



Meeting of the Board of Governors

4.00 - 6.00 pm on Thursday, 13 October 2016
in Boardroom - Technopark, SE1 6LN

* 3.30pm – 4pm health and safety briefing for governors in the Boardroom

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Declarations of Interest <i>Governors are required to declare any interest in any item of business at this meeting</i>		JC
3.	Minutes of previous meeting (for publication)	3 - 10	JC
4.	Matters arising	11 - 12	JC
Chair's business			
5.	Chancellor appointment		JC
Items to discuss			
6.	Vice Chancellor's report	13 - 34	DP
7.	Chief Financial Officer's report	35 - 48	RF
8.	Corporate risk register - annual detailed review	49 - 68	RF
9.	Risk appetite	69 - 72	RF
10.	Equality, Diversity and Inclusion annual report	73 - 96	IM
Items to note <i>the following papers will only be discussed at the meeting if there is a matter that any governor wishes to raise with the Secretary the day before the meeting</i>			
11.	Reports on decisions of committees	97 - 116	JS
12.	Board strategy day report	117 - 124	JS
13.	Governance effectiveness review closure report	125 - 128	JS
14.	Business plan	129 - 134	JS
15.	Standing Orders (to approve)	135 - 146	JS

16. Any other business

Date of next meeting
4.00 pm on Thursday, 24 November 2016

Members: Jerry Cope (Chair), David Phoenix, Temi Ahmadu, Steve Balmont, Shachi Blakemore, Michael Cutbill, Douglas Denham St Pinnock, Neil Gorman, Carol Hui, Hilary McCallion, Kevin McGrath, Mee Ling Ng, Tony Roberts and Calvin Usuanlele

Apologies: Andrew Owen (Vice Chair) and Jenny Owen

In attendance Pat Bailey, Mandy Eddolls (for item 10), Richard Flatman, Ian Mehrrens (for item 10), James Stevenson and Michael Broadway

	CONFIDENTIAL
Paper title:	Minutes of the meeting of 14 July 2016
Board/Committee	Board of Governors
Date of meeting:	14 July 2016
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Jerry Cope, Chair of the Board
Purpose:	To approve the minutes of the last meeting as a correct record and note the redactions for publication.

Executive Summary

The Board is asked to approve the minutes of its meetings of 14 July 2016 and note the suggested redactions (in grey) for publication on LSBU's website.

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Minutes of a Meeting of the Board of Governors
held at 4pm on Thursday, 14 July 2016
in the Boardroom, Technopark, London Road, London SE1

Present

Jerry Cope	Chair
Andrew Owen	Vice Chair
David Phoenix	Vice Chancellor and Chief Executive
Temi Ahmadu	SU President
Steve Balmont	
Shachi Blakemore	
Michael Cutbill	
Douglas Denham St Pinnock	
Carol Hui	
Hilary McCallion	
Kevin McGrath	
Mee Ling Ng	
Jenny Owen	
Tony Roberts	
Calvin Usuanlele	Chair of Student Council

Apologies

Neil Gorman

In attendance

Pat Bailey	Deputy Vice Chancellor
Richard Flatman	Chief Financial Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Shân Wareing	Pro Vice Chancellor (Education and Student Experience) (<i>for minutes 18-21</i>)
Michael Broadway	Deputy University Secretary

Welcome

1. The Chair welcomed members to the meeting. The Chair welcomed Temi Ahmadu and Calvin Usuanlele to their first meeting as student governors.
2. The above apologies were noted.

Declaration of Interests

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

Minutes of the previous meeting

4. The Board approved the minutes of the meeting of 19 May 2016 (paper **BG.21(16)**) and their publication, subject to a minor amendment.

Matters Arising

5. All matters arising would be discussed at a future meeting.

Independent governor succession planning

6. The Chair updated the Board on independent governor recruitment which so far had not identified candidates with digital or international experience. The Nomination Committee had requested that the use of networks in the University is better used. The Board agreed to hold the vacancies for the time being.

Chancellor succession planning

7. The Chair updated the Board on Chancellor recruitment. The Chair had written to the seven potential candidates. The Chair and the Vice Chancellor had met two interested candidates. The Chair would write to the Nomination Committee which would make a recommendation to the Board in due course.

Vice Chancellor's report

8. The Board discussed in detail the Vice Chancellor's report (paper **BG.22(16)**), which reviewed progress against the three outcomes in the corporate strategy: student success; real world impact; and access to opportunity.
9. The Board discussed the implications of the Teaching Excellence Framework (TEF) 2 for the University. The Board supported applying for TEF2 and emphasised its importance for the University. The Board would review LSBU's proposed submission to TEF2 at its meeting in November 2016.
10. The Board discussed the implications for the University of the result of the UK referendum to leave the EU. Communications have been sent to students and staff on the implications and support is available for those who may be affected by the result. The Board requested that "Brexit" is added to the corporate risk register.

Chief Financial Officer's report

11. The Board discussed the Chief Financial Officer's report (paper **BG.23(16)**). The full year forecast surplus was £1.4m against the budget of £1m. It was noted that an adjustment would be made in the 2015/16 accounts to reflect current freehold land values as part of FRS102 implementation.
12. The Board discussed and approved the budget for 2016/17, which was recommended by the Finance, Planning and Resources Committee in line with the five year forecasts. The budget target was income growth of 5% to £144.7m and a surplus of £1m. The Board noted that the budget was consistent with the aim to grow income to £170m by 2020.
13. In view of the challenges for recruitment for 2016/17 and clearing, the Board requested a review against budget during autumn 2016.
14. The Board approved the five year forecasts for submission to HEFCE. The forecasts had been discussed at the Board strategy day of 21 April 2016 and reviewed in detail by the Finance, Planning and Resources Committee and recommended for approval.

Health and safety annual report

15. The Board discussed the health and safety annual report for 2014/15 (paper **BG.24(16)**). It was reported that a health and safety audit programme was being developed.
16. The Board requested further information on the new *Health and Safety Sentencing Guidelines* in a future report.
17. The Board noted the completion rates for mandatory health and safety training and that management is following up with members of staff who had not completed the training.

National quality landscape for higher education providers

Shân Wareing joined the meeting

18. The Board discussed the proposed changes to quality assurance reporting in higher education and LSBU's preparations for the Teaching Excellence Framework (TEF) (paper **BG.25(16)**).

19. The Board would be required to approve a formal assurance statement on academic quality as part of the annual accountability return to HEFCE in November 2016.
20. The Board would discuss quality assurance at its September strategy day. The Board requested that quality assurance was included in the annual internal audit programme.
21. The Chair reminded governors of the “pairing” system as a way of deepening their understanding of LSBU.

Shân Wareing left the meeting

Sustainability policy

22. The Board discussed the proposed sustainability policy, which related to campus, community and curriculum (paper **BG.26(16)**). The policy aimed to embed sustainability in the organisation and to establish the principle that part of the decision making process is to have regard to sustainability.
23. The Board requested that it is made clear that the policy does not cover the financial sustainability of the institution and to ensure that cost effectiveness is referred to in the policy. The Board authorised the Chair to approve the final version of the policy, subject to these changes.

Reports on decisions of committees

24. The Board noted the reports on decisions of committees (paper **BG.27(16)**).
25. The Chair of the Remuneration Committee reported that its meeting of 28 June 2016 discussed pay and incentives for senior staff and would be developing policy in this area.

Corporate strategy “roadmaps”

26. The Board noted the corporate strategy “roadmaps” which set out the priorities for each strategic goal for 2016/17 (paper **BG.28(16)**).

Corporate risk register

27. The Board noted the corporate risk register (paper **BG.29(16)**).

Governance effectiveness review closure update

- 28. The Board noted the governance effectiveness review closure update (paper **BG.30(16)**).

Board and committee membership

- 29. The Board noted the membership of the Board and committees for 2016/17 (paper **BG.31(16)**).

Any other business

- 30. Hilary McCallion declared that she had been appointed as a non-executive director of Ashford St Peter’s NHS Trust. The Board authorised the interest. The register of interests would be updated.
- 31. The Board noted with sadness two recent student deaths and expressed its deep condolences to their families.

Date of next meeting

- 32. The next Board strategy day will be on Thursday 29 September 2016.
- 33. The next Board meeting will be at 4pm on Thursday 13 October 2016.

The Chair closed the meeting.

Confirmed as a true record:

..... (Chair)

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Committee Action Points

07 October 2016

11:55:25

Committee	Date	Minute	Action	Person Res	Status	
Board	14/07/16	10	Add "Brexit" to risk register	CFO		<input checked="" type="checkbox"/> Completed
Board	14/07/16	15	Sentencing Guidelines update in a future H&S report	EDHR	Briefing session for governors ahead of the meeting of 13 October 2016	<input checked="" type="checkbox"/> Completed
Board	14/07/16	13	Review budget in autumn 2016	CFO	On forward plan.	<input checked="" type="checkbox"/> Completed
Board	14/07/16	21	Chair to approve amendments to Sustainability Policy	DVC		<input checked="" type="checkbox"/> Completed

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	CONFIDENTIAL
Paper title:	Vice Chancellor's Report
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	David Phoenix, Vice Chancellor
Executive sponsor:	David Phoenix, Vice Chancellor
Purpose:	To update the Board on University matters
Recommendation:	To note the report

Matter previously considered by:	Board of Governors	At each meeting
Further approval required?	No	N/A

Executive Summary

The external environment remains interesting with significant developments happening across a number of key areas including Teaching Excellence Framework (TEF), National Student Survey (NSS) and emerging Government policy.

Recruitment is currently our biggest challenge. At the end of this year's Clearing operation, we have 2,526 firm acceptances from Home/EU applicants for full-time undergraduate degrees and 240 firm acceptances for UG FT Advanced entry (into year 2/3), giving us a total of 2,766 firm acceptances for the cycle. From this number we currently have 2360 fully enrolled students against recruitment target of 2,750 and hope to end the cycle with around 2,400 fully enrolled students. Postgraduate is though over target and we expect to recruit in the region of 150 apprentices which will offset against the 2750. There will be a reduction of income however but some flexibility was built into the budget to help manage such a scenario and I hope to be within the thresholds allowed for in these scenarios. Further work will be required to ensure we deliver to budget and an update will be given at the University Board.

Despite the challenges we appeared for the first time in one of three high profile international ranking tables, the Times Higher Education (THE) World Ranking in the bracket of 801+ (978 world institutions were ranked, of which 91 were UK institutions). We also maintained our 2016 rank of 120th in the THE league tables (out of 128 institutions). We increased our total score in 2016 from 386 points to 400 points and this 3.5% increase in score represents the 35th highest increase nationally. This marks a sustained improvement, after the 20.5% increase in last year's score (the highest nationally).

Vice Chancellor's Report October 2016

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 External Environment

1.1 2017 National Student Survey

The 2017 NSS survey will be a revamped survey including 27 questions rather than the previous 22. These changes were undertaken after a HEFCE led consultation and extensive testing. There are 9 new questions relating to student engagement and a transfer of some questions relating to personal development to the optional bank (some personal development questions have also been removed all together). The student union question will be moved to the optional bank.

In the sections regarding teaching, feedback, academic support, organisation and management and learning resources trend analysis will be possible as there have been minimal changes to these question sets. It will have to be acknowledged that changes to overall results will have to be seen through the context that some of the questions have been reworded.

There is little value in trying to apply trend analysis to discontinued question sets and new ones, due to the significance of the change in questions. We will have to wait and see how this impacts although I note that personal development is an area we currently do well in.

1.2 UK Government response to TEF technical consultation

A Government response to the TEF consultation was published on the 29 September. Ministers have made some changes but the link with fees and the timetable remain in place. TEF panels will not be constrained to achieve a bell curve of outcomes as originally proposed and DfE confirmed that the governments of all of the devolved administrations have agreed that their universities can participate in the TEF if they wish to do so. Key points are:

- Institutions applying to TEF will be rated gold, silver or bronze. The criteria for bronze remains based on successful quality assurance review and the DfE confirmed that an institution applying without submitting any contextual information (e.g. just relying on data) would be assessed against the same criteria as other institutions.
- Appeals on the procedure will be allowed, but not on the assessment itself
- Benchmarks on POLAR and disability will be added to the set of metrics used within the 'highly skilled employment and further study' assessment criteria. Its

recognised these don't work/can disadvantage London institutions but no further modifications are intended

- The new criteria will ensure that institutions with high benchmarks (or low in the case of non-continuation) are not restricted from being rated gold or silver

The deadline for applications to the TEF will be pushed back slightly, to the end of January 2017, with ratings announced in May 2017. I am pleased to report that Pat Bailey was successful in his application to sit on the TEF Panel and this will help inform our understanding of TEF operations.

1.3 Home Office and International Students

The Government announced at the Conservative Party Conference new restrictions on overseas students, including two-tier visa rules for universities. A three month consultation will commence December 2016 followed by government response and phase implementation from 2017. The focus will be on study and work migration and the rights or otherwise of students and their dependants to work, with a potential impact on future rights of EU students. The Home Secretary has stated that the consultation will include how 'differentiation' should be introduced rather than the principle itself i.e. universities will be asked to assist on the practicalities of implementing differentiation in the visa regime. I will update the Board as more information becomes available.

1.4 Teacher Education

NCTL has announced financial incentives and the methodology for 2017-18 allocations. Individual universities have been informed of their student (ITT) numbers where these apply. Some Institutions will be given 3 years allocations to provide additional stability against criteria that are as yet unclear. Bursary funding is being re-directed from primary to shortage subjects. They have indicated that there is likely to be a review of the effectiveness or otherwise of the current bursary system. Shortage subjects will remain uncapped but the market approach adopted in 2016-17 is reined back.

1.5 New Government consultation launched

In September the government launched a new consultation titled 'Schools that Work for Everyone'. The aim of the consultation is to create more good school places and proposals include asking universities to commit to sponsoring or setting up new schools in exchange for the ability to charge higher fees. We intend to submit a response focused on our key areas of interest.

2.0 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.

2.1 2017 THE World Ranking

LSBU has for the first time appeared in one of three high profile international ranking tables. On 21st September the Times Higher Education (THE) World Ranking was released, and LSBU appeared in the bracket of 801+ (978 world institutions were ranked, of which 91 were UK institutions). This represents a significant milestone, and enhances LSBU's worldwide reputation from an international student recruitment perspective.

Further analysis has shown that LSBU actually placed at position 841st out of 978 listed institutions, and was close to the bracket of 601-800. THE does not publish exact scores or rank for institutions lower than 200th.

The table below details LSBU's relative position compared to aspirational group institutions (plus London Metropolitan) and ranking measures, with relative weightings. Analysis is being undertaken, as to what steps can be taken to enhance LSBU's performance in subsequent THE World ranking releases. This analysis largely relates to citation and research publication attribution.

Aspirational Group (plus London metropolitan) by 2017 THE World Ranking Measure and Overall Rank

Metric	Teaching 30	International Outlook 7.5	Industry Income 2.5	Research 30	Citations 30	RANK	Weighted score	Official Score thresholds for rank
London South Bank University	14.4	68.5	32.5	8.3	15.2	801+	17.3	<18.5
University of East London	18.8	76.7	32.2	12.8	11.7	601-800	19.5	18.6-27.5
London Metropolitan University	16.1	82	32.6	11.5	19.4	601-800	21.1	18.6-27.5
University of Westminster	15.6	81	32.4	14	22.2	601-800	22.4	18.6-27.5
Kingston University	16.6	79.7	32.7	14.2	27.5	601-800	24.3	18.6-27.5
University of Greenwich	15.4	82.9	33.4	11.2	35.9	601-800	25.8	18.6-27.5
Middlesex University	18.5	84.9	32.2	13.2	39.5	501-600	28.5	27.6-32.5
University of Hertfordshire	15.9	77.5	33	11.5	56.2	501-600	31.7	27.6-32.5
City, University of London	24.1	91	33.3	25.9	56.2	351-400	39.5	37.6-40.6

2.2 2017 Times League Table Ranking

The release of the 2017 Times and Sunday Times League Table occurred on Sunday 25th September. LSBU maintained its 2016 rank of 120th (out of 128 institutions). LSBU increased its total score in 2016 from 386 points to 400 points in the 2017 publication. This 3.5% increase in score represents the 35th highest increase nationally. This marks a sustained improvement, after the 20.5% increase in last year's score (the highest nationally). A further eight points, would have seen LSBU gain 3 places. LSBU saw its maintained position of 120th to be enough to climb above Kingston due to Kingston's score reducing. It is disappointing that the

improvement was not quite enough, to secure places within the table, but the increase in points score is a positive. Five of the eight aspirational group institutions (Greenwich, City, Westminster, Hertfordshire and Kingston) dropped places.

In order to maintain the positive trajectory in terms of points, and for this to transcend into places, improvements against tariff on entry, completion rates and National Student Survey (NSS) are required. Completion rates and NSS are also vital going forward in relation to TEF and other league tables. These measures do not impact on international ranking tables however.

The table below details LSBU's 2017 Times and Sunday Times league table performance by measure compared to the score required to secure 99th position for each individual measure.

Comparison of LSBU Rank by Measure to 99th Ranked Score (by measure)

Measure	LSBU Score	LSBU Rank	99th Rank Score	Difference
Teaching quality (%)	77.1	115	78.6	-1.5
Student experience (%)	81.2	107	81.6	-0.4
Research quality (%)	9	64	4.1	4.9
Entry standards (Ucas pts)	256	125	302	-46
Graduate prospects (%)	75.4	48	64.3	11.1
Firsts/2:1s (%)	60.4	114	64.9	-4.5
Completion rate (%)	73.2	125	81.3	-8.1
Student-staff ratio	17.2	82	18.4	1.2
Services/ facilities spend (£)	1995	58	1630	365

3.0 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.

3.1 Research and Enterprise and Innovation

For the 2015/16 academic year we secured £1.8m of research income (against a target of £2.1m) and £8.8m of enterprise income (against a target of £10.2m). In comparison to 2014/15 research income was down by £290k (largely attributed to a £210k cut in QR funding) and enterprise by £45k (largely attributed to a £265k cut in HEIF) hence excluding these central funds actual research activity is flat and there has been improvement in enterprise. For 2016/17 we have healthy pipelines for both research (£7.7m) and enterprise (£20.8m), against targets of £2.6m and £11.5m respectively and we have secured £61k of research income and £300k of enterprise income to-date. LSBU has also been shortlisted for 3 prestigious enterprise awards - The Lloyds Bank National Business Awards: The Duke of York Award for University Entrepreneurship; The Times Higher Education Awards: Entrepreneurial University of the Year and the Institute of Enterprise and Entrepreneurs: Enterprising Learning Provider of the Year. This represents significant external validation of our approach to enterprise activity.

4.0 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.

4.1. Undergraduate Recruitment (UK/EU)

At the end of this years' Clearing operation, LSBU has 2,526 firm acceptances from Home/EU applicants for full-time undergraduate degrees. In addition, we have 240 firm acceptances (FAs) for UG FT Advanced entry (into year 2/3), giving us a total of 2,766 firm acceptances for the cycle. The figures below show the data from earlier in the week hence are slightly lower

To-date we have fully enrolled 2,158 Home / EU students for UG FT (excluding HSC commission courses), plus 197 FT advanced entry applicants, giving us a total enrolment figures of 2,355. These are shown below as EFE

We continue to follow-up with those applicants holding an unconditional offer, those that have missed their face-to-face enrolment appointment (listed below as EASS) and those with outstanding actions required to fully enrol (EQER). We will also be extending our enrolment process by a further week to ensure we are converting as many of the remaining pool of applicants as possible, enrolling students until the 14th October. Given the above it is clear that we will not hit our undergraduate recruitment target of 2,750 fully enrolled UGFT students but we hope to end the cycle with around 2,400 fully enrolled students.

UG FT	Target		Totals	Enrolment				
School / Division	Recruitment Target	FA vs Target	Firm Accepts (FA)	Enrolment Target	EASS	EFE	EOER	EFEs Vs Target
APS	491	77.22%	379	409	19	324	20	66.01%
Home/EU	470	76.11%	358	392	13	317	19	67.39%
OS	20	102.94%	21	17	6	7	1	34.31%
ACI	554	76.48%	424	462	10	369	18	66.56%
Home/EU	540	75.37%	407	450	9	360	17	66.67%
OS	14	118.06%	17	12	1	9	1	62.50%
BEA	298	81.32%	242	248	18	176	16	59.14%
Home/EU	263	75.72%	199	219	10	157	14	59.74%
OS	35	123.56%	43	29	8	19	2	54.60%
BUS	770	73.47%	566	642	42	425	34	55.17%
Home/EU	708	69.07%	489	590	26	395	31	55.79%
OS	62	123.40%	77	52	16	30	3	48.08%
ENG	690	74.35%	513	575	28	408	26	59.13%
Home/EU	647	69.42%	449	539	17	383	22	59.21%
OS	43	148.15%	64	36	11	25	4	57.87%
HSC	86	120.37%	104	72	9	81	7	93.75%
Home/EU	85	117.37%	100	71	9	80	7	93.90%
OS	1	333.33%	4	1	0	1	0	83.33%
LSS	684	76.32%	522	570	26	426	27	62.28%
Home/EU	668	73.31%	490	557	17	414	26	61.94%
OS	16	205.13%	32	13	9	12	1	76.92%
LSBU Total	3,574	76.95%	2,750	2,978	152	2,209	148	61.81%
Home/EU	3,382	73.69%	2,492	2,818	101	2,106	136	62.28%
OS	192	134.38%	258	160	51	103	12	53.65%

UG FT (Advanced)	Target		Totals	Enrolment				
School / Division	Recruitment Target	FA vs Target	Firm Accepts (FA)	Enrolment Target	EASS	EFE	EOER	EFEs Vs Target
LSBU Total	275	116.81%	321	229	21	216	21	78.60%
Home/EU	250	92.55%	231	208	10	188	19	75.32%
OS	25	357.14%	90	21	11	28	2	111.11%

4.2 Postgraduate Recruitment (UK / EU)

Currently LSBU has 1,035 firm acceptances from home/EU applicants for full-time postgraduate degrees, with 749 students already fully enrolled against a target of 700. As the enrolment process comes to an end we would expect to see this number increase further above target.

Fig. 2: Full-time Postgraduate data as at 04/10/16

PGT FT	Target		Totals	Enrolment				
School / Division	Recruitment Target	FA vs Target	Firm Accepts (FA)	Enrolment Target	EAS S	EF E	EOE R	EFEs Vs Target
Applied Science	56	179.08%	101	47	14	43	3	76.24%
Home/EU	49	132.11%	65	41	10	34	3	69.11%
OS	7	500.00%	36	6	4	9	0	125.00%
Arts and Creative Industries	32	33.95%	11	27	0	8	2	24.69%
Home/EU	25	23.81%	6	21	0	4	2	15.87%
OS	7	69.44%	5	6	0	4	0	55.56%
Built Environment and Architecture	167	145.68%	243	139	16	138	12	82.73%
Home/EU	136	123.16%	167	113	7	119	12	87.76%
OS	31	243.59%	76	26	9	19	0	60.90%
Business	284	160.34%	456	237	32	194	20	68.21%
Home/EU	86	216.44%	187	72	12	97	17	112.27%
OS	198	135.86%	269	165	20	97	3	48.99%

Engineering	44	515.77%	229	37	18	59	7	132.88%
Home/EU	22	379.63%	82	18	8	43	6	199.07%
OS	23	644.74%	147	19	10	16	1	70.18%
Health and Social Care	329	98.24%	323	274	8	298	13	90.63%
Home/EU	316	92.21%	291	263	6	297	12	94.11%
OS	13	242.42%	32	11	2	1	1	7.58%
Law and Social Science	282	112.06%	316	235	21	167	20	59.22%
Home/EU	206	114.83%	237	172	17	155	20	75.10%
OS	76	104.50%	79	63	4	12	0	15.87%
LSBU Total	1,195	140.48%	1,679	996	109	907	77	75.89%
Home/EU	840	123.21%	1,035	700	60	749	72	89.17%
OS	355	181.31%	644	296	49	158	5	44.48%

Summary

Across all modes the university currently has 5,838 firm accepts from UK / EU applicants. This includes all main cycle applications and those accepted through Clearing. To date, 4,941 students have fully enrolled at LSBU.

Fig. 3: University data (all levels / all modes) as at 04/10/16

LSBU	Target		Totals	Enrolment				
School / Division	Recruitment Target	FA vs Target	Firm Accepts (FA)	Enrolment Target	EASS	EFE	EOER	EFEs Vs Target
LSBU Total	7,731.6	89.49%	6,919	6,443	353	5,293	361	68.46%
Home/EU	7,068	82.60%	5,838	5,890	232	4,941	340	69.91%
OS	664	162.90%	1,081	553	121	352	21	53.04%

Whilst Undergraduate recruitment for degree programmes has been challenging this year due to increased competition, strong PG recruitment and recruitment to the University's apprenticeship programmes will help offset the undergraduate fee shortfall. In addition, semester two provides an opportunity to build our fee income. As agreed with the board, some flexibility was built into the budget to help manage such a scenario, but further work will be required to ensure we deliver to budget across the financial year.

