical staff Chair of the 'Professoriate' Students' Union, President Students' Union, Vice President (Education)

3.2 A quorum consists of 7 members.

3.3 The term of office of nominated members is three years.

3.4 The Academic Board meets at least three times per year. Additional meetings may be called by the Chair as deemed necessary to execute the business of the Board.

3.5 Board governors may attend any meeting of Academic Board or sub-committees to observe their proceedings.

4. Reporting Procedures

4.1 The minutes (or a report) of Board meetings will be circulated to all members of the Board of Governors.

Approved by the Board of Governors on 21 November 2019

Approved by the Board of Governors on 25 March 2021

Enterprise Advisory Board

Terms of Reference

The purpose of the Enterprise Advisory Board (EAB) is to oversee and advise the Executive and Board of Governors on the conduct and direction of all enterprise activity, reporting on this activity in terms of effective commercial and corporate governance. The EAB will have authority in an advisory capacity only.

1. Remit

1.1 The remit of the EAB is to oversee and advise on enterprise activity by:

- 1.1.1. Drawing on expertise from within the group and without to help inform strategic priorities.
- 1.1.2. Supporting business planning, overseeing delivery of business plans, and driving sustainable exploitation to advance the relevant elements of the LSBU Group Corporate Plan.
- 1.1.3. Raising the profile of the LSBU Group through market introductions, enhancing community engagement, identifying prospective partners, and facilitating networking.
- 1.1.4. Appraising business opportunities, including mergers and spin outs, and providing expert advice as needed to governors and the executive. Advice could range from market insight and intelligence on business opportunities to risk mitigation and governance.
- 1.1.5. Supporting and facilitating development of a structured approach to B2B engagement.
- 1.1.6. Monitoring and discussing quarterly business reports (SBE, LSBU Global etc.).

2. Membership

2.1 Membership consists of the following:

- Vice-Chancellor / Group Chief Executive Officer (Chair)
- Deputy Vice-Chancellor / Group Chief Business Officer
- Group Chief Financial Officer
- Two members of the Board of Governors
- At least three additional external members

2.2 The EAB meets once per quarter ahead of a Board of Governors meeting.

3. Reporting Procedures

3.1 The minutes (or a report) of meetings of the Committee will be circulated to the Board of Governors.

Approved by the Board of Governors on 25 March 2021

	CONFIDENTIAL
Paper title:	Board Strategy Day notes 17 December 2020
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	James Stevenson, Group Secretary
Purpose:	For Information
Recommendation:	The Board is requested to note the Board strategy day report from 17 December 2020.

Executive Summary

The Board is requested to note the Board strategy day report from the event held remotely on 17 December 2020.

**LSBU Group strategy session
held at 2.00 pm on Thursday 17 December 2020
via MS Teams**

Present

- Board of Governors: Jerry Cope (Chair), Michael Cutbill (Vice-Chair), David Phoenix (Vice Chancellor & CEO), Duncan Brown, John Cole, Peter Fidler, Mark Lemmon, Nicki Martin, Hilary McCallion, Mee Ling Ng, Rob Orr, Rashda Rana, Tony Roberts, Deepa Shah, Maxwell Smith, and Hattie Tollerson
- SBC Board: Ruth Farwell (Chair), Steve Balmont, Sue Dare, Nigel Duckers, Jacqui Dyer, Andrew Owen and Theresa Quinton
- SBA Board: Hitesh Tailor (Chair), Tony Giddings and Lesley Morrison

In attendance

Sanchia Alasia, Pat Bailey, Sarah Cowley, Dan Cundy, Chloe De Boer, Richard Flatman, Paul Ivey, Deborah Johnston, Nicole Louis, Kerry Johnson, Marcelle Moncrieffe-Johnson, Fiona Morey, James Stevenson and Warren Turner

Welcome

The Chair welcomed governors to the meeting.

General update

The Vice Chancellor updated the governors and trustees on the current and planned changes within the HE and FE environment, including:

- Higher Technical Qualifications and T levels
- NSS review
- Consultation on quality measures
- Distribution of research funding
- Devolution of FE skills budget

The meeting noted that coordination of pathways across the Group, and technical and professional specialisms, would give LSBU a distinctive brand and positioning within the sector.

The Vice Chancellor presented the new LSBU brand values:

- Unbound by tradition;
- Career-focused pathways;
- Rooted in the real world;
- Committed to our communities;
- We work with government and grass-roots organisations.

There was a video presentation on the theme of “when knowledge works, people thrive”.

LSBU Group update

LSBU

The Provost presented an update on recent challenges and successes for the University. Recent successes included achieving TEF silver, the creation of the Croydon campus, close to the target of 2,000 apprenticeships, and improved league table rankings.

The Provost outlined some of the recent challenges faced by LSBU, including the coronavirus pandemic and the fall in NSS and Graduate Outcome scores.