4.3 2016/17 International Recruitment (As at 23/09/2016)

To achieve the 2016/2017 budget target identified by Schools of circa £9.25 M in fee income from international students, requires recruiting some 750 students, assuming a sensible distribution between different fee levels from study abroad, undergraduate, Master and research applications. This target number was nominally distributed between September and January intakes at 500 and 250 respectively: in September 2015 we enrolled 511 students by comparison. Whilst the pattern of recruitment at LSBU and at similar institutions has been for fewer applications (for example LSBU is down on applications by some 15% from 7500), the number of unconditional firm offers has remained at the 2015/2016 number indicating a greatly improved screening and conversion performance. Considering these offers and using last year's conversion percentage to enrolment suggests that we will be at or close to the September target.

The University has re-applied for its licence from UKVI to recruit International students: this is an annual process. In submitting an application we measure ourselves against three critical performance targets. These are visa refusal rates lower than 10%, enrolment rates from visa issue greater than 90% and course completion rates better than 85%: LSBU figures are 3.5%, 99.6% and 87.5%, respectively. In terms of international student experience, the International Student Barometer (ISB) survey indicates that amongst all London Universities (pre and post 92s), international students score LSBU top for study sense, internet access, bank account, social facilities and transport links, top 3 for employability, feedback and virtual learning environment, and top 5 for international student advice, catering and personal tutors. Further, this year the induction period for international students has been developed further and is regarded as leading practice.

Stuart Bannerman, the new Director for International, starts on the 5th October. Before he joins the initial planning to achieve the budget assumptions for the 2017/2018 academic year in terms of international student numbers by School and by region will be in place, resulting in targeted and resourced recruitment campaigns some 6 months earlier than past practice. Stuart has participated in several team meetings and marketing reviews throughout to summer before joining LSBU. In

terms of marketing this has received additional attention, a dedicated resource has been identified and a new post graduate perspective is now in print for the January 2017 campaign. In terms of internal organisation the International office has initiated a business partnering scheme with Schools which has been well received, an International steering panel comprising School and key stakeholders across professional functions meets monthly to co-ordinate activity, good practice and new initiatives, and a new pre contract process for overseas partnerships (similar to that in operation and audited for research and enterprise contracts) has been agreed to support due diligence and risk mitigation. In terms of overseas partnerships, the relationship with BUE grows significantly, the partnership with ASU (Bahrain) is now fully approved and first enrolment will be in January 2017, and a pipeline of future 'deep' partners is developing.

In summary International student recruitment is extremely challenging in terms of market competition, licencing, monitoring and student expectation. With respect to international collaboration ensuring quality assurance is a top priority for 2016/2017. However whilst other similar Institutions appear to be struggling, LSBU is holding on recruitment levels, has third party confirmation of leading with respect to UKVI compliance and student experience, is growing its international collaboration and, once the new Director is installed, during this academic year will have good alignment of capability and capacity.

4.4 Apprenticeships

Built Environment and Architecture continue to enrol on to the Chartered Surveyor Apprenticeship and are awaiting notification from the Construction trailblazer group regarding possible start dates for a broader range of apprenticeships standards. A number of schools are now planning apprenticeships provision for 2017 starts include Business, Law and Social Sciences and Applied Sciences. LSBU has been invited to tender for a GLA Digital Talent Programme apprenticeship project, and has submitted a bid in partnership with 5 London FE Colleges. Robert Halfon (Apprenticeships Ministers) has agreed to launch our HEFCE funded engineering apprenticeship project in early November with a projected outcome of 300 Degree Apprenticeships enrolling in Sept 2017. The Apprenticeship team continues to strengthen its relationships with local authorities and schools, and is now a formal partner on the Lambeth Apprenticeship Ambitions Programme

LSBU has increased its involvement with the HEI Apprenticeship trailblazers, with LSBU represented on all standards working group as well as the steering group. An internal working group has been established, led by HR Director and the Apprenticeships Manager to identify opportunities to utilise LSBU's Apprenticeship Levy payments, with a proposal paper to be submitted to the Executive by the end of

November. We were one of only six institutions to received £250K funding from Hefce to support Apprenticeship development

4.5 Update on the British University in Egypt (BUE) and the Applied Sciences University (ASU) in Bahrain

The partnership with BUE is progressing well with regular management meetings at the senior level, visits from link tutors, academic board chairs and Deans. The partnership will grow by 1000 students in 2016/2017 generating an additional income of £400K. The process of Loughborough University exiting this partnership and LSBU replacing its provision is also progressing well with reciprocal meetings between the two Universities and close co-operation to maintain external examiner oversight and quality assurance. There continues to be close working in terms of research through joint research projects, conference planning and a new initiative to develop future research and teaching leadership for BUE.

The proposed Engineering School at ASU with LSBU as a developmental partner has been approved by Bahrain government: the first foundation year students are scheduled for enrolment in January 2017, with undergraduate programme starts scheduled in September 2017, 2018 and 2019. The formal signing of this agreement by the Vice Chancellor will be on 7th November in Bahrain with strong support from the British Ambassador as part of celebrations to mark 200 years of UK association with Bahrain. There are planning discussion for a series of Masters courses, establishment of both a LSBU research centre and an enterprise / innovation park.

4.6 Academies Update

South Bank Academies Trust at its meeting on 14th September elected Professor Dave Phoenix as the Chair and Richard Flatman as the Vice-Chair. Mrs Tammy Levy joined the Trust as the Executive Assistant to provide administrative, marketing and compliance support to the Trust and the academies. The Trust staff are working on harmonisation of generic policies and procedures across the Trust to ensure consistency across both schools.

4.6.1 South Bank Engineering UTC

The UTC opened on 8th September for students, although the temporary accommodation and ICT infrastructure were incomplete due to delays in delivery by the contractors. These issues have now been largely addressed. The UTC opened with 95 students, 34 in Year 10 and 61 in Year 12. We attracted a very strong cohort of students into Year 12 as reflected by their GCSE results. The operating budget was transferred to the Principal. Administrative and business support is being provided by Trust staff to ensure that the marketing and recruitment for 2017 are undertaken promptly.

4.6.2 University Academy of Engineering South Bank

The Principal of the Academy, Jane Rowlands, decided not to return to the Academy in the new school year following prolonged illness which turned out to be life changing. We are now actively looking to appoint an Interim Principal to ensure that the Academy has the leadership in place. The Academy is into its third year of operation and therefore Ofsted is expected imminently. The senior staff have been assigned tasks to ensure that the Academy is prepared for inspection. A Vice-Principal and an additional Assistant Vice-Principal joined the Academy, thus providing adequate leadership capacity.

The Academy opened with 140 new students in Year 7. This number is likely to grow to a maximum of 150. Following extensive marketing and recruitment activities in July and August, we attracted 22 Sixth Form students. Again, the quality of students is very high, with most GCSE grades in the range of A* to B.

The Lease for the Academy has now been signed by the Trust and the Southwark Local Authority. We are continuing to equip the learning environment as the student number grow and Year 9 and Year 12 students begin curriculum with emphasis on project based learning.

4.7 Public Affairs and Civic Engagement

Westminster has of course been heavily disrupted over the summer and it will be some time before the new Department for Education fully settles; however, we have been able to secure some engagement. I have met with Nick Gibb, the Schools Minister, and we have been offered meetings with Justine Greening and Robert Halfon, though we await confirmed dates. I have also met with the civil service director responsible for Further Education.

Regionally, we have been in regular contact with the GLA at officer, executive and member level with the aims of being involved in the London Enterprise Panel once it is reconstituted; and with regard to securing support for our family of educational providers. This has included a meeting with new GLA Member and LSBU alumnus Shaun Bailey.

We have also been strengthening relationships with our three local councils both through discussions regarding local educational delivery and through the ongoing activities that take place as part of our memoranda of understanding.

More widely, we have been engaging with leading organisations with which we share an interest in professional and technical education including Pearson, Edge Foundation and City and Guilds.

I gave evidence to the Lord's Science and Technology Committee about Brexit and UK science on 13 September.

5.0 Strategic Enablers

5.1 Estates Redevelopment

Following an extensive competition for the appointment of the lead designer for the St George's development, the final selection panel selected WilkinsonEyre architects. Their scheme delivered on the brief in an imaginative manner and in doing so created a large covered concourse allowing a range of activities throughout the year. The scheme will now be developed in consultation with both internal and external stakeholders.

Following advice from the university's legal firm, an OJEU notice has been placed for the selection of a developer partner to consider the redevelopment of the Technopark site. It is anticipated that this will deliver new academic spaces, 1000 student bedrooms and a conference centre with accommodation. The development partner will be selected by a panel in November that includes the Chair of the Major Projects and Infrastructure Committee.

Negotiations are ongoing with the developer of the Skipton House site and we have appointed Strutt & Parker, a firm of property specialists to negotiate on our behalf.

Work continues on the plans to refurbish the London Road building working with the architects on St George's development to ensure that the two schemes work together and allow new entrances into London Road to be integrated into the St George's design.

5.2 Strike Action

43 staff went on strike on a third day of local action called by UCU on 5 July. The Rewards and Progression Boards taking place at that time were not affected; the contingency plans put in place by the Schools to cover Boards where Chairs or External Examiners did not turn up were effective. UCU decided not to take any further industrial action over the summer period but it will need to decide what to do next when UCU's HE committee meets on 14 October. This will be in the knowledge that its HE conference in June voted to support the commencement of a marking and assessment boycott later in the autumn term, supported by strike action.

UNISON balloted its members on strike action in September. Despite a vote by HE members in favour of strike action by a majority of 54.8%, but on a low turnout (UCEA estimated approximately 22%), UNISON decided not to call on its members to strike. In a statement the UNISON HE Executive stated that in taking this decision

it “took into account the close vote in the ballot, a disappointing turnout and the knowledge that it was likely that if UNISON did take strike action it would not be with all other unions, due to notable differences in positions and timetables”. GMB’s position remains that whilst it continues to reject UCEA’s final offer, it has no intention at this stage of conducting a ballot for industrial action.

5.3 2016 Pay Award

On the recommendation of UCEA, the University will be implementing the pay elements of the draft settlement for 2016-17. Whilst acknowledging that the negotiating round remained unsettled and that further industrial action may take place, it is clear that the base pay offer is not going to increase further and the University believes it is unreasonable to expect employees to wait many more months for their pay increases.

The impact on staff salaries at LSBU will be:

- Staff in grades 3 – 10 will receive a 1.1% increase to their point pay scale.
- Points in grade 2 (1 to 7) will be increased by between 1.6% and 3.1%.
- Point 1 will be removed from 1 April 2017.
- A 1.1% increase to London Weightings (academic, support and manual).
- The pay award will be applied to senior management grades where applicable under the senior managers pay and performance review.
- All payments will be back dated to 1st August 2016 and will be included in November salaries.

5.4 Employee Engagement Survey

The results of the Employee Engagement Survey 2016 have been disseminated across LSBU. The Executive team have established formal Task Groups which will focus on improvement and action plans for the key themes of; Leadership, Inclusivity and Wellbeing and Role and Environment. Progress with School and Professional Service Group local actions as well as University-wide developments will be reported regularly to the Operations Board and communicated widely across the University. Deans and Directors will continue to lead improvement discussions and local actions plans within their School and PSG areas. The network of ‘survey champions’ continue to support the process and are key to providing feedback, promoting the action planning and generally keeping the momentum going. Focus groups to explore the results in more detail (especially in areas such as Wellbeing, Equality, Diversity and Inclusion) are being held to help inform improvement action plans. The shorter, targeted Pulse Survey will take place in May 2017.

5.5 Staff Conference 2017

Building on the success of the last two conferences, planning has now started for the next Staff Conference and Awards that is planned for 17th May 2017. Due to overwhelmingly positive feedback from the last two years, attendance is expected to be even higher next year as will nominations for the Staff Awards.

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Outcomes	#	Report Date		3rd June 2016			Past Performance		benchmark	Target	15/16 Ratings		Indicator	Ambition	15/16 Rating Criteria				
		Corporate Strategy Goals	20/20 Success Measures	#	Key Performance Indicators	2012/13	2013/14	2014/15	Competitor Group 12/13 average	2015/16	Forecast RAG rating	Actual Result Rating	2016/17	2020/21	Exec. Lead	Green	Amber	Red	
Student Success	1	Employ-ability	95% students in employment / further study (EPI)	1	DHLE entry to employment or further study (EPI)	77.4%	85.5%	90.2%	88.5%	93%	90.4%		94%	95%	PVC (SE)	93 % +	90 - 92 %	<90 %	
			Top 10 UK universities for student start ups	2	Number of Student start ups	6	1	30	47.86	50	50			80	150	PVC (R&E)	50 +	43 - 49	< 42
	2	Student Experience	Top quartile of all universities in NSS	3	NSS scores – overall satisfaction	82%	80%	82%	81.7%	84%		82%	86%	89%	DVC	84 % +	81 - 83 %	< 81 %	
				4	International Student barometer (% recommending LSBU)	73.00%	72.40%		not available	75%		77.0%	78%	81%		75% +	71 - 74%	< 71 %	
				5	PGT experience (% satisfaction)	75%	77%	74%	not available	77%		74%	80%	82%		77 % +	74 - 76 %	< 74 %	
				6	Student Staff Ratio	24.2:1	17.2:1	16.4:1	21.2	17:5	17.4:1		17.5	18:1		<=17.5	17.5 - 18.5	> 18.5	
Real World Impact	3	Teaching and Learning	Top 50% of universities for graduate employment / starting salaries.	7	Graduate level employment (All Leavers)	59%	54%	79%	n/a (local indicator)	77%	81.0%		78%	80%	PVC (SE)	77 % +	72 - 76 %	<72 %	
	4	Research and Enterprise	Top 50% UK for Research & Enterprise Income	8	Research Income (non Hefce)	£2.2m	£1.8	£2.0m	£6.1	£2.2	£1.9m		2.75m	£6.0 m		£2.2 m +	£2.05 - 2.15 m	<£2.05 m	
				9	Enterprise Income	£8.5m	£9.4m	£8.7m	not available	£10.2	£8.7m		12m	£15.0 m		£10.2 m +	£9.7 - 10.1 m	<£9.7 m	
Access to Opportunity	5	Page 33 Access	Top London Modern for LPN recruitment	10	% recruitment from low participation neighbourhoods	7.3%	7.4%	7.7%	6.4%	8.0%		8.4%	8.2%	9.0%	PVC (R&E)	8.0% +	7 - 7.9 %	<7 %	
				11	FT UG recruitment pre-clearing applicant %	68.0%	76.0%	79.2%	not available	80.0%	78.4%		81%	90%		80 % +	76 - 79 %	< 75 %	
				12	First Degree Completion (at or above benchmark)	-6.7%	-9.5%	-7 %	-3.13%	-4%		-5.8%	0%	+3%	>=4 %	-5 to -7 %	<-8 %		
				13	Year 1 progression	70.1%	69.1%	69.5%	not available	75%	71.9%		78%	85%	75 % +	72 - 74%	<72%		
				14	Good Honours		61.0%	61.2%	62.2%	60 - 65%			60 - 65%	60 - 65%	60 % +	58 - 59 %	<58 %		
	15	PG completion	67.1%	54.8%	61.5%	not available	70%			80%	85%	70% +	66 - 69 %	< 66%					
	6	International	4 QS Stars	16	QS Star Rating	n/a	2 (prov.)	3 stars	not available	3		3	3	4	VC	3	2	1	
				17	Overseas student income	£8.8m	£8.5m	£10.6m	£29.5m	£10.9	£8.8m		14m	20m	PVC (R&E)	£10.9 m +	£10.3 - 10.8 m	<£10.3 m	
	Strategic Enablers	7	People and Organisation	Rated as a good employer	18	Appraisal completion %	28%	37%	90%	not available	95%			95%	95%	EDHR	95 % +	90 - 94 %	< 90 %
					19	Average Engagement Score as as %	58%	-		70%	55%		58%	60%	75%	EDHR	55%	51 - 54 %	< 51 %
8		Resources and Infrastructure	Grow our income by 25% to £170m annually, deliver an operating surplus of 5% and an EBITDA margin of 15%	20	Surplus as % of income	4.0%	2.3%	0.9%	9.6%	0.7%	2.4%		0.68%	5.0%	CFO	0.7 % +	0.4 - 0.6 %	< 0.4%	
				21	Income (£m)	£137.9m	£134.8m	£140.8m	£188.2m	£142.8m	£138.2		£147.3m	£170.0m		£142.8 m +	£137 - 142 m	< £137 m	
				22	EBITDA margin (EBITDA expressed as % of income)	12.6%	11.4%	9.2%	9.20%	11.5%	11.8%		11.1%	15.0%	11.5% +	11.1 - 11.4%	<11.1%		
				23	Student satisfaction ratings with facilities & environment	80.0%	83.0%	87.7%	82.7%	88.5%		90%	89%	90%	88 % +	85 - 87 %	< 85%		
24	Teaching room utilisation rate	23%	22%	21%	not available	25%		21%	30%	48%	25% +	22 - 24%	<22%						
League Tables	Overall	Top London Modern university (excl UAL)	25	TIMES - League table ranking	118/121	122/123	120 / 127	92.3	115			110	80	VC	115 or higher	116 - 119	120 or lower		
			26	GUARDIAN – League table ranking	113/119	112/116	111 / 119	87.1	100		107/119	96	86		100 or higher	101 - 106	107 or lower		
			27	COMPLETE UNIVERSITY GUIDE – League table ranking	119/124	120/123	119 / 126	85	115		115 / 127	110	93		115 or higher	116 - 119	120 or lower		

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	CONFIDENTIAL
Paper title	Report from the Chief Financial Officer
Board/Committee	Board of Governors
Date of meeting	13 October 2016
Author	Richard Flatman, Chief Financial Officer
Executive Sponsor	Richard Flatman, Chief Financial Officer
Purpose	To update the Board on financial matters including the draft financial result for 2015/16 (subject to audit).
Which aspect of strategy will this help deliver	Financial performance and future financial sustainability
Recommendation	The Board is requested to note the report.

Attachments:

Appendix 1: Management accounts summary to 31 July 2016.

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Report from the Chief Financial Officer: October 2016

1. Financial performance and audit

Year end result

The latest summary management accounts to 31 July 2016 are included as Appendix 1.

The draft full year forecast as at 31 July 2016 is a surplus of £3.3m. This is £2.3m ahead of the budget surplus of £1m for the year and broadly consistent with the surplus of £3.7m delivered last year after adjusting for all the non-recurrent Edison related items.

Depreciation has increased by £1m and interest payable by £1.8m, the latter relating entirely to pension cost increases as a result of FRS102 implementation rather than any increases in loan interest payable. These additional costs have been offset by a £3m+ reduction in re-structuring costs year on year reflecting the voluntary severance scheme in 2014/15.

The surplus of £3.3m is approximately £1.3m better than the £2.0m surplus in the June management accounts as reported to the Board. This reflects significant movements downward in expenditure, particularly in relation to staff costs where it had been flagged earlier that these were potentially overstated. That potential overstatement was held in the accounts because (i) schools and PSGs were at the time reluctant to reduce their forecast and (ii) centrally we were concerned about pension costs and holiday provision.

Other highlights include:

- EBITDA at 12.9% is ahead of target
- our recurring staff cost expressed as a % of income is 54.3% once we have adjusted for the restructuring provision. This is below the 56% target set by the Board of Governors
- we finished the year with £53.5M in cash and investments which was also ahead of forecast (although balances reduced by £12m in August 2016 following completion on the purchase of Hugh Astor Court.

Year end audit

The production of the year end financial statements is well advanced and the audit is progressing well. The external audit team from Grant Thornton are onsite and the results from the testing and review they have done so far is as expected. They are paying particular attention to our treatment of FRS102 transition adjustments and testing transactions such as deferred income and holiday accruals where the accounting treatment has changed with the introduction of the new accounting standard. No matters were reported to audit committee arising from audit work done to date.

The external audit contract with Grant Thornton was extended for one year to include the current year's audit so that no change was required in the year when FRS102 was implemented. This however was on the condition that we tested the market in 2016/17. The Audit Committee has agreed a sourcing strategy for the re-tender of external audit services, the main features of which are:

- contract term 5 years (with the option to extend annually for a further two years)
- estimated contract value £60k pa
- provider in place by March 2016 in time to plan the 2017 year end audit
- mini competition from Crown Commercial Service (CCS) Consultancy ONE Framework. Using this framework will ensure that all major audit firms (based on current auditors in the HE audit sector) are able to tender for this service at LSBU.

The panel and selection criteria are currently being finalised. A recommendation will come to the Board in due course for final approval.

2016/17 recruitment

As discussed in detail at the recent board strategy day, it is now almost certain that we will not meet our Home/EU Full time undergraduate year 1 entry target of 2,760. Firm acceptances for part time and international are holding up in what is a challenging market and post graduate firm acceptances are ahead of target. The latest estimate is an income shortfall in total of £4m although the key driver is conversion from firm acceptance to full enrolment and so there is scope for the final income shortfall to change. There are positive signs on re-enrolment of continuing students but again it is too early to tell whether this is a timing difference rather than a real increase in income.

2. Risk and control

The internal audit programme for 2015/16 is complete and the draft annual report from the internal auditors PwC has been received. The annual opinion is that governance, risk management and control, and value for money arrangements in relation to business critical areas is generally satisfactory with some improvements required. This is the second highest of 4 assurance categories with the highest being satisfactory.

The improvements refer primarily to the IT environment. The annual report is still in draft and a final version will be presented to November audit committee to reflect the discussion at the most recent meeting which provided more context regarding the IT environment.

The number of internal audit findings in 2015/16 has reduced compared to previous year and the implementation rate is high. 88% of agreed actions have been implemented in year compared with benchmark 75% and the LSBU rate of 78% in 2014/15.

Our risk management processes were subject to internal audit review in July 2016 and were again rated as low risk consistent with 2014/15.

On the basis of these results (and other management checks), the year-end financial accounts will include a full compliance statement in relation to the system of internal control. A detailed report setting out the assurance sources was reported to Audit committee which approved the statement.

3. Changes within the Finance & Management Information PSG

It is over 12 months since the re-structure of Schools and Professional service groups (PSGs). Now that the new structures have had time to bed in, we have taken the opportunity to recommend staff moving into FMI to enable a joined up service provision in the areas of planning and information. We have also taken the opportunity to review again some areas which on reflection would be better placed in areas outside Finance and Management Information (FMI).

The creation of FMI through the integration of Finance and Registry (and the Health and Social Care data team) has helped deliver a much more detailed understanding of the relationship between student numbers and income flows. It has also helped ensure consistency in strategic planning, internal reporting and external returns.

The next stage in the development of FMI is to incorporate the Business Intelligence Unit (BIU) and create an integrated team focusing on planning, performance and assurance led by the current Head of the BIU. The role will develop and manage the planning process and key performance indicators as well as managing and coordinating the University's data and other assurance processes and providing challenge on data used in statutory returns. The BIU Team developed the first iteration of the Corporate Dashboard in summer 2015. Bringing that team into FMI will also ensure the ongoing development, implementation and maintenance of the performance dashboard.

At the same time, other aspects of the Registry team including the Appeals Team and the Examinations and Conferments team will transfer out of FMI as they are better aligned with other PSGs.

4. Other matters

HEFCE assurance review

LSBU is required to provide a wide range of information to HEFCE as part of the annual accountability review which informs their assessment of LSBU's risk status (currently not at higher risk). In addition, on a 5 year cyclical basis, the HEFCE Assurance Service visits institutions to discuss the accountability returns. The purpose is to discuss with members of the Executive and the Board LSBU's processes and supporting evidence for the information and assurances we provide each year as part of the annual accountability review. HEFCE last reviewed LSBU in 2011 and a very clean report was received. The overall conclusion from that review was the highest assurance rating possible "*that, at this time, we HEFCE are able to place reliance on the accountability information.*" No additional recommendations for improvement were included in the report. We have been informed that the next review is scheduled for January 2017. This is currently being planned and our internal auditors will conduct a mock audit in advance to ensure we are prepared.

Technopark redevelopment

The University has published an OJEU notice seeking a development partner to redevelop the Technopark site. The notice outlines the opportunity to acquire the long leasehold interest in the development site. The proposed project will

involve the redevelopment of part of the site for a range of accommodation for LSBU and its student community, with the remainder of the site lending itself to a wide range of potential development opportunities. A minimum capital receipt to LSBU will be required. LSBU envisages that 3 bidders will be invited to participate in a competitive negotiated procedure. All shortlisted bidders will be invited to submit an initial tender and LSBU reserves the right to reduce the number of bidders invited to a detailed negotiation after the initial tender stage. The notice specifies that this project is subject to approval by LSBU's Board of Governors during the procurement process.

APPENDIX 1

Management accounts summary to 31 July 2016

July Executive Summary

1) This Executive Summary reports on the Financial position of London South Bank University as at 31 July 2016 and summarises the changes since the June forecast

2) RAG Status

Income Growth	0.4%	Staff Cost Growth	0.6%	Staff Cost %	54.3%	Opex Growth	4.3%	FYF Surplus	2.4%	EBITDA	12.9%
excluding EDISON & Hanban		excluding EDISON & restructuring		excluding restructuring		excluding EDISON & Hanban					

3) Summary

The full year forecast as at 31 July 2016 is trending towards a surplus of £3.3M, this is an increase of £1.3M as compared to last month and would deliver the University £2.3M ahead of budget.

The key drivers for the final change in contribution is a £2.3M reduction in our forecast staffing costs for the year and an increase in revenue totalling £0.9M. These have been partially offset by increases in Expenses totalling £2M. The net of which is an improvement in contribution of £1.3M

Although total School income for the year was down £4.2M against the budget target, 5 Schools, through a combination of staff savings and operating expense reductions were able to overdeliver to budget levels of contribution; the School of Applied Sciences by £0.2M, School of the Built Environment & Architecture by £0.6M, School of Business (on budget), School of Engineering by £0.2M and the School of Health & Social Care by £0.4M. Both Arts & Creative Industries (-£0.3M) and Law & Social Sciences (£-0.2M) finished behind budget but the School Portfolio ended up £1M better.

In terms of Professional Functions, 8 of the 11 PSFs delivered better than budget including Teaching Quality & Enhancement by £0.2M, Student Support & Employment by £0.3M, Estates & Academic Environment by £0.7M, Marketing by £0.1M, HR by £0.1M, Finance & Management Information by £0.3M, Governance by £0.1M and the Executive Team (on budget). 3 Areas did not deliver to budget; Academic Related Resources which was pushed into a deficit position of £0.3M due to overspends in ICT Innovation and The Academy of Sport, Internationalisation which finished the year in a deficit position of £0.2M and Knowledge Transfer & Enterprise which finished the year in a deficit position due to a change in funding surrounding The Confucius Institute.

4) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	14/15 Actuals	15/16 Budget	Change %
Funding Grants	14.8	13.4	-10%
Health - Contract	24.8	24.9	1%
Home / EU UG Fees	54.2	58.7	8%
Home / EU PG Fees	6.4	7.7	20%
Overseas Fees	10.6	10.9	3%
Research Activities	3.9	4.0	3%
Enterprise Activities	8.5	10.2	21%
Student Related Income	10.7	11.2	4%
Other Operating Income	7.0	1.5	-79%
Endowments & Interest	0.3	0.2	-39%
Income	141.1	142.7	1%

June 15/16	Monthly Move	July 15/16	variance to Budget	Budget variance
13.1	0.2	13.3	-0.1	-1%
25.4	-0.3	25.1	0.2	1%
57.1	0.1	57.2	-1.5	-3%
7.8	-0.1	7.7	0.0	1%
8.7	0.1	8.8	-2.1	-19%
3.7	-0.0	3.7	-0.3	-8%
9.1	-0.3	8.8	-1.4	-14%
10.9	0.1	11.1	-0.1	-1%
1.1	1.1	2.2	0.7	49%
0.2	0.1	0.3	0.1	65%
137.3	0.9	138.2	-4.5	-3%

July 14 / 15 YTD	July 15 / 16 YTD	variance to 14/15	variance to 14/15
14.8	13.3	-1.5	-10%
24.8	25.1	0.3	1%
54.2	57.2	3.1	6%
6.4	7.7	1.3	21%
10.6	8.8	-1.8	-17%
3.9	3.7	-0.2	-6%
8.5	8.8	0.3	4%
10.7	11.1	0.4	3%
7.0	2.2	-4.8	-68%
0.3	0.3	0.0	0%
141.1	138.2	-2.9	-2.1%

in £'m			
Academic Staff Costs	42.1	42.0	0%
Support & Technicians	32.2	37.0	15%
Third Party Staff	7.2	2.1	-71%
Depreciation	8.8	10.6	21%
Operating Expenses	46.7	44.0	-6%
Interest Payable	3.0	4.7	58%
Exceptional Items	0.0	1.3	0%
Expenditure	139.9	141.7	1%

38.8	-0.9	38.0	-4.0	-10%
35.3	-1.7	33.6	-3.4	-9%
2.7	0.2	2.9	0.8	41%
10.3	-0.5	9.7	-0.9	-8%
41.9	4.0	45.9	1.8	4%
4.8	-0.1	4.8	0.1	1%
1.4	-1.4	0.0	-1.3	-100%
135.3	-0.4	134.9	-6.8	-4.8%

42.1	38.0	-4.2	-10%
32.2	33.6	1.5	5%
7.2	2.9	-4.2	-59%
8.8	9.7	1.0	11%
46.7	45.9	-0.8	-2%
3.0	4.8	1.8	61%
0.0	0.0	0.0	0%
139.9	134.9	-5.0	-4%

Surplus for the year	1.2	1.0	-17%
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2.0	1.3	3.3	2.3	227%
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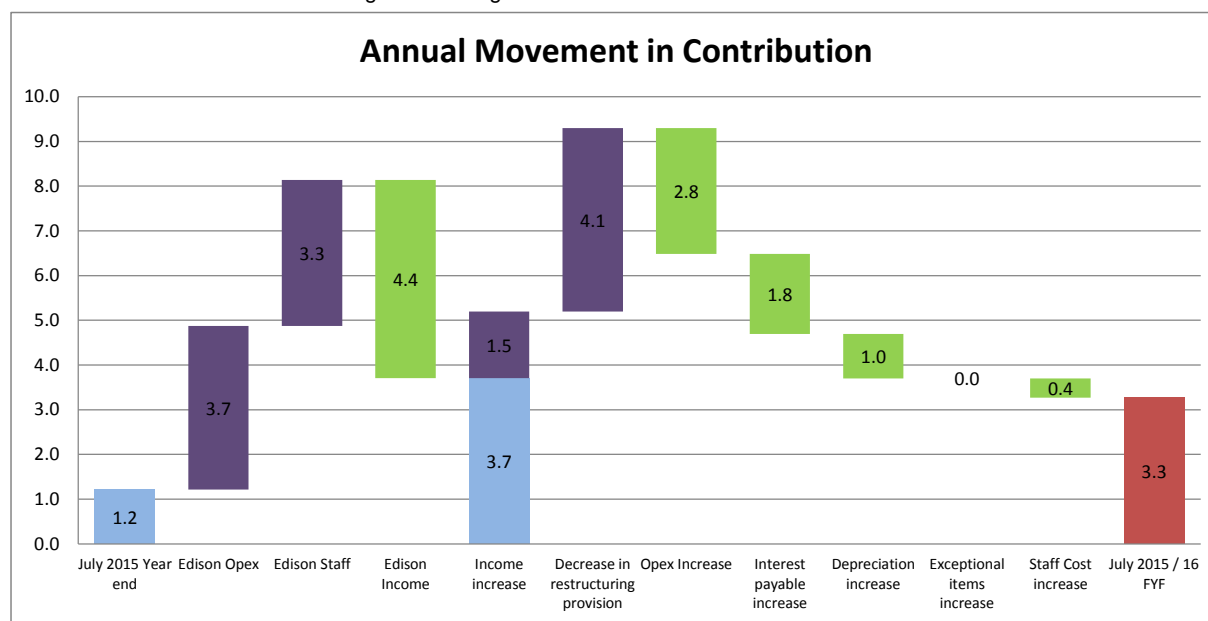
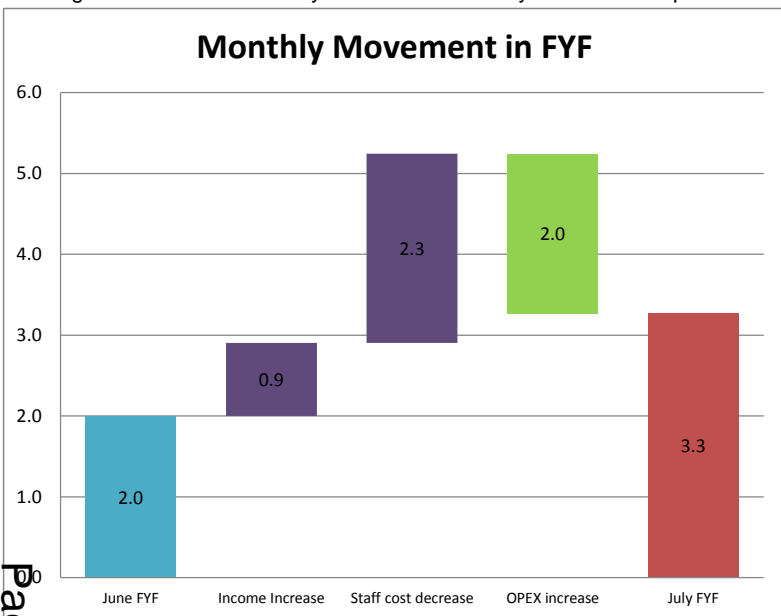
1.2	3.3	2.1	170%
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Surplus as % of income	0.9%	0.7%	1.5%	2.4%
Surplus per student FTE	£82.0	£71.5	£151.4	£247.3

100%	100%	YTD Staff Cost %
100%	100%	YTD OPEX Cost %
100%	100%	Total YTD Cost %

5) Forecast Summary

Although the movement in Full year forecast was only £1.3M as compared to June, this month there were a number of large final changes.



Although the movement in Full year forecast was only £1.3M as compared to June, this month there were a number of large and final changes.

In terms of Income, the University is refurbishing one of our buildings, Caxton House, which is being part funded by HANBAN. This month we released almost £1M of income to cover £1M, also released, of development costs.

The decrease in forecast staff costs of £2.3M comprises actual reductions of £0.6M and the net impact of the release of an over provision in terms of restructuring costs from 14/15. We had been signalling for a while that our staff costs were overestimated and that it was unlikely that we would use the full £1.5M restructuring provision.

In terms of expenses the net movement was an increase in forecasts costs of £2M. This was comprised of a reduction in our depreciation forecast of £0.5M, the release of £0.5M of contingency and the release of £1M in exceptional costs that we had been holding to offset our stretch goals in Enterprise and Research income. These reductions were then offset by an increase of £4M in Operating Expenses

The £4M increase in Operating Expenses was due to the £1M charge for Caxton House, an additional charge of £1.5M in FUNI to cover the years bad debt provision, a charge of £0.5M to cover the legal & professional costs associated with expanding the LSBU family, an additional investment of £0.2M in our residences, additional costs of £0.2M to cover Overseas Agent fees in the International team, an additional write down of £0.1M relating to EDISON costs with the remainder being investments in the Schools.

With a final surplus of £3.3M the University finished £2.1M ahead of last year's results and just £0.4M down in terms of comparable final surplus with 14/15 when the one off income and costs of the Edison programme are excluded. The University increased its income by £1.5M and benefited from a year on year reduction in restructuring provision of £4.1M. Directly comparable operating expenses increased by £2.8M and our Interest payable charge including pensions interest was £1.8M higher than 14/15. As compared to last year, the university spent £1M more on depreciation and £0.4M extra on staffing costs.

7) Contribution Analysis

The current forecast contribution for the year is £2.1M ahead of the 2014/15 final outturn and just £0.4M behind the directly comparable position once we strip out the costs of the EDISON programme and last year's extraordinary levels of voluntary redundancy. EBITDA at 12.9% is ahead of target, we had £53.5M in cash and investments at the year end and our recurring staff cost expressed as a % of income at 54.3%, once we have adjusted for the restructuring provision, is below the 55% target set by the Board of Governors.

Contribution per Student and per Staff

excluding School admin
and Technicians

	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF	14 / 15 Actual	July 15/16 FYF
Income (M)	£10.7	£11.3	£9.4	£9.5	£15.0	£16.3	£17.9	£16.6	£18.2	£19.1	£32.8	£32.7	£14.6	£14.6	£118.6	£120.2
Expenditure (M)	£5.7	£5.2	£3.8	£4.2	£7.1	£6.8	£8.7	£7.3	£9.9	£9.2	£18.6	£17.5	£6.9	£6.5	£60.8	£56.8
Contribution (M)	£5.0	£6.1	£5.6	£5.3	£7.8	£9.5	£9.2	£9.2	£8.3	£9.9	£14.2	£15.2	£7.7	£8.1	£57.8	£63.4
Contribution %	46%	54%	60%	56%	52%	58%	51%	56%	45%	52%	43%	46%	53%	56%	49%	53%
Student FTE	1,128	1,180	1,040	1,043	1,596	1,724	2,622	2,131	1,437	1,671	3,592	3,807	1,694	1,662	13,109	13,218
Contribution per Stud FTE	£4,400	£5,100	£5,400	£5,100	£4,900	£5,500	£3,500	£4,300	£5,800	£5,900	£4,000	£4,000	£4,500	£4,900	£4,400	£4,800
Academic / HPL FTE	52	47	35	37	65	60	106	81	56	64	183	190	69	71	566	551
Student / Acad. Staff ratio	22	25	29	28	25	29	25	26	26	26	20	20	25	23	23	24
Contribution per Staff FTE	£95,300	£127,700	£158,900	£144,700	£120,300	£160,100	£86,900	£113,600	£148,100	£155,200	£77,500	£79,700	£111,400	£113,900	£102,000	£115,100

The Schools finished the year £4.3M behind their income target but £1M ahead of their contribution target and 5 schools delivered better than Budget; the School of Applied Sciences, the School of Business, the School of Health & Social Care, the School of Engineering and the School of the Built Environment and Architecture. The total contribution from the Schools at £63.4M is £5.6m higher than in 14/15 and every School is improving its financial position except for the School of Arts & Creative Industries which is benefitting from extra investment in 15/16. The School of Business transferred the Division of Informatics to the School of Engineering but still managed to increase its total contribution. The School of Arts & Creative Industries finished the year 5% behind budget, the School of Law & Social Sciences finished the year 3% behind budget. The Schools portfolio as a whole finished the year £1M or 2% better than budgeted contribution.

8) Student Number Analysis

In 2013 / 14 we refunded a total of £3.0M in income to students who Withdrew or Interrupted. In 2014/15 we refunded £3.7M, in 15/16 we refunded slightly less at £3.6M but with significantly fewer First Year Full Time Undergraduates. The opportunity to generate savings against refunds is most pronounced in the School of Applied Sciences and the School of Law & Social Sciences which lose 5.2% of their income and the Business School which loses 5.1% of its teaching income.

9) Student Withdrawal Analysis

Academic year	Total Students	Withdrawals	% of Total
12/13	19,262	1,020	5.3%
13/14	19,734	1,092	5.5%
14/15	19,495	1,102	5.7%
15/16	20,852	1,025	4.9%

'Lost Income' in £000K	Teaching Income	Refunds	% Lost	Teaching Income	Refunds	% Lost	
Applied Science	£9,258	£478	5.2%	Engineering	£13,334	£600	4.5%
Arts and Creative Industries	£9,159	£432	4.7%	Health & Social Care	£28,138	£132	0.5%
Built Environment & Architecture	£12,794	£523	4.1%	Law & Social Sciences	£12,734	£668	5.2%
Business	£14,617	£747	5.1%	Total	£100,033	£3,580	3.6%

10) Income Analysis

As detailed above, the key movement in forecast Income this month was the release of £1M from Hanban to part fund Caxton House. Estates also released an additional £0.2M due to a successful summer school program, There were small increases in income within the Schools particularly in terms of research income and the net position for the schools increased by £0.3M. This was offset by a reduction in our TNE income forecast to mitigate some of the risk of collection.

11) Staff Cost Analysis

In terms of staffing the University had already recognised staff savings of £1M against forecast in May and June and released a further £0.6M in July. Recurring staff costs finished the year at £75M, an increase of just £0.4M year on year. This is a 0.6% increase so staff costs are growing marginally faster than income. The delays in reforecasting our staffing costs by budget holders means that there was limited opportunity to invest any of these savings in the academic year.

12) Operating Expense Analysis

In terms of Operating Expenses, every area had delivered the 3.5% reduction in operating expenses required by the Executive in February to move the University into a balanced forecast for the year. In that last month however, a number of Schools that were ahead of budget took the opportunity to review these savings in light of the forecast closing position and made some last minute investments. The University also took the opportunity, particularly within the areas of ICT innovation, to review our capital spend and expensed some of the expenditure

14) Capital Expenditure

There was no significant movement in our Capital Expenditure this month. There are no live Capital projects overspent within 15/16 and the ICT capital program was expanded to cover the phase 2 of the Data Centre Outsourcing project within the current capital budget.

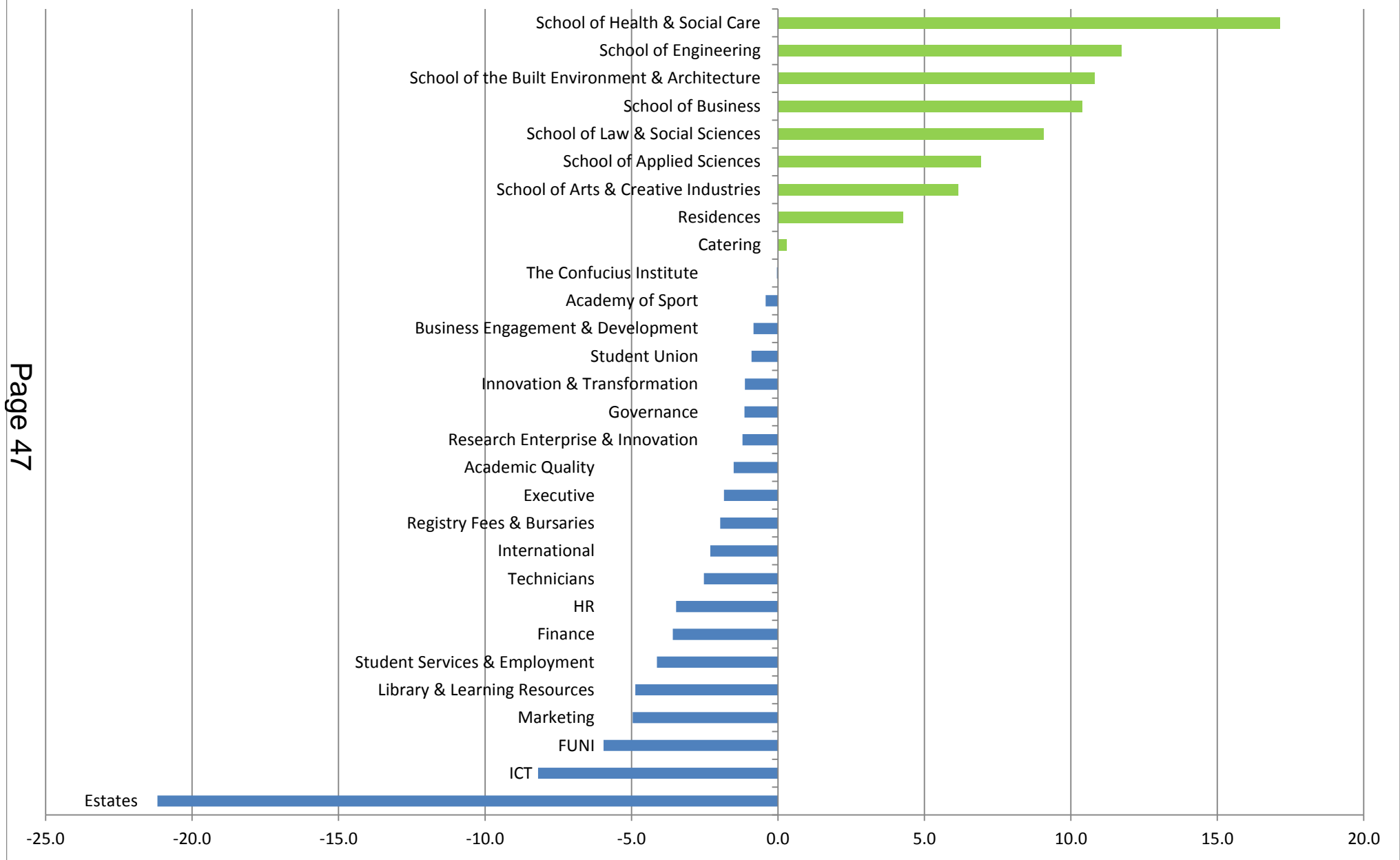
LONDON SOUTH BANK UNIVERSITY / ENTERPRISES

Management Summary Report from August 2015 To The End Of July 2016

London South Bank University

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	YEAR TO DATE			
			2015 Actuals (£)	2015 Budget (£)	Variance - Actuals to Budget (£)	%
-141,122,532	-141,122,532	Total Income	-138,177,251	-142,690,999	(4,513,747)	(3%)
81,457,831	81,457,831	Total Staff Costs	74,517,843	81,093,990	6,576,147	8%
8,758,726	8,758,726	Total Depreciation	9,749,153	10,604,375	855,222	8%
46,732,524	46,732,524	Total Other Operating Expenses	45,885,517	44,305,460	(1,580,057)	(4%)
2,961,894	2,961,894	Total Interest Payable	4,755,431	4,692,374	(63,056)	(1%)
		Total Exceptional Items		993,799	993,799	100%
		Total Internal Allocations				
-1,211,558	-1,211,558	Contribution	-3,269,308	-1,000,000	2,269,308	227%
57.7%		Staff costs as % of income	53.9%	56.8%		
0.9%		Contribution %	2.4%	0.7%		

2015/16 Cost & Contribution



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	CONFIDENTIAL
Paper title:	Corporate Risk Register
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	John Baker – Corporate & Business Planning Manager
Executive/Operations sponsor:	Richard Flatman – Chief Financial Officer
Purpose:	To provide the Board with the current corporate risk register.
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	All aspects as the risk entries on the register are aligned to the goals of the Corporate Strategy.
Recommendation:	The Board is requested to note: <ul style="list-style-type: none"> • the risks and their ratings, • the allocation of risks to corporate objectives

Matter previously considered by:	Audit Committee	On: 22 nd September
Further approval required?		

Executive Summary

The latest version of the Corporate Risk Register is attached for review.

The Strategic Risk Review Group met in September, and reviewed the entries on the register. This updated version of the register incorporates changes agreed at that meeting, with an overview of the key amendments provided in the middle column of the summary table on pages 2 and 3.

The Board is requested to note:

- the risks and their ratings
- the allocation of risks to corporate objectives

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LSBU Corporate Risk Register cover sheet: Risk overview matrix by impact & residual likelihood

Date: 12thth Sep 2016

Author: John Baker – Corporate & Business Planning Manager

Executive Lead: Richard Flatman – Chief Financial Officer

Page 51	2: Revenue reduction if marketing and PR activity does not achieve H/EU UG recruitment targets (IM)	1: Lack of capability to respond to policy changes & shifts in competitive landscape (DP)	4 Critical <i>fail to deliver corporate plan / removal of funding or degree awarding status, penalty / closure</i>	Impact	
	457: Anticipated international student revenue unrealised (PI)	6: Management Information perceived as unreliable, doesn't triangulate or is not presented (RF) 14: Loss of NHS contract income (WT) 305: Data not used / maintained securely (IM) 362: Low staff engagement impacts performance negatively (DP) 3: Increasing pensions deficit reduces flexibility (RF) 402: Unrealised research & enterprise £ growth (PI) 467: Progression rates don't rise (PB) 495: Higher Apprenticeship degrees (PB)	37: Affordability of Capital Expenditure investment plans (RF)		3 High <i>significant effect on the ability for the University to meet its objectives and may result in the failure to achieve one or more corporate objectives</i>
	517: Impact of EU Referendum result on operating conditions & market trends (DP)	398: Academic programmes not engaged with technological and pedagogic developments (SW)	494: Inconsistent delivery of Placement activity across the institution (SW)		2 Medium <i>failure to meet operational objectives of the University</i>
					1 Low <i>little effect on operational objectives</i>
	3 - High <i>The risk is likely to occur short term</i>	2 - Medium <i>This risk may occur in the medium term.</i>	1 - Low <i>This risk is only likely in the long term</i>		
Residual Likelihood					
Executive Risk Spread: VC – 2, DVC – 2, CFO – 3, PVC-S&E – 2, PVC-R&EE – 2, COO – 2, Dean Health – 1, ExD-HR – 1, US - 0					

Changes since presentation at previous AC / Operations Board meeting, and overdue action progress updates detailed below:

Reference	Risk title	Completed Actions & Risk Changes	Overdue Actions
Goal 1: Employability: Ensuring students develop skills, aspiration and confidence.			
494 (SW)	Inconsistent delivery of Placement activity across institution	<p>Appointment action implemented: Sukaina Jeraj has been seconded to the Head of Placements role from the 1st June for 6 months.</p> <p>Delivery of inPlace IT solution implemented: The live environment is now up and running in the cloud, and the Adult, Child & Mental Health nursing & Midwifery courses in HSC will be using the tool from Semester 1 16/17.</p>	
Goal 3: Teaching & Learning: Ensuring teaching is highly applied, professionally accredited & linked to research & enterprise			
398 (SW)	Low engagement with tech or pedagogic developments	<p>Pilots & subject interventions completed: The investments from the teaching and learning fund were utilised for this activity. The embedding of study skills within modules has already seen improvements in pass rates and progression.</p> <p>New Actions added – Team & User group</p>	
467 (PB)	UG Progression rate doesn't rise	<p>Learner Analytics Plan action implemented: The Learner Analytics Plan has been developed. ICT clarifying timescales for the next stages.</p> <p>New Actions added – new interns, strategy review, Analytics rollout & amendments to regulations.</p>	
Goal 4: Research & Enterprise: Delivering outstanding economic, social and cultural benefits from our intellectual capital.			
402 (PI)	2020 income growth through Research & Enterprise	<p>Pipeline report action implemented. The new Ops Board report draws information directly from Raiser's Edge and Agresso.</p> <p>New Actions added – bid management and guide launch.</p>	
Goal 5: Access: Work with local partners to recruit, engage and retain students with the potential to succeed.			
495 (PB)	Impact of Higher Apprenticeship degrees on existing recruitment markets	<p>Action to develop plan implemented: This action was completed, with Alison May appointed and Hefce funds acquired for the 16/17 year.</p> <p>New action added – Team recruitment.</p>	
Goal 6: Internationalisation: Developing a multicultural community of students & staff through alliances & partnerships.			