The meeting noted the policies that had been put into place to support students through the pandemic. There had been increased student support packages, and the number of supported extenuating circumstances claims had risen from 2,063 in 2018/19 to 4,699 in 2019/20.

South Bank Academies

The Executive Principal of SBA presented an update on South Bank Academies.

The pandemic had presented challenges for the academies, as they ensured they met the fast-moving and complex guidance from the DfE. Due to the pandemic, work had been brought forward to provide innovative, blended teaching and learning.

School colleagues were pleased to be part of the Group staff awards.

The meeting noted the improved attainment, progression and destinations outcomes at both schools.

South Bank College

The Pro Vice Chancellor (Compulsory and Further Education) provided a summary of recent challenges and successes at Lambeth College, including:

- Improvement in student achievement, including disadvantaged and adult learners.
- Finances remained a challenge, but it was hoped that SBC would see an improvement alongside the opening of the Vauxhall campus.
- Coronavirus: SBC had worked in partnership with Lambeth Council, and would open a youth hub in South London in February 2021 to support 16-24 year olds suffering a loss of employment due to the pandemic.

The meeting noted new and upcoming developments from the College, including the focus on career pathways and progression. Work was underway on a 'gateway' level one offer at Lambeth, with plans for the college at Vauxhall to provide levels two-four, including the STEAM Centre and a health skills centre.

The meeting noted SBC's work on equality, diversity and inclusion. SBC was seeking 'Investors in Diversity' accreditation in autumn 2021.

In conclusion, the Chair welcomed progress in all areas of the Group, and thanked the leadership of each institution for significant strategic progress.

Update on the Institute of Health and Social Care

The PVC (Health and Social Care) provided a summary of the new Institute of Health and Social Care.

The PVC provided national and local context, including:

- The NHS employs more than 250k people in London, and is London's largest employer;
- Local needs and challenges: four of the boroughs in South East London rank in the 15% most deprived areas in the UK, with a high level of inequality.

The Institute would build on existing LSBU partnerships with over 60 NHS organisations, and a strong reputation for clinical education and innovation.

The meeting noted that the Institute would operate across the LSBU Group, covering all academic levels as a "one stop shop".

The meeting discussed:

- The new dental programmes that would be recruiting students from January 2021, including partnerships with Eastman Dental School.
- The three key themes for the Institute would be mental health, elder and primary care. Significant investment in mental health services across London was planned following the pandemic.
- The need to align provision with national government policy.

In conclusion, the establishment of the Institute was warmly welcomed by the meeting.

Equality, diversity and inclusion

The Chief Customer Officer, Chief People Officer and PVC Academic led a discussion on equality, diversity and inclusion in the LSBU Group.

Members of the LSBU, SBC and SBA boards had been asked to complete a 'Mentimeter' survey asking them to rate the scale of our EDI ambition and EDI priorities. The four priorities, which had all been rated as very important, were:

- Equality of student outcomes (awarding gap);
- Diversity of staff within academic environment (academic promotions);
- Diversity of staff within senior management and leaders' roles (leadership diversity); and
- Equality of pay – ethnicity and gender (pay gaps).

The meeting noted that work on the new Group EDI framework and inclusion strategy was underway. The planned outcomes and key indicators were noted, including the ambition to eliminate pay gaps by 2025.

The discussion covered the following key points:

- Differences in priorities and challenges across the Group;
- The importance of taking into account staff and students' lived experiences;
- The broad diversity covered by the term 'BAME' and the need to look at the detail of specific groups (e.g. black women);
- The awarding gap and pay gaps were seen as the two key challenges;
- The Executive is working with the student body to ensure they feel secure and able to complain when they're experiencing bias;
- The importance, for both students and staff, of visible diverse teaching and senior staff;
- Closing the awarding gap is about levelling the playing field by supporting students, not about lowering the quality of education offered.

The meeting agreed that all parts of the Group need to be held to account to move the EDI work forward. The Group inclusion strategy would come to the LSBU Board for further discussion in spring/summer 2021.

In closing the sessions, the Chair welcomed the progress made as a Group and looked forward to further developments in the New Year.

	CONFIDENTIAL
Paper title:	New governor declarations of interest
Board/Committee:	Board of Governors
Date of meeting:	25 March 2021
Author(s):	Dominique Phipp, Governance Assistant
Sponsor(s):	James Stevenson, University Secretary
Purpose:	For approval
Recommendation:	<p>The Board is requested to authorise the following newly declared interests of:</p> <p>Deepa Shah, Independent Governor</p> <p>John Cole, Independent Governor</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.
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.

Deepa Shah, Independent Governor

- Sherper Group Ltd., Joint Director as of March 2021

John Cole, Independent Governor

- Pungo Ltd., Investor as of December 2020
- Oakman Group, Investor as of March 2021