457 (PI)	International student £income unrealised		
517 (DP)	Impact of EU Referendum	New Risk Entry	
Goal 7: People & Organisation: Attracting proud, responsible staff, & valuing & rewarding their achievements.			
1 (DP)	Response to environmental change & reputation	Controls Updated. New actions: Office of Corporate Affairs, and submission of narrative TEF elements.	
362 (DP)	Poor Staff Engagement	EES actions plan strategy developed The plan was presented to June Operations Board New actions around intranet soft launch, and Progress review of actions plans, and pulse check.	
Goal 8: Infrastructure: Investing in first class facilities and outcome focused services, responsive to academic needs.			
2 (PI)	Home & EU Recruitment income targets	Previous actions implemented The strategy for 16/17 developed, along with CMA training for ambassadors, and new procedures for approval of school marketing materials. New action around scenario modelling.	
8 (RF)	Pensions deficit	Controls updated.	
53 (RF)	Quality and availability of Management Information	Phase 2 MIO Plan action completed: The FMI priority areas have been articulated to the Project Board and development is under way by the BI team within ICT. New Action added – Enrolments visualisation	
14 (WT)	Loss of NHS income	New Actions created	
37 (RF)	Estates strategy £ impact	Controls updated.	Student Centre negotiations action progress update: Programming expert engaged to adjudicate on the decisions taken in respect of the refused extension of time claim. We await a meeting with the senior Director of Balfour Beatty early in 2016.
305 (IM)	Data Security		Mandatory training action progress update: The Pilot programme completed in January, feedback from this was implemented in February and ICT are now in discussions with HR comms team to work out optimum distribution method and comms package.

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
494	Inconsistent delivery of Placement activity across institution	Shan Wareing	<p>Cause:</p> <p>Lack of allocation of sufficient central and School human resource</p> <p>insufficient expertise within LSBU</p> <p>Speed of implementation without adequate project planning or learning from the sector</p> <p>Lack of assurance over offsite workplace conditions</p> <p>Effect:</p> <p>Placement practice may not comply with Chapter B10 of the Quality Code</p> <p>All students who expect one may not be able to gain a placement, leading to a CMA risk</p> <p>Placements may not deliver a good student experience</p> <p>Duty of Care to students re workplace safety might not be met.</p> <p>Potential un-insured risk exposure</p>	<p>I = 3 L = 2</p> <p>High (6)</p> <p style="background-color: red; color: black; text-align: center;"> </p>	<p>Utilisation of InPLace management platform to ensure consistency of process and knowledge exchange.</p>	<p>I = 3 L = 1</p> <p>Medium (3)</p> <p style="background-color: yellow; color: black; text-align: center;"> </p>	Valerie Tomlinson	Creation of placements policy and placement agreement pro-forma.	30 Sep 2016
							John Baker	Oversee completion of Internal Audit Review into activity.	28 Feb 2017
							Valerie Tomlinson	Develop procedure and systems for quality assurance of placement opportunities.	23 Dec 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
398	Academic programmes do not employ suitable technological and pedagogic developments to support students and promote achievement	Shan Wareing	<p>Cause</p> <p>Sustained underinvestment in expertise and dedicated human resource to support utilisation of learning technologies, comparative to new and existing competitors</p> <p>Effect:</p> <p>LSBU does not effectively exploit the learning potential of new technologies, impacting negatively on student retention, achievement, or cost base (eg in terms of physical estate, inability to use virtual facilities) and our ability to delivery new provision such as apprenticeships</p> <p>Curriculum do not adapt sufficiently to remain relevant, jeopardising the employability of LSBU graduates.</p> <p>More flexible and efficient educational models which enable us to remain adaptable and competitive are out of institutional reach</p> <p>Support mechanisms do not provide some students with the learning support they need to navigate and succeed in the learning environment so retention does not meet the targets within the 5 year forecast.</p> <p>Market appeal of courses is impaired, impacting negatively on recruitment</p>	I = 3 L = 2 High (6)	Delivery of the Technologically Enhanced Learning Strategy (TEL) through the Learning Pathway Programme.	I = 3 L = 2 High (6)	Shan Wareing Marc Griffith	<p>Establish Digitally Enhanced Learning User Group - to engage with stakeholders, prioritise resources and report progress to Academic board on ongoing basis.</p> <p>Appoint to positions within DEL team to oversee MyLSBU environment and Digital Literacies projects.</p>	30 Nov 2016 23 Dec 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
467	Progression rate across undergraduate programmes does not rise in line with targets of Corporate Strategy	Pat Bailey	<p>Cause:</p> <p>Low tariff students admitted through clearing. ESE analytics dashboards not utilised. High risk students are not identified in a timely way and supported sufficiently. Students don't engage with new initiatives. Support provided fails to bridge support gap for students entering through non-traditional access routes.</p> <p>Effect:</p> <p>Progression rate fails to increase. Hefce, or OfStud, could view institution as high risk. Data could have negative impact in TEF metric assessment. Considerable lost income to institution from Y2 & Y3 potential enrolments.</p>	I = 3 L = 2 High (6)	Study Support & Skills Sessions provided by the Library &LRC	I = 3 L = 2 High (6)	Jamie Jones	Recruit 8 interns to new trial positions to create a team to help identify and support students who appear to be disengaging from their studies.	30 Sep 2016
				Student Welfare advice and support provided by Student Life Centre		Jamie Jones	Amend Academic Regulations to provide greater support to students at risk of withdrawal.	31 Mar 2017	
					Jamie Jones	Review impact of Engagement and Attendance Monitoring Strategy.	31 Jul 2017		
					Lesley Roberts	Oversee rollout of stage 1 of Learner Analytics Project with demographic data dashboard available to Personal Tutors and Student support teams.	31 Oct 2016		


Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
402	Income growth expected from greater research and enterprise activity does not materialise	Paul Ivey	<p>Cause:</p> <ol style="list-style-type: none"> 1) Challenging market environment with high competition for similar opportunities and funders. 2) Lack of proven forecasting systems & recent static performance 3) Aggressive and complex turnaround required carries intrinsic high risk. 4) Dependence on HSC CPPD income (circa 50% of enterprise£) 5) New structures fail to entice and encourage academic participation in activity. 6) Limitations of academic capacity and capability. 7) Internal competition for staff time over and above teaching. 8) TNE partnerships are not approved, or break down when contacts relocate. <p>Effect:</p> <ol style="list-style-type: none"> 1) Income growth expectations unrealised. 2) Undiversified enterprise portfolio. 3) Lower financial contribution, as an increased proportion of delivery is sourced outside core academic staff. 4) Increased dependency on generating enterprise opportunities via Knowledge Transfer outreach as opposed to an academic-led stream, results in higher opex costs. 5) The holistic benefits for teaching and the student experience are reduced. 6) Proportion of staff resource diverted to winning new funding is significantly increased. 7) Reduced research income adversely affects the research environment, publication rates, evidence of impact, student completions, & ultimately LSBU REF 2020 rating. 8) Inability to align academic resource with identified market opportunities. 9) TNE.. 	<p>I = 3 L = 2 High (6)</p>	<p>Operation of Sharepoint Enterprise Approval Process for authorisation of new income opportunities.</p>	<p>I = 3 L = 1 Medium (3)</p>	<p>Onyemae chi Imonioro</p>	<p>Launch new LSBU Research & Enterprise guide to income generation.</p>	<p>30 Sep 2016</p>
					<p>R&E activity Pipeline Reports (Financial & Narrative) will be provided to each Operations Board Meeting to aid constant scrutiny and review of progress against 5 year income targets.</p>		<p>Graeme Maidment</p>	<p>Development of bid management strategy for each School.</p>	<p>22 Dec 2016</p>
					<p>Bid writing workshops for academic staff delivered routinely</p>		<p>Yvonne Mavin</p>	<p>Launch new corporate process for post award contract management; for research and enterprise contract activity.</p>	<p>30 Sep 2016</p>
					<p>Enterprise Business Plan & strategy submitted for approval annually to SBUEL Board (which has 2 Non-Executive Directors) for monitoring & quarterly updates provided at LSBU Board meetings.</p>				

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
495	Impact of Higher Apprenticeship degrees on existing recruitment markets	Pat Bailey	<p>Cause: Introduction of Higher Apprenticeship degrees.</p> <p>Opportunity: These degrees present may present an opportunity for LSBU to grow student numbers in a new market.</p> <p>Effect: These degrees could cannibalise existing employer sponsored students. This represents a risk to existing income and markets. LSBU currently has c.4,000 students on part-time courses, majority employer-sponsored & initial estimations are that income from 1,400 students (£3.3m of surplus) could be affected.</p>	<p>I = 3 L = 2 High (6)</p> 			Pat Bailey	Develop a financial model for the efficient running of Higher and Degree Apprenticeships , with funding mechanisms for student transfer from FE-HE.	28 Oct 2016
							Alison May	Appoint staff to the new team roles being created to manage this activity for the institution.	01 Nov 2016
							Pat Bailey	Develop launch strategy for Institute of Professional & Technical Education (IPTE)	30 Sep 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
457	Anticipated international student revenue unrealised	Paul Ivey	<p>Cause: UK government process / policy changes. Restriction on current highly trusted sponsor status. Issues connected with english language test evidence. Anticipated TNE growth does not materialise.</p> <p>Effect: LSBU unable to organise visas for students who wish to study here. International students diverted to other markets. Expected income from overseas students unrealised. Conversion impact of LSBU TNE students doesn't materialise.</p>	I = 3 L = 3 High (9)	Regular reporting of Visa refusal rates to Director of Internationalisation by Immigration Team.	I = 3 L = 2 High (6)	Paul Ivey	Lead development of an LSBU partnership model for International activity.	28 Oct 2016
					International Office runs annual cycle of training events with staff to ensure knowledge of & compliance with UKVI processes.		Paul Ivey	Induct new Director of Internationalisation into role and organisation.	28 Oct 2016
					Recruitment Reports presented to each meeting of Ops Board.				

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
517	Impact of EU Referendum result on operating conditions & market trends	David Phoenix	<p>Cause: Following the vote to 'Leave', the Government is working towards a plan to extract the UK from the European Union. Whilst we appear to be a long way from the triggering of article 50, itself a 2 year process, the news of the outcome of the plebiscite has already seen impact in markets and international opinion.</p> <p>Effects: Staff impact: The outcome could impact on the ability of some existing staff to remain in the UK, and could impair the ability for future recruitment, both from Europe, and from other overseas territories. Recruitment impact: Currently EU students pay home fees & can access the UK student loan system. It is likely that higher fees and removal of this access will have a significant impact on the appeal of the UK to European applicants long term. Additionally the reporting of the Brexit outcome is having a negative impact on the reputation of the UK as a welcoming destination. These impacts on the sector could also cause changes in recruitment patterns at well-ranked institutions, which could have a negative impact on applicant pools elsewhere. Research Funding: Leaving the EU is likely to remove the ability of LSBU to partner in EU research projects, and access Horizon 2020 funding opportunities. Legislative Compliance: There could be additional administration cost in updating many EU compliant processes if regulations are..</p>	<p>I = 2 L = 3 Medium (6)</p>			David Phoenix	Continue to monitor closely, through UUK and other sector bodies, the potential impacts and responses.	31 Jul 2017
							Gurpreet Jagpal	Review bid development strategy in Research, and seek to find alternatives to offset any anticipated shortfalls from European sources.	31 Jan 2017
							Mandy Eddolls	Monitor situation with regard to employment law and right to work, and ensure that appointments are made in compliance with any changes to regulation.	28 Jul 2017

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
1	Failure to position LSBU to improve reputation & effectively respond to policy changes & shifts in competitive landscape	David Phoenix	<p>Causes:</p> <ul style="list-style-type: none"> - Changes to fees and funding models - Increased competition from Private Providers - TEF and Apprenticeship development - Failure to anticipate change - Failure to position (politically) - Failure to position (capacity/structure) - Failure to improve League Table position <p>Effects:</p> <ul style="list-style-type: none"> - Failure to recruit students - Failure to differentiate 	I = 4 L = 3 Critical (12)	Ketchum appointed to advise LSBU on the ongoing changes to the political environment for higher education & its external communications in response to these changes.	I = 4 L = 1 High (4)	Shan Wareing	Oversee preparation of Narrative reports element of submission to the TEF.	23 Dec 2016
					<p>Financial controls (inc. forecasting & restructure) enable achievement of forward operating surplus target communicated to Hefce in July Forecast.</p> <p>The Business Intelligence Unit (BIU) provides Senior Managers with trend analysis and competitor benchmarking on all KPIs</p> <p>A horizon scanning report produced by the Policy Unit</p> <p>Maintain relationships with key politicians/influencers, boroughs and local FE</p> <p>Annual review of corporate strategy by Executive and Board of Governors</p>		Michael Simmons	Fully populate team within newly created Office of Corporate Affairs.	31 Jan 2017

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
362	Low staff engagement impacts performance negatively	Mandy Eddolls	<p>Causes:</p> <ul style="list-style-type: none"> •Bureaucracy involved in decision making at the University •No teamwork amongst departments at the University •Staff feeling that they do not receive relevant information directly linked to them and their jobs •Poor pay and reward packages •Poor diversity and inclusion practises <p>Effects:</p> <ul style="list-style-type: none"> •Decreased customer (student) satisfaction •Overall University performance decreases •Low staff satisfaction results •Increased staff turnover •Quality of service delivered decreases 	I = 3 L = 3 High (9)	Cascade messages from Ops Board circulated for Cascade Meetings within each School & Professional Function.	I = 3 L = 2 High (6)	Cheryl King-McDowall	Deliver a planned programme of activities to ensure continued awareness raising and promotion of the Behavioural Framework, to embed the values in to HR documentation, and to develop baseline measures.	30 Sep 2016
					Departmental Business Planning process		Markos Koumaditis	Complete progress review of University, School & PSG action plans.	28 Feb 2017
					Direct staff feedback is encouraged through the "asktheVC@" email address and through feedback forms on intranet and 'developing our structures' microsite.		Cheryl King-McDowall	Conduct EES Pulse survey for key themes.	31 May 2017
					Scheduled Team meetings		Jo Sutcliffe	Complete soft launch of new staff intranet.	31 Oct 2016
					Regular Business review meetings				

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
2	Revenue reduction if marketing and admissions process does not achieve Home/EU recruitment targets	Ian Mehrtens	<p>Causes:</p> <ul style="list-style-type: none"> - Changes to UGFT fees - Increased competition (removal of SNC cap in 15/16) - Failure to develop and communicate brand & lsbu graduate attributes - Lack of accurate real-time reporting mechanisms - Poor league table position - Portfolio or modes of delivery do not reflect market need - Tighter tariff policy during clearing <p>Effects:</p> <ul style="list-style-type: none"> - Under recruitment - loss of income - Loss of HEFCE contract numbers - to 14/15 - Failure to meet related income targets - cost of legal challenge relating to CMA guidance 	I = 4 L = 3 Critical (12)	<p>Report on student applications is presented to every monthly meeting of Operations Board & reviewed by Board of Governors</p> <hr/> <p>Weekly Report linking student numbers to anticipated income levels circulated to Ops Board.</p> <hr/> <p>Advance predictions of student recruitment numbers informs the Annual five year forecast submitted to Hefce each July</p> <hr/> <p>Differentiated marketing campaigns are run for FTUG, PTUG and PG students on a semesterised basis.</p>	I = 4 L = 2 Critical (8)	Pat Bailey	Oversee Executive scenario planning activity, to explore growth opportunities within portfolio, and to consider action in the event of an income shortfall.	30 Dec 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
3	Staff pension scheme deficit increases	Richard Flatman	<p>Causes:</p> <ul style="list-style-type: none"> - Increased life expectancies - Reductions to long term bond yields, which drive the discount rate - Poor stock market performance - Poor performance of the LPFA fund manager relative to the market - Impact of change from FRS17 to FRS102 - Further change to accounting requirements for TPS & USS schemes <p>Effects:</p> <ul style="list-style-type: none"> - Increased I&E pension cost means other resources are restricted further if a surplus is to be maintained - Balance sheet is weakened and may move to a net liabilities position, though pension liability is disregarded by HEFCE - Significant cash injections into schemes may be required in the long term - Inability to plan for longer term changes 	I = 3 L = 3 High (9)	<p>Regular monitoring of national/sector pension developments and attendance at relevant conferences and briefing seminars</p> <hr/> <p>Annual FRS 102 valuation of pension scheme</p> <hr/> <p>Regular participation in sector review activity through attendance at LPFA HE forum, & UCEA pensions group by CFO or deputy.</p> <hr/> <p>Regular Reporting to Board via CFO Report</p> <hr/> <p>DC pension scheme for SBUEL staff.</p> <hr/> <p>Tight Executive control of all staff costs through monthly scrutiny of management accounts</p> <hr/> <p>Strict control on early access to pension at redundancy/restructure</p>	I = 3 L = 2 High (6)			

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
6	Management Information is not meaningful, unreliable, or does not triangulate for internal decision or external reporting	Richard Flatman	<p>Causes:</p> <ul style="list-style-type: none"> - Lack of strategic vision for ICT - Proliferation of technology solutions - Data in systems is inaccurate - Data in systems lacks interoperability - Resource constraints & insufficient staff capability delay system improvement - Lack of data quality control and assurance mechanisms <p>Effects:</p> <ul style="list-style-type: none"> - Insufficient evidence to support effective decision-making at all levels - Inability to track trends or benchmark performance - Internal management information insufficient to verify external reporting - unclear data during clearing & over-recruitment penalties - League table position impaired by wrong data - Failure to satisfy requirements of Professional, Statutory and Regulatory bodies (NHS, course accreditation etc) 	I = 3 L = 3 High (9)	Data Assurance Group meets to review matters of data quality and provides reports to Operations Board.	I = 3 L = 2 High (6)	John Baker	Oversee delivery of the first product of the next phase of the MIO dashboard project - a visualisation of the enrolments data contained within the DARR report.	30 Sep 2016
					Internal Auditors Continuous Audit programme provides regular assurance on student and finance information, including UKVI compliance.		Mandy Eddolls	Deliver i-trent HR data system replacement	28 Feb 2017
					Engagement between International Office, Registry & School Admin teams to ensure UKVI requirement compliance, specifically regarding: <ul style="list-style-type: none"> - Visa applications and issue of CAS - English language requirements - Reporting of absence or withdrawal 				
					Systematic data quality checks and review of key data returns prior to submission by B.I.U.				
					Sporadic internal audit reports on key systems through 3 year IA cycle to systematically check data and related processes: <ul style="list-style-type: none"> - HR systems - Space management systems - TRAC - External returns 				



Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
14	Loss of NHS contract income	Warren Turner	<p>Cause: NHS financial challenges/ structural change is resulting in a total review of educational commissioning by Health Education England with an expected overall reduction in available funding (affecting CPPD).</p> <p>Plus London Educational Contracts (pre-registration) are running out from Sept 2017 with students paying their own fees via student loan system.</p> <p>Recruitment to contracted programmes is buoyant currently but could dip following shift from bursaries to tuition fees.</p> <p>Effect: Reduction in income Reduced staff numbers Reduced student numbers</p>	I = 3 L = 3 High (9)	<p>Named Customer Manager roles with NHS Trusts, CCGs and HEE.</p> <hr/> <p>Monitor quality of courses (QCPM and NMC) annually in autumn (QCPM) and winter (NMC)</p> <hr/> <p>Support with numeracy and literacy test preparation.</p> <hr/> <p>Complete review in 2016/17 of all post-registration/ PG and CPPD courses and modules to ensure these remain leading edge and fit for the future. Review programmed to involve all stakeholders and to be employer driven.</p>	I = 3 L = 2 High (6)	Anthony Mcgrath	Increase formal progression/ access partnerships with FE colleges and establish FE partner health & social care network to increase supply chain for FE-entrants to pre-reg education	31 Dec 2016
							Sue Mullaney	Improve NSS participation & scores Develop action plans for Departments and School from results of 2015 NSS	28 Feb 2017
							Warren Turner	Plan for renewal of Havering lease in 2018/19 or alternative site. Continue discussions with NHS partners in NE London (BHR, NELFT and Barts) together with Queen Mary School of Medicine and Dentistry re potential for revitalising the Harold Wood site for the future.	31 Dec 2016
							Anisa Salim	Provide clear, timely and accurate advice to potential students re change from bursaries to student loans through improvements to web site and at open days	30 Sep 2016
							Warren Turner	Grow into new markets for medical and private sector CPPD provision - include as part of Ipsos Mori bi-annual survey to identify workforce/ education requirements. Include these in CPPD course review	31 Dec 2016
							Sheelagh Mealing	Increase uptake in band 1-4 activity Support Trusts in seeking external (non NHS) funding Work with NHS partners to meet demand for apprenticeship programmes/ Foundation Degrees (esp around Assistant/ Associate Practitioner roles)	31 Mar 2017
							Anisa Salim	Develop a programme of open events held jointly with our NHS partners to ensure that we reach all sectors of the community re attracting the best pre-reg students for Sept 2017 and beyond	31 Dec 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
37	Affordability of Capital Expenditure investment plans	Richard Flatman	<p>Causes:</p> <ul style="list-style-type: none"> - Poor project controls - Lack of capacity to manage/deliver projects - Reduction in agreed/assumed capital funding - Reduction in other government funding <p>Effects:</p> <ul style="list-style-type: none"> - Adverse financial impact - Reputational damage - Reduced surplus - Planned improvement to student experience not delivered - Inability to attract new students 	<p>I = 3 L = 3 High (9)</p> 	<p>Management Accounts, with a CAPEX report section, are provided to each meeting of the FP&R Committee, and the Board receives business cases in relation to all planned capital expenditure > £1million.</p>	<p>I = 3 L = 1 Medium (3)</p> 	Ian Mehrtens	<p>Complete report on the final Student Centre negotiations. Update: the 12 month defects liability period concluded & working through the final defect list. POE was due by Feb 14.</p>	30 Apr 2013
					<p>Full Business Cases prepared; using guidance and process approved by Executive - including clarity on cost and funding, for each element of Estates Strategy, and approved by Board of Governors where cost = >£1M</p> <p>Clear requirement (including authority levels) for all major (>£1m) capital expenditure to have Board approval</p> <p>Major Projects & Investments Committee (MPIC) is a Board sub-committee with remit to review all property related capital decisions, and is empowered to approve all unplanned capital expenditure > £500K but <£1M.</p> <p>Capex reporting routines established and embedded into regularly updated financial forecasts & management accounts and regular Board reports.</p>		Ian Mehrtens	<p>Creation and submission of business case for wider estate development programme to MPIC Board Committee.</p>	30 Nov 2016

Standard Risk Register



Risk Ref	Risk Title	Risk Owner	Cause & Effect	Inherent Risk Priority	Risk Control	Residual Risk Priority	Person Responsible	Action Required	To be implemented by
					LSBU Project methodology & Estates & Facilities Dept project controls, including Governance arrangements applied to all Capex projects.				
305	Student & corporate data not accessed and stored securely or appropriately	Ian Mehrtens	<p>Cause: Loss or inappropriate access to data, or breach of digital security; either en masse (e.g. address harvesting) or in specific cases (e.g. loss of sensitive files / data)</p> <p>Effect: Reputational damage, regulatory failure, undermining of academic credibility or compromise of competitive advantage.</p>	I = 3 L = 2 High (6)	Responsibility for control over data protection risks at an institutional level allocated to Director of ARR (Academic Related Resources)	I = 3 L = 2 High (6)	Craig Girvan	Deliver project to ensure mandatory training is delivered to staff via ICT log on, to include data security awareness.	29 Jan 2016



	CONFIDENTIAL
Paper title:	Risk Appetite – Statement for Approval
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	John Baker – Corporate & Business Planning Manager
Executive sponsor:	Richard Flatman – Chief Financial Officer
Purpose:	To provide the Board with a Risk Appetite statement – for approval for 2016/17.
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	The Risk Appetite relates to the management approach towards matters of risk, and provides a context in which decisions are made by the University in its actions intended to impact on all goals of the Corporate Strategy.
Recommendation:	The Board is requested to: <ul style="list-style-type: none"> • Approve the Risk Appetite statement

Matter previously considered by:	Audit Committee	On: 22 nd September
Further approval required?		

Executive Summary

The Risk Appetite statement was last approved by the Board in June 2015.

The statement has been reviewed by the Strategic Risk Review Group, and the Audit Committee, who recommend this statement to the Board - to maintain the risk appetite statement at current levels. This is because:

- It has now been embedded within current processes
- There have been no significant changes to the Corporate Strategy, and the financial strategy, which would require a change to approach.

The Board is requested to:

- Maintain the current Risk Appetite statement for the current academic year.

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London South Bank University Risk Appetite: Agreed Statement – June 2015

The risk appetite statements agreed by the Board were as follows for each risk type:

- a. Financial – open;
- b. Legal and compliance – cautious;
- c. Academic delivery – seek;
- d. Reputational – open.

These are displayed against the original framework overleaf, with descriptive statements.

Embedding the Risk Appetite into Institutional Activity:

- The risks on the Corporate Risk Register have been cross referenced with the appetite risk types, as in the image on the left from the Board Strategy Day in April 2016, to consider exposure by type.
- The risk categories have been inserted into a draft revision of the business case template, to enable consideration of investment ideas in conjunction with risk appetite as part of the institutional change or investment appraisal process.
- The Risk Appetite was used to consider and develop the Internal Audit Plan for 2016/17, to ensure that assurance provided covers the stated risk approach.

Severity Rating	Critical	High	Medium	Low
Risk Types:				
Financial (Open)	2: Revenue reduction if marketing and PR activity does not achieve H/EU UG recruitment targets (IM)	457: Anticipated international student revenue unrealised (PI) 14: Loss of NHS contract income (WT) 3: Increasing pensions deficit reduces flexibility (RF) 402: Income growth from Research & Enterprise unrealised (PI)	37: Affordability of Capital Expenditure investment plans (RF)	
Legal / Compliance (Cautious)		305: Data not used / maintained securely (IM)		
Academic Activity (Seek)		6: Management Information perceived as unreliable, doesn't triangulate or is not presented (RF) 467: Progression Rates don't increase (PB) 495: Higher Apprenticeship degrees (PB)	398: Academic programmes not engaged with technological and pedagogic developments (SW) 494: Inconsistent delivery of Placement activity across the institution (SW)	397: Effectiveness of delivery impaired by restructuring process (DP)
Reputation (Open)		1: Lack of capability to respond to policy changes & shifts in competitive landscape (DP) 362: Low staff engagement impacts performance negatively (DP)		

Options	Avoid / Averse Avoidance of risk and uncertainty is a Key Organisational objective	Minimal (as little as reasonably possible) Preference for ultra-safe delivery options that have a low degree of inherent risk and only for limited reward potential	Cautious Preference for safe delivery options that have a low degree of inherent risk & may only have limited potential for reward	Open Willing to consider all potential delivery options and choose while also providing an acceptable level of reward (and VfM)	Seek Eager to be innovative and to choose options offering potentially higher business rewards (despite greater inherent risk)	Mature Confident in setting high levels of risk appetite because controls, forward scanning and responsiveness systems are robust
Financial	Avoidance of financial loss is a key objective.	Only prepared to accept the possibility of very limited financial loss if essential.	Prepared to accept possibility of some limited financial loss. Resources generally restricted to existing commitments.	Prepared to invest for return and minimise the possibility of financial loss by managing the risks to a tolerable level. Resources allocated in order to capitalise on opportunities.	Investing for the best possible return and accept the possibility of financial loss (with controls may in place). Resources allocated without firm guarantee of return – 'investment capital' type	Consistently focused on the best possible return for stakeholders. Resources allocated in 'social capital' with confidence that process is a return in itself.
Legal Compliance	Play safe; avoid anything which could be challenged, even unsuccessfully.	Want to be very sure we would win any challenge. Similar situations elsewhere have not breached	Limited tolerance for sticking our neck out. Reasonably sure of addressing any challenge.	Challenge would be problematic but we are likely to win it and the gain will outweigh the adverse consequences.	Chances of losing any challenge are real and consequences would be significant. A win would be a great coup.	Consistently pushing back on regulatory burden. Front foot approach informs better regulation.
Academic Activity	Defensive approach to objectives – aim to maintain or protect, rather than innovate. Priority for tight management controls & limited devolved authority. General avoidance of systems/ technology developments.	Innovations always avoided unless essential or commonplace elsewhere. Decision making authority held by senior management. Only essential systems / technology developments to protect current operations.	Tendency to stick to the status quo, innovations in practice avoided unless really necessary. Decision making authority generally held by senior management. Systems / technology developments limited to improvements to protection of current operations.	Innovation supported, with demonstration of commensurate improvements in management control. Systems / technology developments used routinely to enable operational delivery. Responsibility for non- critical decisions may be devolved.	Innovation pursued – desire to 'break the mould' & challenge current working practices. New technology viewed as a key enabler of operational delivery. High levels of devolved authority; management by trust rather than tight control.	Innovation the priority – consistently 'breaking the mould' and challenging current working practices. Investment in new technologies as catalyst for operational delivery. Devolved authority – management by trust rather than tight control is standard practice.
Reputation	No tolerance for any decisions that could lead to scrutiny of, or indeed attention to, the organisation. External interest in the organisation viewed with concern.	Tolerance for risk taking limited to those events where there is no chance of any significant repercussion for the organisation. Senior management distance themselves from chance of exposure to	Tolerance for risk taking limited to those events where there is little chance of any significant repercussion for the organisation should there be a failure.	Appetite to take decisions with potential to expose the organisation to additional scrutiny/interest. Prospective management of organisation's reputation.	Willingness to take decisions that are likely to bring scrutiny of the organisation but where potential benefits outweigh the risks. New ideas seen	Track record and investment in communications has built confidence by public, press and politicians that organisation will take the difficult decisions for the right reasons with benefits

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	CONFIDENTIAL
Paper title:	Equality, Diversity & Inclusion Annual Report 2015-16
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Authors:	Laurence Gouldbourne, Senior OD and EDI Manager Susan Smith, Athena Swan Project Manager Richard Duke, Head of BIU Dr Markos Koumaditis, HR Deputy Director
Executive/Operations sponsors:	Ian Mehrtens, Chief Operating Officer Mandy Eddolls, Executive Director of OD and HR Professor Shan Wareing, PVC (Education & Student Experience)
Purpose:	To update the Governors on the progress LSBU made in diversity and inclusion over the last year.
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	Equality, diversity and inclusion are strategic enablers that will impact on LSBU's Corporate Strategy 2015 – 2020. These enablers will have an impact on Goals 2 (Student Experience), 3 (Teaching & Learning), 5 (Access) and 7 (People & Organisation).
Recommendation:	To endorse the progress made and support our future direction of travel.

Matter previously considered by:	N/A	
Further approval required?	N/A	On:

Executive Summary

This report highlights the progress LSBU made over the last year in equality, diversity and inclusion but also discusses a number of challenges for both our staff and students. For the first time, our report analyses our workforce and student population by a range of protected characteristics.

As outlined in our new Diversity & Inclusion Strategy, “All People Matter”, LSBU aspires to be ‘the top performing university in diversity and inclusion’ by 2020.

LSBU has achieved several notable successes over the past 12 months:

- LSBU broke into Stonewall's Top 100 UK Employers, reaching 92nd position out of 415 employers in the Workplace Equality Index. A rise of 128 places in a year has indicated our progress towards LGBT+ equality
- "The gender pay gap at LSBU, at 6.3%, is significantly lower than the HE sector (14.7%) and UK (19.2%)."
- We are submitting our first Athena Swan submission in November 2016 for institutional Bronze level. LSBU will be among the first universities to obtain such a major sector status under the new criteria which focus on women's careers across all academic and professional roles
- We now have four Staff Networks at LSBU. dNET, our network for employees with disabilities; Equinet, our network for BAME staff; SONET, our network for lesbian, gay, bisexual and transgender (LGBT+) employees; and GenderNet, our staff network for women and men, to promote gender equality
- All of the above was overseen and supported by the EDI Steering Group which has invited three experts with national and international profiles to help us challenge our assumptions and learn from better practice
- Partnerships – LSBU has worked with a number of external partners to 'leverage' diversity and inclusion expertise to help progress our agenda. Some of these partners include Business in The Community (race and gender equality); Business Disability Forum (disability equality); the Equality Challenge Unit (gender and race equality); and Stonewall (LGBT+ equality).

There remains significant work to do in order to become a more open, diverse and inclusive organisation where everyone feels valued:

- closing the attainment gap between different groups of students
- improving our staff engagement across all different groups and protected characteristics
- improving our data to inform our customer service, our policies and practices
- using data, empirical evidence and internal and external benchmarks to support, measure and improve our business performance

Diversity and Inclusion is a key enabler in delivering LSBU's Corporate Strategy successfully.



**London
South Bank**
University

EST 1892

All People Matter

Equality, Diversity & Inclusion

Annual Report

2015 - 2016

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**Ian Mehrtens,
Chief Operating Officer**

As the Executive Team member with corporate responsibility for diversity, I see every day how we, at LSBU, rise to the challenge of integrating EDI within our day-to-day performance.



The creation of the EDI Steering Group, together with our new Diversity & Inclusion Strategy 2015 – 2020, “All People Matter”, provides us with a layer of scrutiny, accountability and oversight.

We have further to travel on our journey – and with the support of our EDI Team, we aspire to be sector leaders by 2020.

**Professor Shân Wareing, Pro Vice Chancellor,
Education & Student Experience**

I am pleased that we have evidence of significant progress being made in equality, diversity and inclusion (EDI) over the past year. There's no room for relaxing though - we still have a lot to do, especially in terms of ethnicity, although we recognise this is a challenge that is faced across the UK.



There are a number of developments which I hope will have a further positive impact on EDI over the next 12 months - for example, we are changing the regulations to make it possible for decisions about students' futures to be made by people closer to the student, with better understanding of their situation. The establishment of the Centre for Research Informed Teaching (CRIT) will provide a hub for research and scholarship around what promotes success for all students.

It's part of our professional commitment to our students to understand what contributes to differentials in achievement for individuals and for groups of students with protected characteristics, and to do our utmost to enable everyone to succeed in their studies and their future career.

**Mandy Eddolls, Executive Director,
Organisational Development & HR**

Major initiatives like Athena SWAN, the Stonewall Workplace Equality Index and the Corporate Race Equality Action Plan are all supported by our various staff networks. And, as dNET is re-launched, I am confident we can continue to make progress on disability equality.



We have faced many challenges in the last year. But we have also seen successes: we have been included in the Stonewall Top 100 Employers; we have made a commitment to achieving the Athena SWAN Bronze charter mark; and we are working towards the Race Equality Charter Mark.

Thanks to the dedication from colleagues across the university, we have taken significant strides towards realising our vision of being recognised as a UK leading university in diversity and inclusion.

2. Key Highlights 2015 – 2016

LSBU had many successes in the past year. The EDI team has worked in partnership with many business areas of the university and with external partners to make our workplace a more inclusive environment for all.

92 It is the first time that LSBU has broken into the Stonewall Top 100 UK Employers and we are delighted that, out of 415 companies and organisations, our work in progressing LGBT+ equality has been recognised and rewarded

Page **6.3**
78 The gender pay gap at LSBU, at 6.3%, is significantly lower than the HE sector (14.7%) and UK (19.2%). We are on our way to address the gender pay gap at LSBU and making a real difference in our employees' lives

1st We are submitting our Athena Swan submission in November 2016 for institutional Bronze level. LSBU will be among the first to obtain such a major sector status under the new criteria which focus on women's careers across all academic and professional roles

4 The number of Staff Networks at LSBU. dNET, our network for employees with disabilities, Equinet, our network for BAME staff and SONET, our network for LGBT+ employees, was joined by Gender Net, our staff network for women and men, aimed to promote gender equality.

3. Our Vision and Approach

Vision

Our vision is to be recognised as a UK leading university in diversity and inclusion. ‘All People Matter’, our Diversity & Inclusion Strategy 2015 – 2020, describes how tapping into the diversity of skills and expertise that all our people bring, will help us to be an open, diverse and inclusive organisation and achieve our aim to be London’s top modern University by 2020.

Governance

The EDI Steering Group was created in 2015 to help improve and drive EDI performance throughout the business. In addition, it supports the delivery of our Diversity & Inclusion Strategy and ensures our compliance with the Public Sector Equality Duties (PSED) of the Equality Act 2010. The membership is made up of Executive Team members, two Deans, the chairs of our four Staff Networks, and representatives from Student Services, the Students’ Union (SU) and the EDI team. We are also supported by three experts with national and international profiles.

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Antonia Belcher is a leading chartered surveyor. An LSBU alumna and seen as one of the most influential figures in the LGBT+ business community, she is a transwoman with expertise in gender and

trans equality.



Fleur Bothwick is Head of Diversity & Inclusiveness at E & Y (Ernst & Young). Awarded an OBE in 1995 for her services to equality, her remit at E&Y covers 69,000 people across 93 countries. She is also an LSBU alumna.



Dr. Marie Stewart MBE is a diversity consultant, specialising in race equality, the media

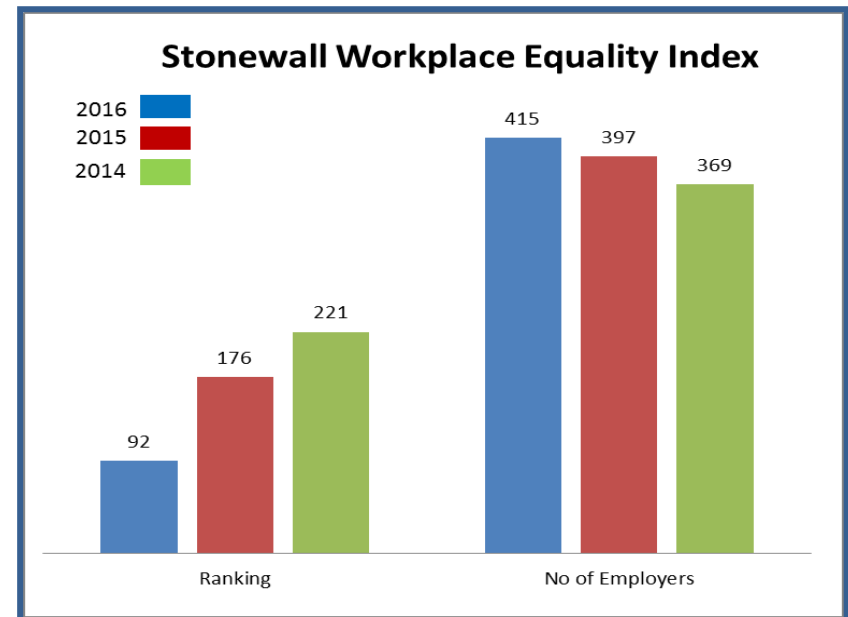
and education. She has been a contributor to many studies and public enquiries, including the Macpherson inquiry into the death of Stephen Lawrence.

4. One Organisation: Our Journey

4.1 Key Achievement

It has been a year of success for London South Bank University (LSBU) as we pursue our target of being a leader in equality, diversity & inclusion (EDI).

For the first time, LSBU broke into the Stonewall Top 100 Employers. Ranked 92nd out of 415 companies and organisations, this is a major achievement in LGBT+ equality. This achievement builds on the steady progress the university has made, rising by 175 places over the past two years.



4.2 Other successes

The Diversity & Inclusion Strategy entitled 'All People Matter' was signed off by the Executive Team and will be launched in July 2016.



The launch of Athena SWAN (January 2016) is a major HE sector project to address the gender pay gap and career progression for women in HE.

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A Diversity Pay Audit was completed in May 2016 and its results have shown that the gender pay gap at LSBU is significantly lower than the HE sector (14.7%) for all employees, HE full time staff (11.1%) and UK full time staff (9.4%).



LSBU organised their first-ever Wellbeing Conference in April 2016. We aim to build on our Mayor of London Healthy Workplace Award (November 2015) and develop a wellbeing strategy which will focus on physical as well as mental health, promoting an inclusive environment for all.

4.2 Other successes

The introduction of compulsory Equality, Diversity and Inclusion training for all staff and Unconscious Bias training for all Executive and Operations Board members.

The Gender Network was launched by the Vice-Chancellor Dave Phoenix in March 2016.



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The Dignity at Work Advisers programme will be launched during summer 2016. We believe that everyone deserves respect and that there is no place for unacceptable behaviour at LSBU.

Allies at LSBU. We have developed the first formalised generic programme for Allies at LSBU, aiming to help all staff networks to flourish.

4.3 Challenges

We are faced with a number of challenges for both our staff and students.

For staff, some of the key challenges include:

Athena SWAN: LSBU continues to work towards its goal of making an institution-wide submission in November 2016. Athena SWAN is about gender equality and ensuring that barriers are identified and addressed for both academics and professional support staff in a four-year action plan. The criteria for Athena SWAN have changed and now have a focus on **all** academic subjects **and** professional support services. Few HE institutions have submitted applications against the new criteria and it is a significant challenge for us.

Athena SWAN has a major impact on research as without achieving this status, opportunities for research funding may be limited. It has been estimated that achieving Bronze-level status may be worth in the region of £300K in research funding access.

'LSBU Through BME Eyes': Published in 2015, this hard-hitting, commissioned report on the experiences of Black, Asian and



Minority Ethnic (BAME) colleagues, helped to set the agenda for race equality.

A Corporate Race Equality Action Plan has been produced with the assistance of Equinet, the staff network for BAME employees. Some of the new developments include a new Dignity At Work programme and learning and development events around language and behaviours.

EDI will work with Equinet and other key stakeholders across the university, to prepare a submission for the newly launched Race Equality Charter mark in 2017.





Disability Equality: There have been a number of challenges in supporting disability equality in LSBU.

An ongoing challenge across the HE sector has been enabling staff members to disclose the fact that they have a disability. In our most recent Staff Census in 2014, 2.3% of employees who returned their data volunteered that they had a disability. This compares to the 2013-2014 UK HESA results of 3.4% (current HESA has this figure at 4.2%).

The EDI Team, together with HR, have taken a number of steps to help support disability equality at LSBU. These include the production of a Reasonable Adjustment policy, the use of “disability passports” and updating our Flexible Working policy.

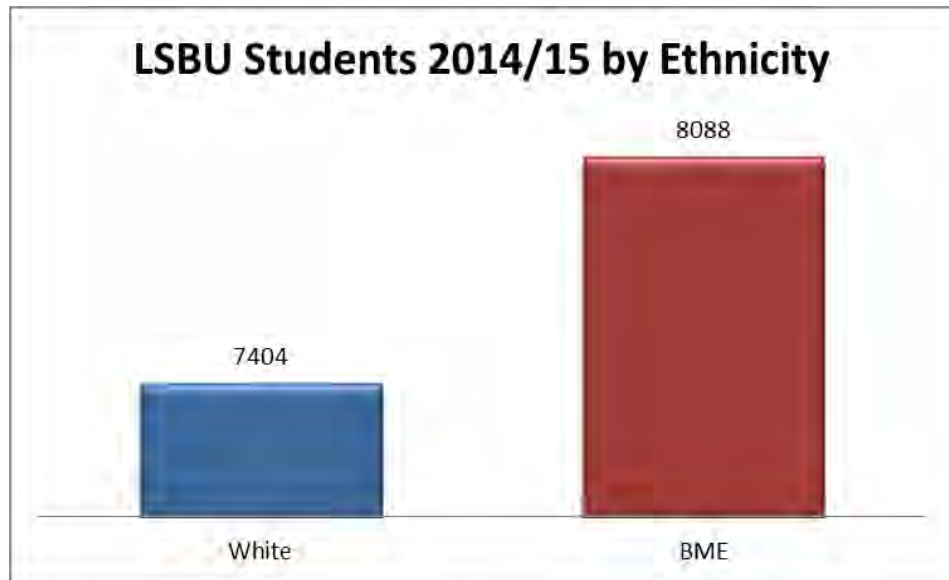
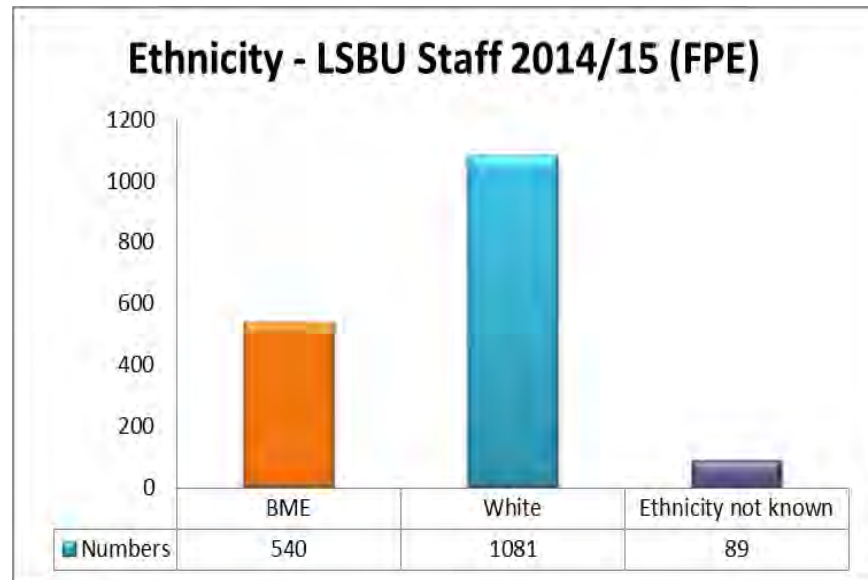
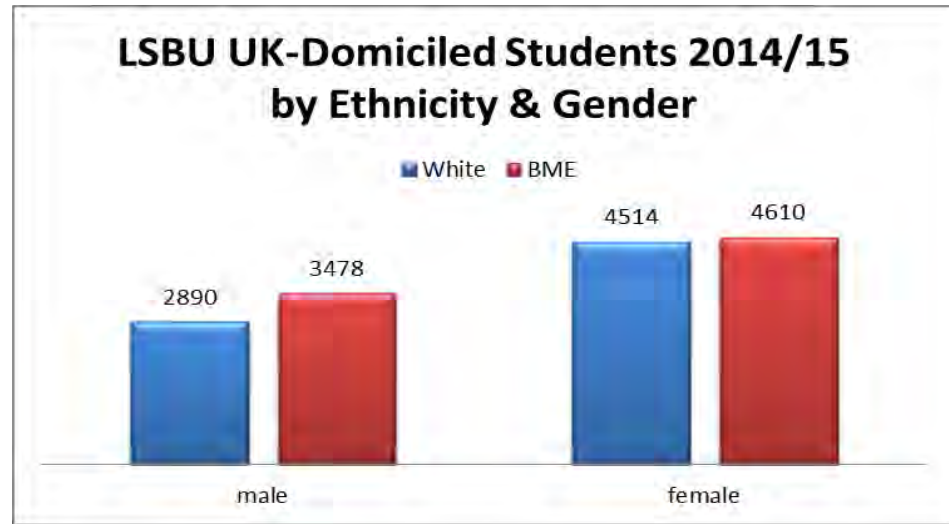
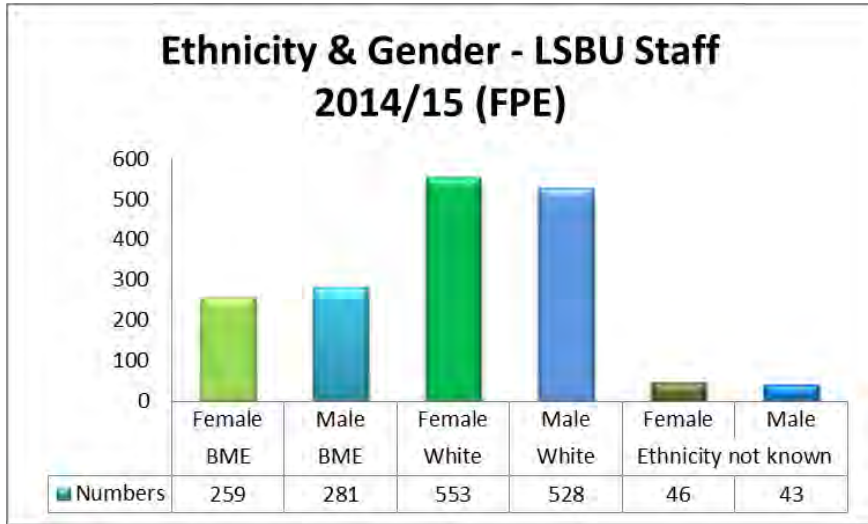
dNET, LSBU’s staff network for employees contributed to major infrastructure projects such as I-Trent, HR’s new HR system, ensuring that issues such as accessibility were taken into account.

Student Retention and Success: One of the major challenges in terms of students has been how to attract and retain the best in a challenging, competitive environment.

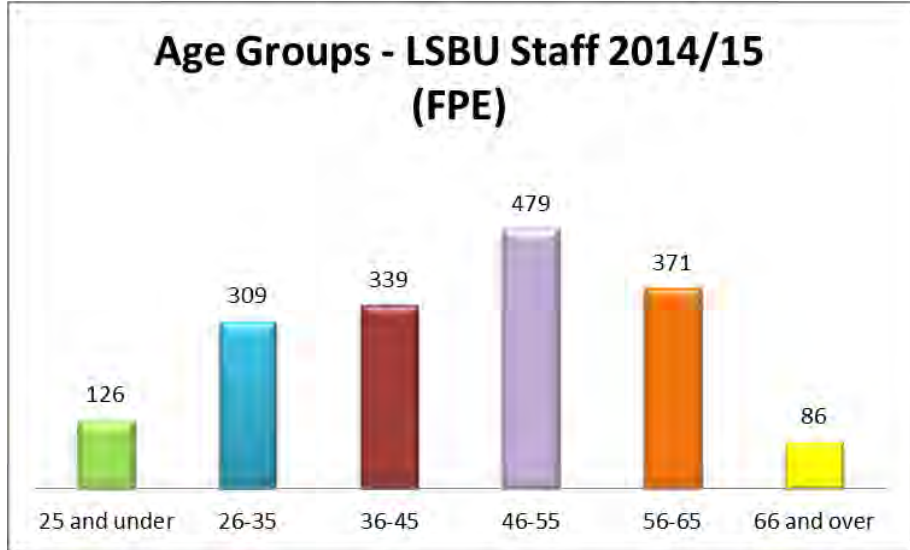
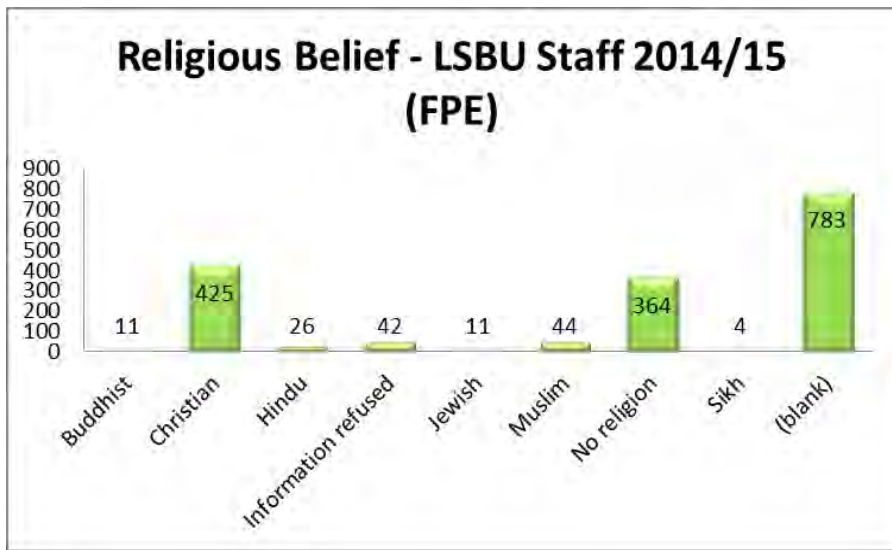
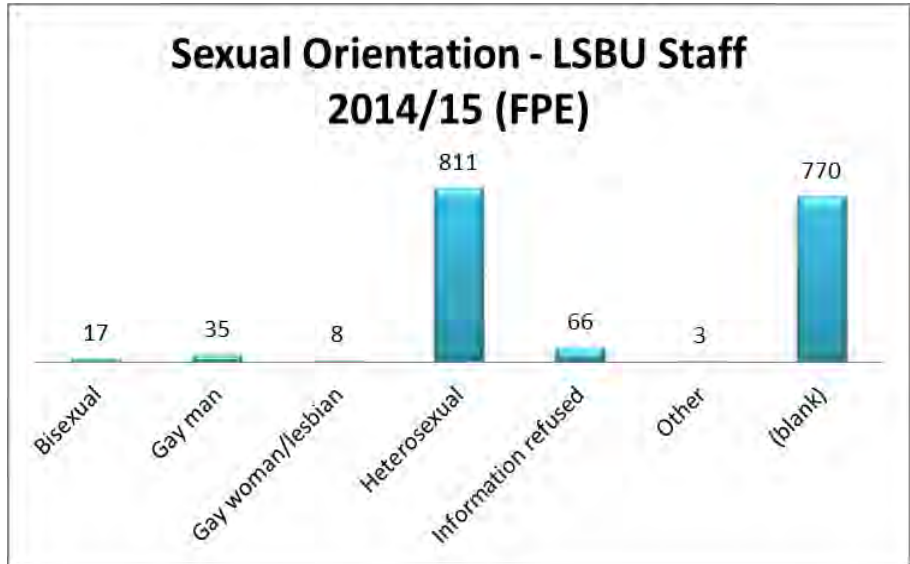
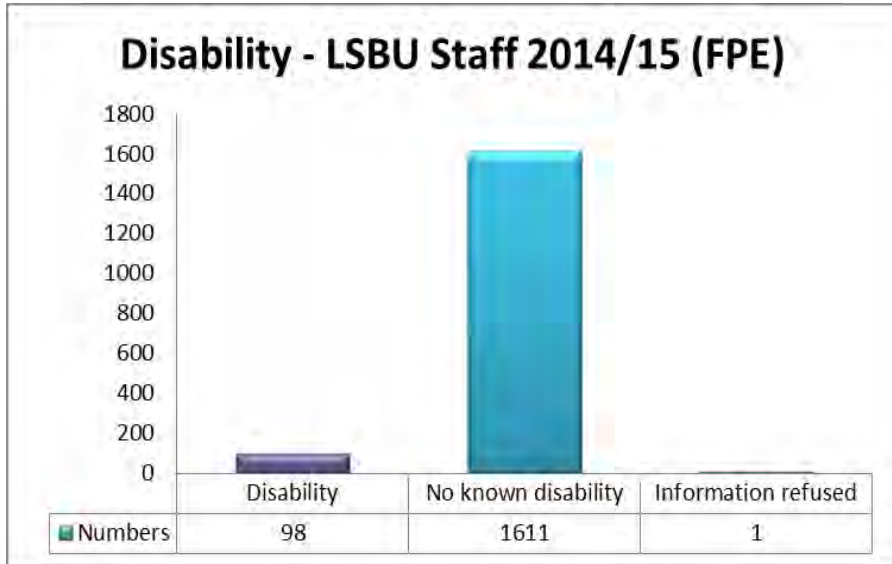
In 2015, we have commissioned a report with specific focus on how to attract and retain the best students. Written by Dr Marie Stewart, and supported by the EDI Team and Student Services, this report made a number of practical recommendations, with examples of good practice across UK, as to how LSBU could achieve greater impact in terms of student retention.



4.4. Our People At A Glance



4.5 Our Staff at a Glance



5. Inclusive Workforce

Staff Networks

LSBU has four staff networks: **dNET** to support disability equality; **Equinet** to support race equality; **GenderNet** to support gender equality; and **SONET** to support sexual orientation and trans equality. All of our networks are open to all staff. The primary remits of our Staff Networks are:

- to help promote, support and progress equality, diversity and inclusion among their membership
- to assist LSBU achieve its corporate target of being a leading university in equality, diversity and inclusion by 2020



dNET

The use of reasonable adjustments as well as disability passports will increasingly become a feature across LSBU. dNET will have a role in spearheading this change.



Black History Month in October 2015. One of the events hosted was 'Black Poppies' with local historian, Stephen Bourne. This event focused on the untold stories and contributions made by Black & Asian soldiers during World War I.

Both co-chairs of Equinet have successfully completed the Stellar HE programme – a leadership development programme for BAME employees in higher education

Equinet

helped organise a successful

GenderNet

Launched in March 2016, this network held its first meeting in June 2016 with over 30 people in attendance. One of its main roles is to support our Athena SWAN submission in progressing gender equality.



SONET

LSBU took part in Pride 2015 – and hired a double-decker bus.

During LGBT History Month, SONET hosted a debate on religion and its interface with LGBT equality. Over 90 people attended this event.

In the run-up towards Christmas, SONET hosted 'The Judy Garland Story'. This event also helped raise money for LGBT+ charities.

6. Student Diversity: Challenges and Opportunities

This report highlights some of the key representation, progression and outcome statistics for LSBU students, with a specific focus on ethnicity. Given the on-going challenges across the UK around admissions and achievement in relation to ethnicity, a focus through the lens of this 'protected characteristic' is timely. All universities have a responsibility to understand their own students' profile and to engage actively with promoting EDI, and to do this effectively, we need to have access to and be able to interrogate our data.

6.1 Ethnicity

In terms of student FPE, LSBU has a majority of students that come from a BME background. In 2014/15, White students accounted for 47% of the student population. This is set against a UK average of 63% (note that in the UK as a whole 21% are classed as having ethnicity not known compared to LSBU having only 2%).

The largest attainment gap can be seen between White and all categories of Black students and Asian or Asian British - Pakistani. Given that LSBU has a majority population of BME origin, this attainment gap not only demonstrates that LSBU must do more to support students from BME backgrounds on moral grounds, but also on the basis of improving overall performance, and therefore should be a priority for the institution.

In terms comparing performance, overall data demonstrates the following:

- In 2014/15, BME students account for 52% of the student population by FPE.
- The SSR for White students in 2014/15 was 9.4 compared to an institutional average (just School based staff) of 18.22.
- Compared to the national average, LSBU as a proportion of applications received make a lower proportion of offers to all BME groupings whilst makes a higher proportion of offers as a proportion of applications to White students (2.1% above the national average). The largest difference compared to the national average, is amongst applications from Black students (2.4% below the national average).
- In 2014/15 students from an Asian or Asian British - Pakistani (67.1% progression) and all Black groupings (range from 57.5% to 69.9%) achieve a lower Year 1 progression rate than white students. White students progressed at a rate of 75.1%.

- In terms of 2014/15 Year 2 progression, the gap is less pronounced, but students from Asian or Asian British – Pakistani (75.8%) and Black or Black British – Caribbean (71.6%) continue to have lower progression rates than White students (82.4%).
- The same ethnic groupings also perform less well than their White counterparts in terms of gaining a First or 2:1. In 2014/15, 70.7% of White students gained a First or 2:1, whilst only 55.6% of Asian or Asian British – Pakistani, 56.4% of Black or British Black – African, 57.3% of Black or Black British – Caribbean and 40% of Other Black background did.
- In the 2013/14 DLHE survey (conducted in 2015), 84.3% of White students gained a Graduate level job or went into further study. All ethnic groupings achieved a lower score than this, but particularly Asian or Asian British – Pakistani (62.7%), Other Asian background (61.9%) and Other Black background (60.6%).
- Despite this, students from a BME background rated their overall satisfaction higher than white students in the 2015 NSS survey. With 87.8% of BME students satisfied or extremely satisfied in relation to question 22 (overall satisfaction), compared to their white counterparts rating of 76.8%.

6.2 Gender

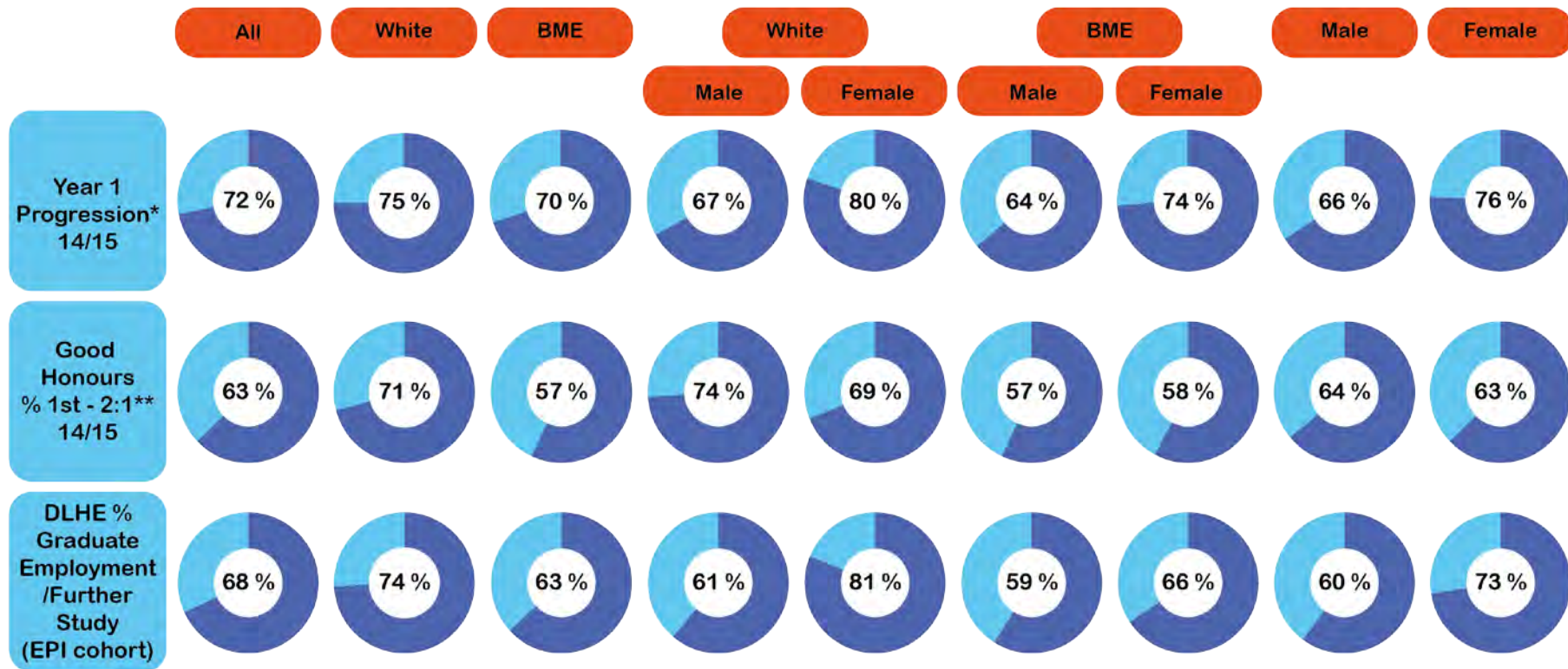
- In 2015, 86.4% of 18 year old men who had applied by the 30th June were offered a place, whilst 65.8% of women were. Compared to the national, average, this was an offer rate 0.4% below for men and 0.2% above for women, therefore broadly in line. This disparity between men and women, is probably due to a significantly higher proportion of women applying for LSBU's most competitive courses within health.
- The 2014/15 SSR for men was 15:1, whilst for women it was 19:1.
- In 2014/15, 76.3% of women progressed from year 1 to year 2, compared to 65.8% of men. Women have a higher progression rate in all School, with the exceptions of Built Environment & Architecture and Engineering.
- In 2014/15 64% of men achieved a 1st or 2:1, whilst 63% of women did.
- 73% of women achieved graduate level employment or further study compared to 60% of men. Similarly to the offer rate measure, this is influenced, by the significantly higher levels of graduate level employment amongst health courses, which have higher proportions of female students.

6.3 Intersectionality

In terms of the key measures of SSR, Year 1 progression, Good Honours and graduate outcomes, BME, white, male and female measures identify interesting outcomes.

- The gap between male BME and white male students relating to progression, is narrower than that of females. Three percentage points more white males progress from year 1 than BME males, compared to six percentage points more white females compared to BME females.
- In relation to Good Honours (gaining a First or 2:1), white males are 17 percentage points more likely to gain a Good Honours degree compared to BME males. For females, the gap between white females and BME females is 11 percentage points.
- White males are two percentage points more likely to gain a graduate level job or enter study, whilst white females are 15 percentage points more likely than their BME female counterparts. This sharp difference may also be as a result of the high levels of Graduate level employment amongst health courses, which not only have a higher proportion of female students, but also a higher proportion of white students.
- The SSR for white males is 8:1, for white females is 10:1, BME males 23:1 and BME females 43:1.

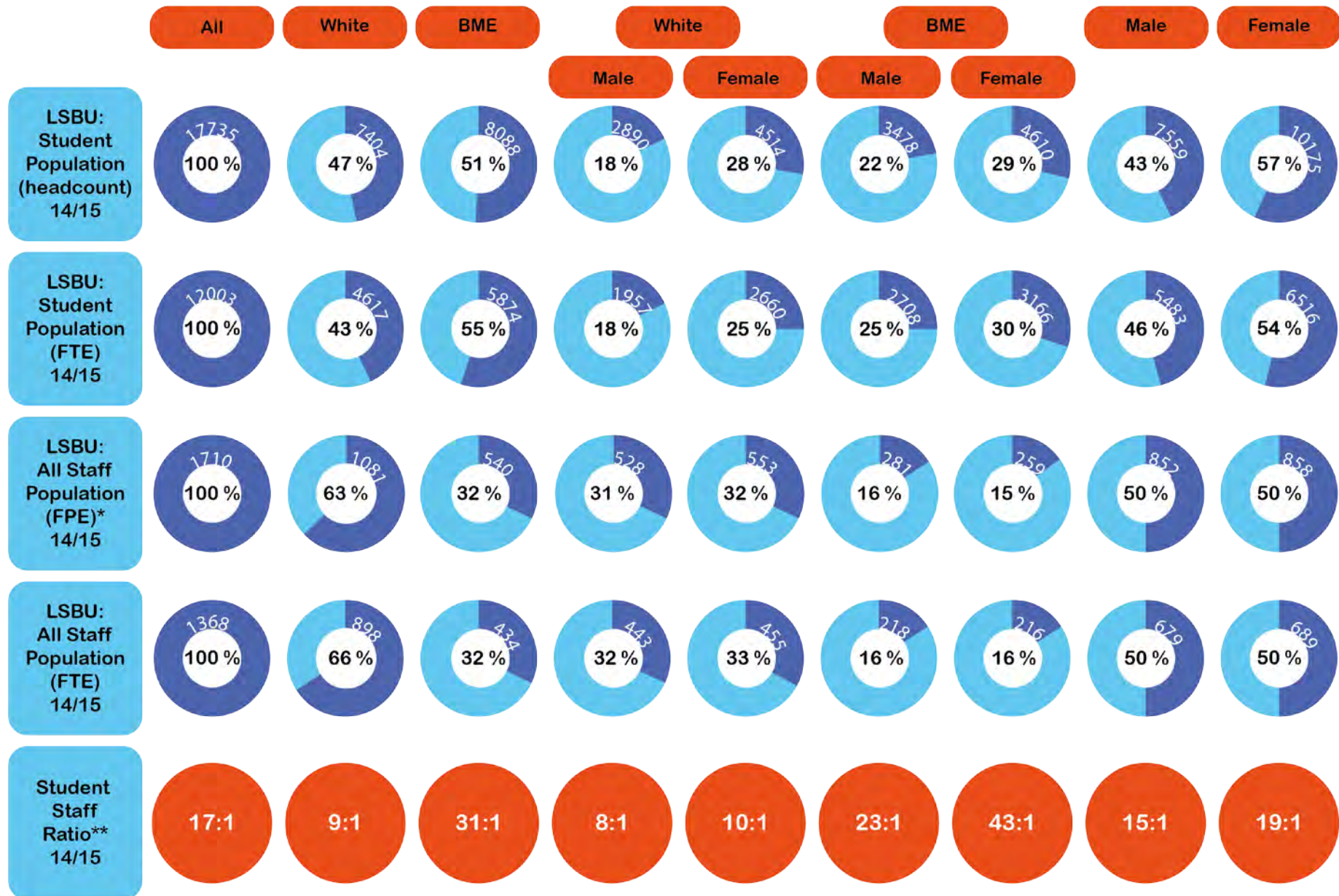
Equality and Diversity: Performance Measures (ethnicity and gender)



* Year 1 Progression population includes full time, first degree students on a course lasting three years or greater. Progression is defined as returning in year 2 at a higher level than in year 1.

** Good Honours population includes full time, first degree students on a course lasting three years. Good honours is defined as the percentage achieving a 1st-2:1 classification from a total achieving a degree classification.

EPI Cohort: Full time, First degree, UK domiciled students

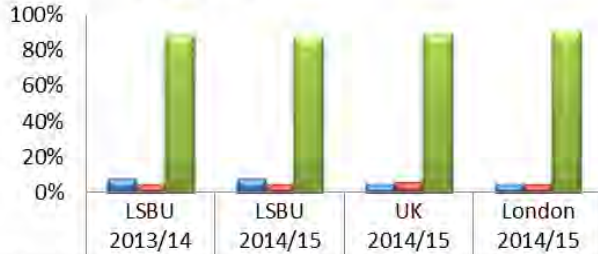


*Full Person Equivalent figures include staff with contracts that were active on 1.12.14 only.

** Student Staff Ratio includes the FTE of staff who have a teaching function and FTE of all registered students.

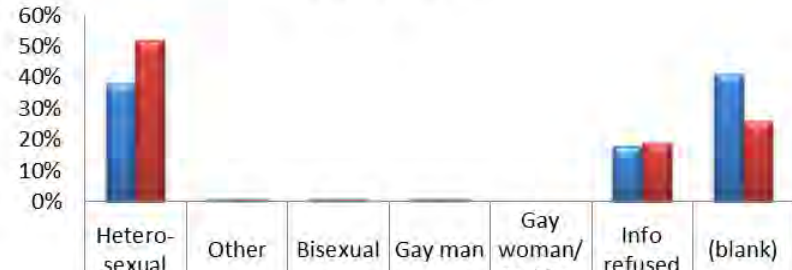
6.3 Our students - Other Protected Characteristics

Disability Status - LSBU Students 2014/15



	LSBU 2013/14	LSBU 2014/15	UK 2014/15	London 2014/15
Specific learning difficulty	8%	8%	5%	5%
Disability	5%	5%	6%	5%
No known disability	88%	87%	89%	90%

Sexual Orientation - LSBU Students 2014/15



	Heterosexual	Other	Bisexual	Gay man	Gay woman/lesbian	Info refused	(blank)
2013/14	38%	1%	1%	1%	0%	18%	41%
2014/15	52%	1%	1%	1%	0%	19%	26%

Age Groups - LSBU Students 2014/15



	17 years and under	18-20 years	21-24 years	25-29 years	30 years and over
LSBU 2013/14	0%	19%	24%	18%	38%
LSBU 2014/15	0%	21%	24%	18%	37%
UK 2014/15	0%	40%	27%	11%	22%
London 2014/15	0%	33%	31%	15%	21%

Religious Belief - LSBU Students 2014/15



	Buddhist	Christian	Hindu	Info refused	Jewish	Muslim	No religion	Sikh	Spiritual	Any other religion or belief	(blank)
2013/14	0%	22%	1%	5%	0%	7%	11%	0%	0%	1%	52%
2014/15	1%	27%	2%	5%	0%	11%	15%	1%	1%	1%	38%

7. Partnerships

The EDI Team has been supported in its work by external partners including:

Business Disability Forum is an employer-led membership organisation that focuses on disability equality.



This is an employer-led organisation that focuses on gender equality (Opportunity Now) and race equality (Race for Opportunity).



Primarily responsible for the Athena SWAN Charter Mark (gender equality) and the Race Equality Charter Mark (race equality), the ECU promotes and supports equality in higher education.



The UK's leading LGBT+ organisation on equality, LSBU participated in their annual Workplace Equality Index (WEI), rising 102 places to 92nd overall.

This senior executive LGBT+ employer-led membership organisation, seeks to develop the next level of LGBT+ leaders in the workplace. OUTstanding has provided us with several practical ideas about mentoring. Also, LSBU's Chief Operating Officer is a member of one of OUTstanding's executive committees.

BDF has supported dNET and reviewed our Reasonable Adjustment policy. In addition, we have access to their Advice Line which answers queries from member organisations on disability equality.

In November 2015, LSBU hosted the BiTC's 'Seeing Is Believing' event. This was where industry leaders met a cross-section of BAME students studying STEM subjects to find out what are the barriers having careers in STEM subjects.

At LSBU's Athena SWAN Away Day in May 2016, a representative from the ECU delivered a workshop to LSBU Athena SWAN members on processes for submission and what makes a good action plan.

LSBU employees attended both the 2015 and 2016 Stonewall Annual Conferences in London. And SONET's chair attended Stonewall's one-day Role Model Programme event.

Also, LSBU BAME staff also took part in BiTC's 'Race At Work', the biggest survey of BAME people in the workplace. 24,457 employees took part in this nationwide survey – the largest of its kind.



8. EDI in Action

Working in partnership with Organisational Development (OD), the EDI Team has produced and developed a number of initiatives:

EDI compulsory training: An external provider, Latitude Consortium, has delivered face-to-face sessions on equality, diversity and inclusion. At the time of writing, 740 employees had attended the course.

LSBU Values and Behavioural Framework: Working with a drama group, training was devised and delivered which brought the Values to life with examples in the workplace. This activity will be further supported by the rollout of the **Dignity At Work** training programme.

Unconscious Bias training: This session has been delivered by the EDI team at International Women's Day and the 2016 Staff Conference.

Employee Engagement Survey (EES): The EDI team supported OD in the design of the 2016 EES. Questions from both the Athena SWAN and the Race Equality Charter Marks were included to assess the perceptions and experiences of staff. There was a 71% response rate to the EES, which is above the sector average.

Reasonable Adjustment policy: The EDI team produced a Reasonable Adjustment policy that will help managers' and employees' compliance with current disability equality legislation.

Equality Impact Assessment (EIA) Review: The EDI team reviewed the use of EIAs and made recommendations to strengthen the process, based on good practice from other parts of the UK.

Health & Social Care: The EDI team has worked with the Social Work Panel, the HE educators, new students as part of their induction, and contributed sessions on Athena SWAN and Unconscious Bias during H & SC's 'Development Week' (9 – 13 May 2016).

9. Future Challenges in 2016 - 2017

Moving forward, the EDI team will continue to work with both internal and external partners to help drive equality, diversity and inclusion into our business performance.

The use of external benchmarks, as promoted and advocated by organisations such as the Equality Challenge Unit, Stonewall and the Business Disability Forum, will continue to help us measure our progress.



Dignity At Work advisors will support employees who may wish to challenge negative behaviours in the workplace, but who may need support to do so.

The EDI team will assist in raising awareness and training managers and employees in the use of reasonable adjustments. dNET will also assist with this activity.



The EDI Team is currently developing the first formalised generic training programme for Allies in the UK.

These will be individuals who are keen and interested in promoting equality, diversity and inclusion in their workplace.

This is LSBU's revamped 'whistleblowing' procedure.

The EDI team has 'equality-proofed' this procedure and will work with the Governance team to assist its rollout.





	CONFIDENTIAL	
Paper title:	Report on decisions of Committees	
Board/Committee	Board of Governors	
Date of meeting:	13 October 2016	
Author:	Michael Broadway, Deputy University Secretary	
Board sponsors:	Relevant committee chairs.	
Purpose:	To update the Board on committee decisions.	
Recommendation:	To note the report.	
Matter previously considered by:	As indicated	N/A
Further approval required?	No	N/A

Executive Summary

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

The Board is requested to note the reports.

Summary of Committee decisions

South Bank Academies Board – 14 September 2016

The Board approved:

- The re-appointment of David Phoenix as Chair for one year;
- The appointment of Richard Flatman as Vice-Chair for two years; and
- The external audit plan.

The Board agreed:

- The Chair, CEO and an independent director conduct an assurance visit to each school.

The Board discussed:

- The opening of the South Bank Engineering UTC in September 2016 and the opening of sixth form in the Engineering Academy;
- The links between LSBU and the Academy to be extended to UTC students and staff, granting them access to university facilities;
- UTC to be on course to take possession of phase 1 (90%) of the new school building in September 2017, as planned;
- Preparations for an expected Ofsted inspection at the Academy in the autumn term 2016;
- Risk management; and
- The committee and governance structure.

Subsequently, the local governing bodies of both schools have met.

Major Projects and Investment Committee – 20 September 2016

The committee discussed:

- Projects Larch and Sycamore initial business cases. The committee agreed to progress to full business cases – to be approved by the Board in March 2017; and
- The HEFCE grant of £2m for the Passmore Centre.

The committee noted:

- Terms of reference and membership; and
- Committee business plan.

Audit Committee – 22 September 2016

The committee discussed:

- Internal audit progress report. There was a good implementation of internal audit recommendations of 88%;
- Internal audit report on data security which was rated as high risk. In addition, an external infrastructure vulnerability report was discussed;
- internal audit report on Prevent, which was rated as low risk;
- the internal audit report on risk management, which was rated as low risk;
- financial data continuous auditing report;
- the draft internal audit annual report. The final report would be considered at the meeting of 10 November 2016;
- the corporate risk register;
- the statement of internal controls which would be included in the annual report and accounts; and
- the speak up report and the issue that had been raised with the Chair of the Committee.

The committee recommended to the Board:

- The risk appetite.

The committee approved:

- the external audit sourcing strategy. The preferred option was running a mini-competition from the Crown Commercial Service Consultancy ONE framework. Approval of the appointment of the auditors would be the Board of Governors at its March 2017 meeting.
- pensions assumptions subject to the benchmarking data from Grant Thornton.
- the corporate governance statement for inclusion in the annual report and accounts;
- the public benefit statement for inclusion in the annual report and accounts; and
- the risk strategy – attached as an appendix for information.

The committee noted:

- the internal audit charter; and
- the draft Modern Slavery Act statement. A final statement would go to the November Board meeting for approval.

Finance, Planning and Resources Committee – 27 September 2016

The committee discussed:

- management accounts to 31 July 2016 and noted the £3.3m surplus;
- key performance indicators – strategic enablers. The committee asked for a paper to be brought back to discuss utilisation of teaching space as part of the wider estates strategy;
- student recruitment update. The committee discussed the challenge of meeting the 2760 full-time Home/EU undergraduate target, but noted positive numbers of postgraduate and part-time students being recruited; and
- analysis of progression by School requested for the next meeting.

The committee noted:

- Strategic HR report
- Treasury management report
- Chief Operating Officer's report
- Committee business plan.
- Terms of reference and membership.

Risk Strategy

Strategy Meta Data:

Originating Department:	Finance & Management Information
Enquiries to:	John Baker – Corporate & Business Planning Manager
Approving Committee/Body:	Board of Governors
Current Version No:	4
Last Approved:	Version 3 approved June 2014
Next due for approval:	October 2016
Document Type:	Strategy
Mandatory Target Audience:	Risk Champions (University Executive), School Management, Professional Service Group Managers
Also of Relevance to:	All staff
Brief Summary of Purpose:	The Risk Strategy sets out the University's approach to risk management. It sets out the roles and responsibilities of the Board of Governors, the Executive, and other key parties. It also sets out risk management and reporting processes, and links with corporate and business planning.

Risk Strategy sections

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Section D: Risk Management – Responsibilities	5
Section E: Risk Management – Software	6
Section F: Corporate Risk	6
Section G: Operational Risk	7

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Appendix 3: Risk Hierarchy Diagram & table 14

A: Purpose of the Risk Strategy

1. The Risk Strategy explains the University's approach to risk management. Risk Management provides a mechanism and framework which at the highest level seeks to ensure that the University achieves its strategic objectives, through effective identification, and management of uncertainties that could impact on these outcomes.
2. It is also a key requirement of the Hefce Memorandum of Assurance and Accountability, which defines the operating aspects of effective management in which all Higher Education providers must operate.
3. The Risk Strategy sets out the roles and responsibilities of the Board of Governors, the Executive and other key parties. It also sets out the risk management process at LSBU and the main reporting procedures.
4. The Risk Strategy is part of the University's **internal control** and **corporate governance arrangements**.

B: Risk management & governance

5. The University is committed to the highest standards of corporate governance. This risk strategy and the processes set out herein form an important part of LSBU's governance arrangements.
6. The Risk Strategy is approved by the Executive, the Audit Committee, and the Board of Governors.
7. The Board of Governors also has a fundamental role to play in setting the risk appetite of the University, and in oversight of the management of risk. Its role is to:
 - Approve the risk appetite of the University both as a whole and on any relevant individual issue (or risk type).
 - Approve the policy in relation to risk management
 - Approve major decisions affecting the University's risk profile or exposure
 - Approve, on an annual basis, the corporate risk strategy

- Review annually the risk management arrangements
- Delegate matters as required to the Audit Committee, including assurance provided through the annual Internal Audit programme.
- Review at each meeting the corporate risk register

C: Risk Management – Overview & Objectives

8. For the purpose of risk management, risk is defined as

“The threat or possibility that an action or event will adversely affect LSBU’s ability to achieve its objectives”.

9. This could be any event, outcome or action which could:

- Cause financial disadvantage to the University, i.e. loss of income, additional costs, loss of assets, creation of liabilities
- Cause damage to the reputation of the University
- Prevent an opportunity from being taken
- Lead to a failure to capitalise on our strengths
- Prevent or hinder achievement of any of the objectives of the Corporate Strategy or associated local delivery plans
- Impact negatively on student experience or achievement

10. Risk management is the process of identifying, defining and analysing these risks, and deciding on an appropriate course of action to either minimise the potential impact of these risks, or to establish controls to reduce the likelihood of their occurrence, to ensure that these risks do not impair the achievement of objectives at the relevant level.

11. To be effective, risk management needs to be embedded into the culture and processes of the University. Risk management affects everyone in the University and therefore all staff should be aware of this document and be familiar with the principles and procedures it contains.

12. This Risk Strategy document and the Risk Appetite statement will be made available on the staff intranet, and the LSBU approach to risk management will be included in the induction resources provided to new managers and staff by

the OSDT team, and included on the agenda of the biannual 'Welcome to the University' conference events organised for new starters.

Risk Management – Objectives

13. The higher level risk management objectives of the University are to:
- Integrate risk management into the culture of the University
 - Ensure that necessary risk management procedures are embedded into the University's management, and governance processes
 - Manage risk in accordance with best practice
 - Support key business decisions through embedded risk appraisal processes
 - Effectively manage existing risks within agreed risk tolerances
 - Anticipate and respond to changing social, environmental, legislative and other requirements

D: Risk Management - Responsibilities

14. *Executive:*
The Executive is responsible for ensuring that the risk management process operates effectively, that key risks are identified, that appropriate controls or other mitigating actions are in place and that matters are escalated and reported to Board as considered appropriate. The Executive will also own all Corporate Risks.
15. *Operations Board:*
The Operations Board is responsible for ensuring that the risk management procedures are carried out effectively, and that key corporate risks are identified, and managed effectively. Corporate Risk management will be a standing agenda item at quarterly Operations Performance Review meetings, and members also have a responsibility to escalate matters from operational registers as appropriate.
16. *Strategic Risk Review Group:*
In addition to the regular reviews of the Corporate Register Operations Board, The Strategic Risk Review Group, a sub-group of the Executive, with other colleagues from across the institution, will meet on three occasions each year, in

January, May and September, ahead of the meetings of Audit Committee, to review strategic risk matters, and the operation of this strategy.

17. *Risk Champions:*

All members of the Executive are Risk Champions for their areas of the University and will have overall responsibility for the adequacy and effectiveness of the risk management processes in their areas of operation. These responsibilities are clearly set out in their letters of delegated authority.

Risk Champions may delegate responsibility for risk management in particular areas to the heads of those areas via the letters of delegated authority.

Risk Champions retain overall responsibility for:

- Ensuring that risks are identified and reviewed alongside Local Delivery Plans by the relevant risk owners
- Ensuring that risk management is carried out in accordance with this strategy
- Reviewing and reporting any significant changes in risk exposure
- Escalating operational risk matters through the Operations Board as appropriate

18. *Risk Owners:*

Risk Owners are responsible for the management of specific corporate and/or operational risks. All Corporate risks must be owned by a member of the Executive, but operational risks may be owned by any member of staff as nominated by the appropriate Risk Champion.

Risk Owners take responsibility for the management of the risk, including:

- Identification of controls and management actions
- Implementation of controls and management actions
- Continued awareness and monitoring of any changes in the likelihood or impact of each risk
- Review of any objectives or performance indicators associated with the risk

19. *All staff:*

All members of staff have a responsibility to be risk aware, to ensure that this risk management strategy is observed in their daily work, and that any potential new areas of risk that they identify are reported to their line manager or Risk Champion in a timely manner.

20. *Link to other responsibilities: Health & Safety*
All staff, students and other workers have a responsibility to observe the stipulations of the University's approach to the management of Health & Safety. This includes assessment of personal risk whilst within the campus environment, and is covered by the policies and work of the Health & Safety Committee. This is not within the remit of this strategy, which is focused on risks to the achievement of management objectives.
21. *Decision Making:*
The Risk Management Records maintained and updated in line with this strategy are used by the institution in the formal processes identified within it to both consider the adequacy of existing activity in line with objectives at all levels, and to consider issues of business development, the allocation of resources and response to changing conditions in the operational environment.

E: Risk Management - Software

22. The University uses a web-based system called 4Risk, which is part of the Insight 4 Governance Suite (available via <http://kepler/Risk/Home.aspx>) to record and report all risk management activity.
23. All Risk Champions will be able to access training in the use of 4Risk, and should use the software to update management activity against the corporate risks they own, and oversee its use in the operational areas which they manage.
24. Any requests for training in the use of 4-Risk, should be directed to the Corporate & Business Planning Manager (on extension 6360).
25. Any technical problems with access to the platform should be directed to the ICT heldesk support function via extension 6500 or via <https://ict-helpdesk.lsbu.ac.uk/>

F: Corporate Risk

26. Corporate risks are those which could cause financial or reputational damage to the University as a whole, or prevent or hinder the achievement of Corporate Plan objectives. Each corporate risk is owned by a member of the Executive.

27. The corporate risk register will be used to determine the focus of the annual internal audit plan.
28. Corporate Risks must be owned by a member of the Executive, and each risk entry will:
 - Provide details of the impact and likelihood of the risk identified;
 - Indicate who is responsible for the management of the risk;
 - Identify the key controls in place to manage each risk;
 - Provide an assessment of the inherent and residual exposure of each risk; and,
 - Identify the actions required to manage the exposure to each risk.
29. Assessment of corporate risk exposure should be monitored continuously by Executive leads, and will be reviewed 3 times a year at the regular performance & progress review meeting of the Operations Board.
30. The current Corporate Risk register should be reported to each meeting of the Audit Committee and the Board of Governors.
31. Any corporate risk that is rated 'Low' should be considered for downgrading to the appropriate Operational Risk Register. The Operations Board are responsible for downgrading corporate risks through the normal cycle of meetings.
32. The Risk Appetite statement provides an approach to assessment of the level of risk within which the Corporate Risk is managed for the institution, and is reviewed annually.
33. The risks in the Corporate Register are allocated to the goals of the Corporate Strategy, and the Strategic Risk Review Group will consider the objectives and their associated risks as a standing agenda item at their meetings.
34. We should expect there to be real linkage between the risks to delivery of Corporate projects, which by their nature address key strategic issues, and the Corporate risks for the institution. The delivery of Corporate projects will be monitored regularly by the Executive, and reported to the Board of Governors. It is the responsibility of the Executive to ensure that the risk registers for projects are kept up to date, and that the Corporate Risk Register is updated in a timely way to reflect any changes to project deliverables.

G: Operational Risk

35. Operational risks could prevent achievement of School and Professional Service Group objectives, as identified in Local Delivery Plans for these areas.
36. An operational risk register is maintained by each School and by each Professional Service Group. It is the responsibility of the relevant Executive member, in their role as Risk Champion for their own area of responsibility, to ensure that these operational risk registers are maintained by the management teams within each School and PSG.
37. Management of individual operational risks may be delegated within each area as appropriate. Where responsibility for operational risk management is delegated, this should be to a named individual who will be known as a Risk Owner.
38. The impact and likelihood of each operational risk is rated using the same methodology as that applied to corporate risks.
39. All operational risks with a 'critical' risk priority should be referred to the Operations Board for consideration, and potential escalation to the corporate risk register.
40. Risk Champions are responsible for escalating operational risks. Escalation is through the normal cycle of Operations Board meetings although matters of a more fundamental nature should be reported immediately.
41. Fundamental Risks: These are risks which have a risk severity rating of critical, and which threaten the immediate safety of students or staff, or the financial standing or reputation of the institution.
42. More formal review of Operational risk registers will take place through the Executive Review Meetings, which take place at the midpoint of the academic year.

Risk Management and Business Planning

43. Planning and budgeting at an Operational level (School and Professional Service Group) takes place on an annual basis, with Local Delivery Plans for each area

developed through the annual Planning & Budgeting process and reviewed and approved alongside budgets prior to the start of the next academic year.

44. The Local Delivery Plan template requires managers to identify and prioritise their top 3 risks or challenges, and to identify mitigating actions. These top three risks should be included in the relevant operational risk register and, together with any other operational risks, should be reviewed and updated according to the usual process.

Regular Review of Operational Risk Management

45. Risk Management should be a regular agenda item in the management meetings within School Executive Teams, and within the Management meetings of Professional Service Groups.
46. Risk management will be a standing agenda item at all of the Annual Executive Review Meetings, where Risk Registers, with details of risks and mitigating actions, will be reviewed alongside progress against the delivery of plans, KPIs and financial performance.
47. The Risk Review Functionality of the 4-Risk platform will be configured to require all risk owners to log into the system at 3 points during each year and check that the risk entries for which they are responsible are up to date. (in February, June, & October)
48. The Strategic Risk Review Group will also meet 3 times a year, and will consider strategic risk elements drawn from registers across the institution as part of its regular agenda.
49. Risk Management also features as a mandatory topic within the annual internal audit programme, and at the end of each financial year, a sample of operational registers will be selected to feed into this piece of audit activity, in order to provide 3rd party assurance as to the effectiveness of this risk strategy.
50. Mitigating actions identified in operational risk registers should be cross-referenced to the deliverables identified in Local Delivery Plans and reviewed alongside delivery of those actions and projects.

London South Bank University: Risk Management Policy

Section A: Risk Management - Process

1. The University has adopted a two tier system to risk management, with risks defined at one of two levels, either Corporate or Operational.
2. *Corporate risks*: could cause financial or reputational damage to the University as a whole, or prevent or hinder the achievement of the objectives within the Corporate Strategy.
3. *Operational risks*: could prevent achievement of School and /or Professional Service Group objectives as set out in respective local delivery plans.
4. The risk management process as set out below applies to both corporate and operational risks.
5. The key stages of the risk management process are as follows:
 - **Identify the risks** which prevent or hinder the achievement of the corporate plan and/or operational business plan objectives. This should be done on a continual basis and reviewed regularly.
 - **Assess the potential impact and inherent likelihood** of each risk to give a total risk priority of low, medium, high or critical. See section I on “Risk Priority: Rating methodology” for details of this system. The inherent priority should represent the potential impact and the likelihood of the risk occurring if there were no controls in place
 - **Consider whether there are existing controls** that are in place. Controls are ongoing auditable processes or regular checks or scrutiny that serve to reduce the impact of the risk and/or the likelihood of occurrence
 - **Identify any required actions** that should be taken by management to reduce the potential impact or likelihood of the risk occurring
 - At this stage **record the risk details** in the online 4-Risk [Platform](#) for the risk area under consideration.

- If there are controls in place **assess the residual likelihood** of the risk to give a second risk priority rating. The residual priority should represent the impact and likelihood after all controls have been taken into account, and can be expected to be lower than the inherent rating if the controls are effective.
- **Implement any identified actions** to reduce residual impact/likelihood to an acceptable level,.
- **Record and amend the actions** taken by management in the online platform
- **Regularly review risk registers**, which provide a snapshot of the risk records in any given area at a particular point in time.

Section B: Risk Priority - Rating methodology

6. Risks are measured in terms of their impact and likelihood. A measurement should be made of both the inherent and residual risk.

Impact

- *Critical* – occurrence would have a critical effect on the ability of the University to meet its objectives; could result in the removal of degree awarding status, removal of funding, severe reprimand by HEFCE or Parliament or the closure of the University.
- *High* – occurrence would have a 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.
- *Medium* – occurrence may result in the failure to meet operational objectives and may reduce the effectiveness of the University but it would not result in the failure of the University’s corporate objectives or put the University as a whole at risk.
- *Low* – occurrence would have little effect on operational or corporate objectives.

Likelihood

- *High* – likely within 1 year
- *Medium* – may occur medium to long term
- *Low* – unlikely to occur

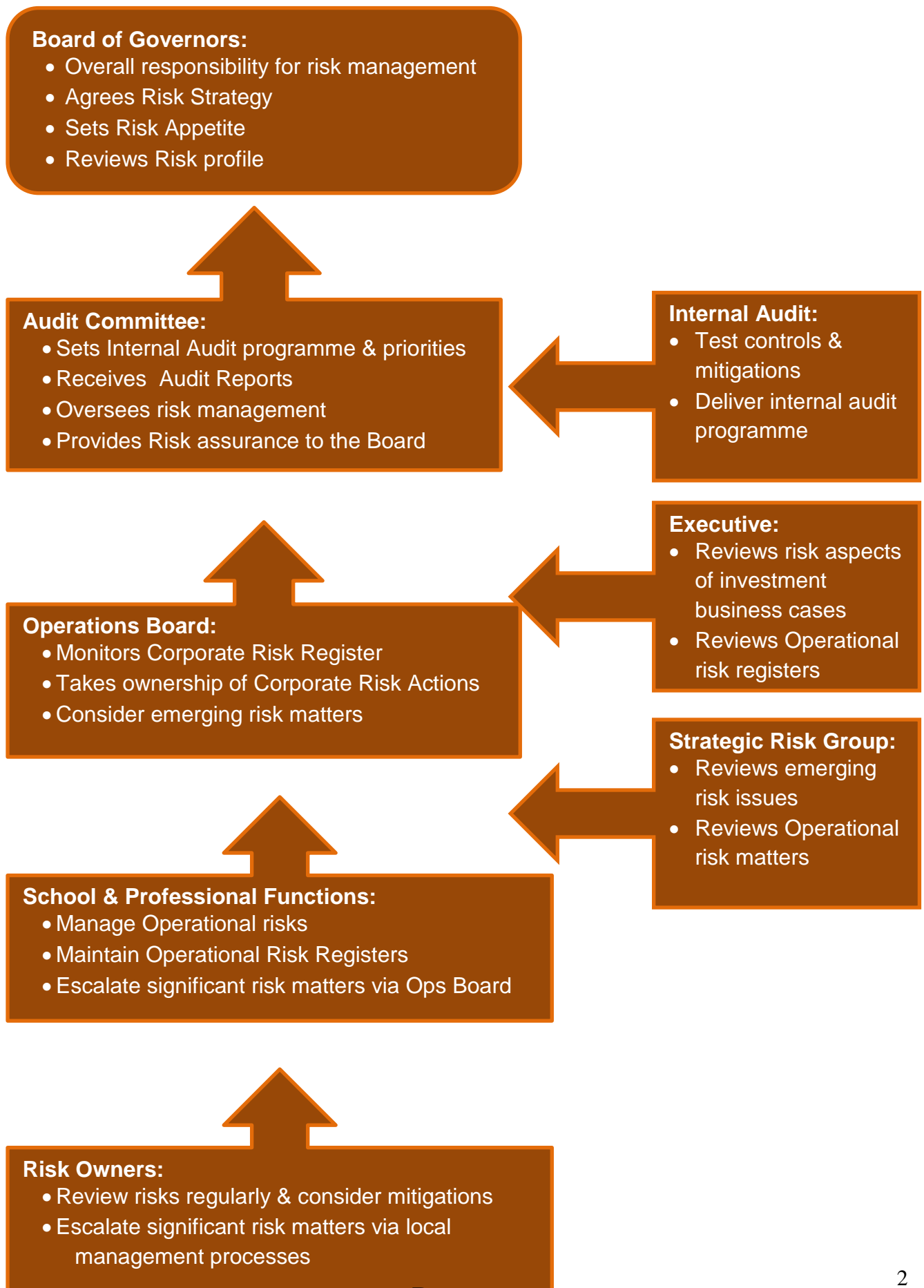
Table 1: Total Risk Values based on assessment of impact and likelihood

Impact	4 - Critical	High	Critical	Critical
	3 - High	Medium	High	High
	2 - Medium	Low	Medium	Medium
	1 - Low	Low	Low	Low
		1 - Low	2 - Medium	3 - High
		Inherent Likelihood		

LSBU Risk Management Assurance Overview: 3 lines of Defence, including Risk Appetite risk categories

Risk Area	Line 1 (Staff & Technology, Process & Procedures)	Line 2 (Management Oversight)	Line 3 (Independent Assurance)	Controls / Notes
LSBU – Institutional Risk Management	Individual Review: Online (every 4 months, by Risk Owners) Structural Review: School and Professional Function Management meetings (occasional)	Corporate Risk: Operations Board & Strategic Risk Review Group: (3 times a year) Operational Risk: Executive Review Meetings (Each February)	Internal Audit Programme: Risk Management Report (Each July – as per Hefce Memorandum)	Risk Strategy – see Risk Framework Document
Risk Types:				
Financial	Financial Regulations Procure2Payment invoice process automation Procurement checks	Financial Controller Head of Procurement Capital Investment approval process	Internal Audit: Continuous Audit programme External Audit Procurement maturity assessment	Key component of annual internal audit programme.
Legal / Compliance	Staff compliance with policies and procedures Mandatory training programme within ODT	Legal Support from Legal & Governance team	3 rd Party Expertise on specific matters <ul style="list-style-type: none"> • Shakespeare Martineau LLP • Veale Wasborough Vizards LLP • Shoosmiths LLP • Eversheds LLP 	Mandatory staff training programme includes: <ul style="list-style-type: none"> • Recruitment & Selection • Data Protection & FOI • Health & Safety Awareness • Equality & Diversity
Academic Activity	Quality Office & related curriculum cycles Centre for research informed teaching & digitally enhanced learning	Academic Board	Internal Audit: Specific Audits QAA Review	Planned through yearly risk review process by AQDO.
Reputation	PR & Internal Comms Teams Incident Response Team Town Hall Cascades	League table working group Leadership Forum	Hefce 5 year institutional review	Ketchum contract works to develop contacts and insight. Policy Unit leads institutional stakeholder engagement.

LSBU Risk Framework: Diagrammatic Overview of Risk Strategy Elements



LSBU Risk Overview – Risk Framework: Levels of Review Table

<i>Level of Review</i>	<i>Activity</i>	<i>Format of Review</i>	<i>Frequency</i>	<i>Details / notes</i>
Hefce	Institutional Risk Assessment	Risk Letter in March	Yearly	Utilises data from Dec AAR return and signed accounts
Board of Governors	Detailed Risk Review	November meeting	Yearly	Papers on Governors Drive
	Consideration of risk matters	Strategy Days	Six monthly	Strategy agendas
	Noting of Register	Paper at Meetings	5 per year	Papers on Governors Drive
Audit Committee	Risk Review	Paper at Meetings	4 per year	Papers on Governors Drive
Executive:	Operational Risk Review	Register at Feb Executive Review Meetings	Yearly	Papers stored in EXEdrmd drive
	Business Case Review	Business Cases above defined thresholds	When submitted	Risk section within template
Operations Board:	Corporate Risk Review	Register noted at Meetings	Monthly	Papers in Exec folder
Strategic Risk Review Group:	Review of risk matters	Exec sub group meeting with key risk representatives	Three times per year	Managed by FMI function
Schools & Professional Functions:	Risk consideration	Risk matters incorporated into local management meetings	Monthly / Quarterly	Local control of agendas
	Operational Risk Review	Register at Feb Executive Review Meetings	Yearly	Papers stored in EXEdrmd drive
	New Risk Consideration	Section of planning template submitted in June	Yearly	Registers linked to local objectives
	Risk Owner Review	Online Risk platform review process	Three times per year	http://kepler/
Members of Staff:	Issue raising	local management meetings	Ad hoc	Local minutes



	CONFIDENTIAL
Paper title:	Board Strategy Day draft report
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor:	Jerry Cope, Chair of the Board
Purpose:	To update the Board on key outcomes of the Board strategy day of 29 September 2016
Recommendation:	The Board is requested to note the report

Introduction

As part of its annual plan the Board holds a strategy day twice a year. The following draft notes, subject to approval by the Chair, are a record of the strategy day held on 29 September 2016, which had the sustainability of the University as its theme.

The summary conclusions are:

1. LSBU's overall approach and strategy should be able to underpin the sustainability of the University;
2. That LSBU should not move away from its current growth plans and should continue to focus on delivering income growth of 25% to £170m by 2020, a surplus of 5% and an EBITDA margin of 15% (this is consistent with 12 (c) in the report);
3. The meeting agreed that the executive's focus should be on recruitment and retention. Governors agreed that a core strategic objective should be continued improvement in progression on a school by school basis.
4. In addition to that core activity, that evolutionary growth plans should be developed. There was recognition that non-organic growth may be necessary as well, which could include strategic alliances with education partners.

5. The board agreed that any additional borrowing, which could be sensible for the right proposal, should only be used to fund capital development.
6. The board emphasised the need to continue to boldly market LSBU, given the sector-leading academic facilities, for example the DAR lab and Elephant Studios. The social media presence needed to be understood more.
7. The board agreed that further insight into the student experience would be a helpful topic for a future strategy day.

**Joint Board and Academic Board strategy day notes – 29 September 2016
Avonmouth House**

Theme – the sustainability of the University

1. The Chair welcomed governors, Academic Board members and Executive members to the meeting.
2. The Chair outlined the purpose of the day was to consider the following question:
Is the Board optimistic that the actions being taken by the Executive are sufficient to deliver the agreed strategy?
3. The current corporate strategy was until 2020.
4. The meeting noted the numerous achievements that had been delivered over the past year, including:
 - a. Moving up the league tables;
 - b. Good financial performance for 2015/16;
 - c. New brand was launched;
 - d. Quality of data had been improved;
 - e. Purchase of Hugh Astor Court unlocking estates development plans;
 - f. Position in the top 100 of the Stonewall Workplace Equality Index;
 - g. Implemented the academic framework providing defined career progression for academic staff;
 - h. Developed sector leading apprenticeship provision, including trailblazing, higher and degree apprenticeships;
 - i. The number of student appeals was down by 75%;
 - j. The Accounting and the Marketing divisions were in the top 20 in the UK in all categories of the National Student Survey;
 - k. Parts of the University were delivering sector leading research;
 - l. There were sector leading facilities across the University, including Elephant Studios and the DAR lab; and
 - m. The opening of the University Technical College in Brixton and the opening of the sixth form in the Academy.
5. The meeting noted the challenging environment in which the university was operating:
 - a. The Higher Education Bill;
 - b. Removal of student number cap;
 - c. EU referendum result;
 - d. Demographic changes; and
 - e. Increased competition.

Financial scenarios (session 1)

6. The Chief Financial Officer gave a presentation on financial scenarios. The meeting discussed:
 - a. The financial KPIs to 2020 and current forecasts;
 - b. Financial scenarios showing a 5% and 10% drop in income; and
 - c. Current recruitment figures, which were expected to be off target.
7. Conclusions from the session were that:
 - a. Recruitment targets would be missed and that the 2750 target would remain tough;
 - b. 2016/17 budget was manageable;
 - c. Overall 2020 income target was achievable but stretching;
 - d. Need to explore online learning opportunities; and
 - e. Improving progression remained vital.
8. The Board requested a strategy on online learning to a Board meeting in early 2017.
9. The meeting discussed borrowing and agreed that any borrowing would only be for recognised capital expenditure to meet clear strategic purposes.

Retention and completion (session 2)

10. The Pro Vice Chancellor (Education and Student Experience) gave a presentation on retention and completion. The 2020 target for year one to year two progression was 85% (in 2014/15 it was 71.9%). The meeting noted the importance of improving retention without comprising quality (a discussion on quality took place in session 4).
11. The meeting noted the actions being taken to improve retention and completion:
 - a. Sector leading facilities and equipment in some areas;
 - b. Good learning resources;
 - c. The floor on entry tariffs had been maintained;
 - d. Mentors and coaches from industry for students;
 - e. Improving communications to students;
 - f. Improving feedback to students; and
 - g. Improving support and CPD to lecturers
12. The meeting noted the development of learner analytics which would be launched this academic year.

13. The meeting emphasised the importance of improving retention.

Growth plans (session 3)

14. Growth plans for the Schools were discussed in detail. It was noted that based on market share analysis, there was an opportunity for at least the Schools of Applied Science, Arts and Creative Industries, Business, and Law and Social Sciences to increase student numbers.

15. There is a long-list of potential evolutionary growth initiatives, which all link to education, including:

- a. a polyclinic;
- b. a nursing recruitment agency; and
- c. new courses in HLT (hospitality, leisure and tourism) and fashion.

16. In addition, the introduction of the employers' levy for apprenticeships will provide significant opportunity.

17. The estates re-development plans a conference centre, which could be run by students.

18. If any of these initiatives is successful, then they could significantly increase income and surplus, but in considering them the Board would need carefully to balance risks and opportunities.

Quality assurance and Teaching Excellence Framework (TEF) (session 4)

19. The Pro Vice Chancellor (Education and Student Experience) gave a presentation on quality assurance and TEF.

20. The regulatory landscape is changing rapidly and is creating a degree of uncertainty in the HE sector. The new HE & Research bill provides for power to remove DAPs where HEIs do not meet required quality standards. LSBU's quality team have been monitoring the changes very closely.

21. A significant change is the requirement for the governing body to make an annual accountability assurance statement to HEFCE. The board agreed that it would be appropriate for the Audit Committee to review the assurance process within LSBU prior to the board signing-off the annual statement.

22. The Executive would provide assurance to the Board on quality through:

- a. An overview of internal processes that assure standards;

- b. A summary of the key findings from the reports, referenced to the appropriate committee (Academic Board, Quality and Standards, Student Experience, Research); and
- c. An action plan of how LSBU will continue to improve the student academic experience and student outcomes

23. The conclusion from the session is that growth in student numbers is not possible without academic quality.

Conclusions of the day

24. LSBU's overall approach and strategy should be able to underpin the sustainability of the University;

25. That LSBU should not move away from its current growth plans and should continue to focus on delivering income growth of 25% to £170m by 2020, a surplus of 5% and an EBITDA margin of 15% (this is consistent with 12 (c) in the report);

26. The meeting agreed that the executive's focus should be on recruitment and retention. Governors agreed that a core strategic objective should be continued improvement in progression on a school by school basis.

27. In addition to that core activity, that evolutionary growth plans should be developed. There was recognition that non-organic growth may be necessary as well, which could include strategic alliances with education partners.

28. The board agreed that any additional borrowing, which could be sensible for the right proposal, should only be used to fund capital development.

29. The board emphasised the need to continue to boldly market LSBU, given the sector-leading academic facilities, for example the DAR lab and Elephant Studios. The social media presence needed to be understood more.

30. The board agreed that further insight into the student experience would be a helpful topic for a future strategy day.

Present

Board of Governors:

Jerry Cope (Chair), Andrew Owen (Vice Chair), Temi Ahmadu (Students' Union President), Steve Balmont, Shachi Blakemore, Michael Cutbill, Douglas Denham St Pinnock, Carol Hui (*until lunch*), Neil Gorman, Hilary McCallion, Mee Ling Ng, Jenny Owen, Tony Roberts, Calvin Usuanlele (Chair of Student Council) and Roy Waight (co-opted member of the Audit Committee).

Additional members of the Academic Board:

Janet Bohrer, Director of Academic Quality Development Office
Kirsteen Coupar, Director of Student Services
Charles Egbu, Dean of Built Environment & Architecture
Janet Jones, Dean of Arts & Creative Industries
Raymond Lee, Dean of Applied Sciences
David Mba, Dean of Engineering
Mike Molan, Pro Vice Chancellor (Enhancement), Dean of Business
Shushma Patel, Director of Education and Student Experience, Engineering

Members of the Executive:

Pat Bailey, Deputy Vice Chancellor
Mandy Eddolls, Executive Director of Organisational Development and Human Resources
Richard Flatman, Chief Finance Officer
Ian Mehrtens, Chief Operating Officer
James Stevenson, University Secretary & Clerk to the Board of Governors
Shân Wareing, Pro Vice Chancellor (Education and Student Experience)

With:

Michael Broadway, Deputy University Secretary

Apologies:

Stephen Barber, Reader and Programme Manager, Business
Craig Barker, Dean of Law & Social Science
Paul Ivey, Pro Vice Chancellor (Research and External Engagement)
Gurpreet Jagpal, Director of Enterprise
Kevin McGrath, Independent Governor
David Phoenix (Vice Chancellor)
Lesley Roberts, Head of Skills for Learning
Warren Turner, Dean PVC Health & Social Care



	CONFIDENTIAL
Paper title:	Governance effectiveness review closure report
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	Michael Broadway, Deputy University Secretary
Board sponsor:	Jerry Cope, Chair of the Board
Purpose:	To update the Board on the follow up of recommendations from the governance effectiveness review of 2015.
Recommendation:	To note the report.

Matter previously considered by:	No	On: N/A
Further approval required?	No	N/A

Executive Summary

The governance effectiveness review, which reported to the Board of Governors in May 2015, reviewed the effectiveness of the Board of Governors, its committees, the Academic Board and its committees, and the effectiveness of Executive meetings. In addition, the Executive reviewed enterprise activity and recommended changes to the governance structure of the subsidiary company, South Bank University Enterprises Ltd.

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Governance Effectiveness review closure report

Recommendations from the governance effectiveness review were agreed by the Board of Governors at its meeting of 14 May 2015. Recommendations and follow up actions are set out below:

Recommendation	Action
Establishment of Major Projects and Investment Committee	Completed. Terms of reference approved by the Board on 14 May 2015. First meeting held on 27 October 2015.
Establishment of Finance, Planning & Resources Committee	Completed. Terms of reference approved by the Board on 14 May 2015. First meeting held on 27 October 2015.
To close the Educational Character, Policy & Resources, Human Resources and Property Committees.	Completed. Approved by the Board on 14 May 2015.
To confirm a joint meeting between board and academic board in early December 2015. This will be a themed meeting.	Completed. The six monthly Board strategy days now include a joint session with the Academic Board.
To support the engagement of independent governors with the academic life of the University, e.g. through pairing governors with Deans and Heads of Professional Service Group.	Completed. All governors are paired with a Dean or Head of Professional Service Group.
To develop a succession planning strategy and governors' equality, diversity & inclusion procedure – to be discussed by the Nomination Committee in autumn 2015.	Completed. The Nomination Committee discuss succession planning and equality, diversity and inclusion at each meeting. A paper on succession planning and EDI procedures have been prepared for discussion by the Nomination Committee at its next meeting.
To develop a revised induction plan for	Completed. New governors are offered

new governors. For approval by the Chair in autumn 2015.	training by the Leadership Foundation for Higher Education, meet the governance team and members of the Executive and are paired with a Dean or Head of Professional Service Group. The induction plan is being reviewed by the Chair of the Board.
To review the governance structure of the subsidiary company (SBUEL);	Completed. Approved by the Board of Governors at its meeting of 17 March 2016.
To agree new membership and committee structure of the Academic Board.	Completed. Approved by the Board of Governors at its meeting of 9 July 2016.

As a follow up to the governance effectiveness review the Major Projects and Investment Committee, the Finance, Planning and Resources Committee, the Executive and the Academic Board have all done a light touch review of their effectiveness.

The Finance, Planning and Resources Committee agreed that the terms of reference were appropriate, the quality of papers was good and there was an appropriate amount of time given to meetings to discuss items properly.

The Major Projects and Investment Committee agreed that it is operating effectively at present. Much of the content so far has involved discussion rather than approval, although it was noted that the discussion aspect is critical in gaining an understanding of future University projects. The committee requested that, in future, the cover sheets of papers provide a summary snapshot of the background and the key points to note. This will ensure important points are not overlooked in the detailed content of the paper.

In relation to the Executive, the frequency of meetings is now weekly allowing sufficient time to be devoted to strategic matters. Following a self assessment of its own effectiveness, the Executive concluded that meetings are effective. In addition, the Executive terms of reference have been updated to reflect the levels of authority agreed by the Board as part of the Governance Effectiveness Review.

The Academic Board undertook a self assessment of its own effectiveness following its new membership and committee structure. No concerns were raised.

The Board is requested to note the report.



	CONFIDENTIAL
Paper title:	Business plan
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor	Jerry Cope, Chair of the Board
Purpose:	Information
Recommendation:	The Board is requested to note the business plan for 2016-17.

Executive Summary

The Board's business plan is based on its primary responsibilities and the Matters reserved to the Board.

The plan covers recurring and compliance matters for the year. Significant investments or ad hoc items will be discussed as required.

Please note that the Board is due to discuss the appointment of the external auditors and the full business cases for Projects Larch and Sycamore in March 2017. The Board is also due to discuss the estates development plan in the 2016/17 business cycle.

The Board meetings for 2016/17 are:

- 13 October 2016
- 24 November 2016
- 16 March 2017
- 18 May 2017
- 13 July 2017

The Board is requested to note its annual business plan.

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Board of Governors – annual business plan 2016/17

Subject/Decision	Committee	Date	Executive Lead
Standing items			
Vice Chancellor's report	Board of Governors	Each meeting	David Phoenix
Chief Financial Officer's report	Board of Governors	Each meeting	Richard Flatman
Corporate risk register	Board of Governors	Each meeting	Richard Flatman
Reports on decisions	Board of Governors	Each meeting	James Stevenson
Regular items			
Equality and Diversity review	Board of Governors	13 Oct 2016	Ian Mehrtens
Audit Committee annual report	Board of Governors	24 Nov 2016	James Stevenson

Subject/Decision	Committee	Date	Executive Lead
Quality assurance return to HEFCE	Academic Board	2 Nov 2016	Shân Wareing
	Executive	9 Nov 2016	
	Audit Committee	10 Nov 2016	
	Board of Governors	24 Nov 2016	
HEFCE annual accountability return	Executive	9 Nov 2016	Richard Flatman
	Board of Governors	24 Nov 2016	
Annual declarations of interest	Board of Governors	24 Nov 2016	James Stevenson
Prevent annual return	Board of Governors	24 Nov 2016	Ian Mehrrens
Annual report and accounts	Board of Governors	24 Nov 2016	Richard Flatman
External audit findings	Board of Governors	24 Nov 2016	Richard Flatman
External audit letter of representation	Board of Governors	24 Nov 2016	Richard Flatman
KPI report with management commentary	Board of Governors	24 Nov 2016	Pat Bailey
	Board of Governors	18 May 2017	
KPI results for previous year, KPI targets for next year	Board of Governors	24 Nov 2016	Richard Flatman

Subject/Decision	Committee	Date	Executive Lead
TEF2 draft submission	Board of Governors	24 Nov 2016	Shân Wareing
Budget	Executive Finance, Planning and Resources Committee Board of Governors	14 Jun 2017 27 Jun 2017 13 Jul 2017	Richard Flatman
Five-year forecasts	Board of Governors	13 Jul 2017	Richard Flatman
Health and safety annual report	Board of Governors	13 Jul 2017	Mandy Eddolls
Board composition, succession planning and regular appointments	Board of Governors	13 Jul 2017	James Stevenson
Risk			
Risk - annual appetite review	Board of Governors	13 Oct 2016	Richard Flatman
Risk - annual detailed review	Board of Governors	13 Oct 2016	Richard Flatman
Risk strategy	Board of Governors	13 Oct 2016	Richard Flatman
Students' Union			
SU election results and report	Board of Governors	18 May 2017	Shân Wareing

Subject/Decision	Committee	Date	Executive Lead
SU compliance with 1994 Education Act	Board of Governors	18 May 2017	Shân Wareing
SU Code of Practice	Board of Governors	18 May 2017	Shân Wareing



	CONFIDENTIAL
Paper title:	Standing Orders
Board/Committee	Board of Governors
Date of meeting:	13 October 2016
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Board sponsor	Jerry Cope, Chair of the Board
Purpose:	To approve minor changes
Recommendation:	The Board is requested to note the Standing Orders

Executive Summary

Background

Under the Articles, the Board can make and amend Standing Orders to govern the administration of the University and covers areas not in the Articles. These were reviewed and approved following the governance effectiveness review. The Standing Orders cover:

1. Role of the Board of Governors
2. Primary Responsibilities of the Board
3. Chair and Vice Chair of the Board
4. Composition of Board and methods of appointment
5. Proceedings of Meetings and Decision Making
6. Committees
7. Schedule of Matters Reserved to the Board
8. Remuneration of Governors
9. Chief Executive

10. Suspension and Dismissal of Senior Staff

11. Academic Board

12. Honorary Positions

13. Senior Post Holders

The following minor amendments to the Standing Orders are recommended for approval:

- Including quality assurance in the Primary Responsibilities of the Board following new reporting requirements to HEFCE;
- Including gender diversity targets in the composition of the Board;
- An amendment to decision making outside meetings to give more emphasis to making decisions by email if required; and
- Revised attributes of the Chancellor following discussion by the Chancellor Nomination Committee.

The revised Standing Orders are included.

The Board is requested to approve the proposed amendments and note the relevant Standing Orders.

2. Statement of Primary Responsibilities of the Board of Governors

1. To approve the educational character, mission and strategic vision of the institution, together with its long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
2. To delegate authority to the head of the institution, as chief executive, for the academic, corporate, financial, estate, personnel and health and safety management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the institution.
3. To ensure the establishment and monitoring of quality assurance and systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
4. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
5. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself, and to carry out such reviews at appropriate intervals.
6. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
7. To safeguard and promote the good name and values of the institution.
8. To appoint the head of the institution as chief executive, and to put in place suitable arrangements for monitoring his/her performance.
9. To appoint a secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.
10. To be the employing authority for all staff in the institution and to be responsible for establishing a human resources strategy.
11. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and

financial statements, and to have overall responsibility for the University's assets, property and estate.

12. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.
13. To make such provision as it thinks fit for the general welfare of students.
14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution or its students.
15. To ensure that the institution's constitution is followed at all times and that appropriate advice to the Board is available to enable this to happen.

*Approved by the Board on **

4. Composition of Board and methods of appointment

1. Under article 8.2 the Board has determined that, when fully complemented, the membership of the Board shall consist of 18 members, as follows:
 - a. 13 independent governors;
 - b. the Vice Chancellor (by virtue of office);
 - c. two students; and
 - d. two staff members of the Academic Board.
2. Under article 8.3 the Board may amend the composition of the Board, ensuring that independent governors are in a majority and that there are not less than eight and not more than eighteen members of the Board.
3. If the Board decides to alter the composition of the Board to exclude student or staff governors it should formally record in its minutes the reasons for doing this and inform the funding council.

Independent Governors

4. Independent Governors are defined in Article 8.1.2 as “persons who are neither Staff nor Students and who are considered by the Appointments Committee to have experience and capability relevant to the University’s requirements”.
5. The Nomination Committee shall consider potential candidates for the position of Independent Governor and shall make recommendations to the Appointments Committee having evaluated the balance of skills, knowledge and experience required for a particular appointment and having due regard to the benefit of equality and diversity in the composition of the Board.
6. Independent Governors shall be appointed by the Appointments Committee, having considered a recommendation from the Nomination Committee.
7. Under Article 9.1.2, Independent Governors shall be appointed for an initial term of four years. The Appointments Committee may re-appoint an Independent Governor at the end of their term of office on a recommendation from the Nomination Committee, based on effective performance.

8. Under Article 9.2, an Independent Governor may not normally be appointed for more than two terms of office in total. If it recommends that an Independent Governor is to be appointed for a third term, the Nomination Committee shall make a clear justification to the Appointments Committee.

Student Governors

9. A Student is defined in the Articles as “a person who ... is pursuing a full-time course of not less than one month’s duration... . For this purpose, sabbatical officers of the Student Union shall be deemed to be students”.
10. The President of the Student Union shall be a Student Governor and will serve as a governor throughout their period of office.
11. A member of the Student Council, usually the Chair of Student Council, shall be elected by Student Council to serve as the additional Student Governor.
 - a. The election is normally at the first Student Council meeting of the academic year.
 - b. The Student Governor elected by the Student Council serves for one academic year or until they are no longer a member of Student Council, whichever shall be sooner.
 - c. The Student Governor is eligible for re-election if they continue to serve on Student Council.
 - d. If the Student Governor elected by the Student Council ceases to be a member of the Student Council during their period of office they shall cease to be a Student Governor.

Staff Governors

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

Termination of Appointment

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

Diversity of the Board

16. {*draft – to be approved by the Nomination Committee*} LSBU aims to achieve a gender-balanced board by 20?. This means having between 40% to 60% of either gender on the Board.

17. {Additional statements on other protected characteristics, e.g. ethnicity following discussion with LSBU's EDI team}

*Approved by the Board on **

5. Proceedings of Meetings and Decision Making

1. This Standing Order complements Article 10. Subject to the provisions of the Articles, the Board of Governors may amend this Standing Order as it shall from time to time think fit.

Meetings of the Board and its Committees

2. Subject to Article 10.1, the Board shall decide how many meetings of the Board of Governors and each committee shall be held each year.
3. A special meeting of the Board of Governors may at any time be summoned by the direction of the Board of Governors or the Chair of the Board or at the request in writing of any five Governors. No business shall be transacted at any special meeting other than business the general nature of which has been specified in the notice summoning the meeting and any incidental business.
4. If within half an hour from the time appointed for a meeting a quorum is not present, the meeting shall be adjourned and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the persons present and entitled to attend and vote at the meeting shall constitute a quorum.
5. No business shall be transacted at any meeting unless a quorum is present at the time when the meeting commences.

Decision Making in Meetings

6. Decisions of the Board shall usually be taken by consensus at quorate meetings. Where consensus cannot be reached the Chair may cause a vote to be taken.
7. In the case of an equality of votes, the Chair of the meeting shall be entitled to a second or casting vote.
8. Members at any meeting of the Board of Governors shall not be bound in their speaking and voting by instructions given to them by their nominating body or other persons.

Decision Making outside Meetings

9. During the course of the university's business, matters may arise between scheduled Board meetings that require urgent Board approval or discussion and cannot be postponed until the next convened Board meeting. Where decisions that would ordinarily be taken at Board meetings have to be made on an urgent basis the following procedure will be followed:
 - a. The Secretary will determine if a proposal is urgent and requires Board or Committee approval.
 - b. The Secretary will brief the relevant chair on the proposal and reasons for the urgency.
 - c. The Secretary will consult with the relevant Chair on whether to arrange a quorate telephone conference call or to make the decision by email. The Secretary will attach the board paper or business case necessary to allow governors to make an informed decision. Governors will be asked to indicate their approval to the Secretary by a particular date.
 - d. Governors should express any concerns or questions they might have about the proposal to the Secretary. The Secretary will then forward these to members of the executive for their response.
 - e. The proposal will be deemed to be approved when a majority of positive responses has been received. The Secretary will communicate the Board decision to the executive who will then be authorised to proceed.
 - f. A decision taken under this procedure will be reported at the next Board or Committee meeting. The decision will be recorded in the minutes of the meeting to which it is reported.
 - g. In the absence of the Secretary, an appropriate member of the governance team will operate this procedure.

Minutes

10. The Board of Governors shall cause minutes to be kept of the proceedings at meetings of the Board of Governors and all Committees of the Board of Governors and, when agreed by the next meeting of the Board of Governors or committee and signed by the Chairman of that meeting, shall be conclusive evidence of the matters stated therein.

Conflicts of Interest

11. Unless the Board decides otherwise, any Governor who is a member of Staff (other than the Chief Executive) or a Student shall withdraw from that part of any meeting of the Board of Governors, or committee of the Board of Governors, where a named member of staff or student, or prospective member of staff or student is to be considered. The Chief Executive shall withdraw from any meeting or part thereof where her/his position is under discussion.

*Approved by the Board of Governors on **

12. Honorary Positions

1. The University has the following honorary positions:
 - a. Chancellor
 - b. Pro Chancellor

Chancellor

2. Under Article 5.1.6 the Board of Governors is responsible for the appointment of a Chancellor who shall hold office for such term and have such duties and responsibilities as the Board of Governors from time to time shall determine.
3. The Chancellor's role is:
 - a. honorific and does not carry membership of the Board of Governors;
 - b. non-executive with none of the responsibilities reserved for the Board of Governors as set out in the Articles of Association;
 - c. ceremonial – presiding at degree ceremonies and honorary fellow ceremonies;
 - d. assisting in promotion of the University generally – occasionally attending VIP events;
 - e. available to the Vice-Chancellor for advice and consultation.
4. The term of office will be four years with a possible second term of four years but no further extension (apart from exceptional circumstances).
5. The Chancellor should meet some or all of the following criteria:
 - a. Belief in LSBU's values and strategic direction;
 - b. Comfortable in an ad hoc, in practice undefined, ambassadorial role;
 - c. Someone who students and staff will feel able to relate strongly to and respect;
 - d. Some connection to LSBU and/or SE London;
 - e. Someone who is able to raise the profile of the university;
 - f. Prepared to give a little time and to participate at graduations and other events.

Pro Chancellor

6. Pro Chancellors shall be appointed by the Board, from amongst the Independent Governors. The Chairman and Vice Chair shall usually be Pro Chancellors.

7. Individuals shall cease to be Pro Chancellors when they cease to be Independent Governors.
8. The role of Pro Chancellor shall be to assist the Chancellor in presiding at degree ceremonies and to promote the good reputation of the University.

Approved by the Board of Governors on 18 July 2013