

## Meeting of the Board of Governors

4.00 - 6.00 pm on Thursday, 18 October 2018  
in 1B27 - Technopark, SE1 6LN

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
7.	Vice Chancellor's report	129 - 146	DP

### Date of next meeting

**4.00 pm on Thursday, 22 November 2018**

**Members:** Jerry Cope (Chair), Douglas Denham St Pinnock (Vice-Chair), David Phoenix, Steve Balmont, Shachi Blakemore, Duncan Brown, Julie Chappell, Michael Cutbill, Nelly Kibirige, Kevin McGrath, Peter Fidler, Mee Ling Ng, Hilary McCallion, Jenny Owen, Jeremy Parr, Tony Roberts and Nazene Smout

**Apologies:**

**In attendance:** Pat Bailey, Richard Flatman, James Stevenson, Michael Broadway and Shân Wareing

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	CONFIDENTIAL
Paper title:	Vice Chancellor's Report
Board/Committee	Board of Governors
Date of meeting:	18 October 2018
Author:	David Phoenix, Vice Chancellor
Executive sponsor:	David Phoenix, Vice Chancellor
Purpose:	To update the Board on University matters
Recommendation:	To note the report.

## Executive Summary

Despite challenges in the sector, we have performed strongly in recruitment this year. In UGFT we have secured a total of 3,775 Firm Accepts putting us at 108.5% in fulfilment of our recruitment target of 3,480. Even more positively, every School has achieved or is within <1% of achieving its own individual UGFT recruitment targets this year. Following from being awarded University of the Year for Graduate Employment for the second year running, we have also been ranked 4<sup>th</sup> in the table for graduate prospects in the Times League Tables. However overall we deteriorated by 1 rank position from 106<sup>th</sup> to 107<sup>th</sup>. This was driven by our fall in NSS outcomes where we now sit around the 80th percentile. Research and enterprise income have both performed strongly, increasing year-on-year in absolute terms and hitting target.

## Vice Chancellor's Report October 2018

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 performance

#### 1.1 Overall 2019 Times League Table Performance

LSBU has deteriorated by 1 rank position from 106<sup>th</sup> to 107<sup>th</sup>, and by 1 point in terms of score from 443 to 442. A further 4 points would have placed LSBU joint 105<sup>th</sup> with Abertay and University of Central Lancashire. Leeds Arts University joined the table for the first time this year, entering above LSBU at rank 54<sup>th</sup>. Ravensbourne University and Wolverhampton also joined the table for the first time and both entered below LSBU.

##### 1.1.1 LSBU Measure Performance

LSBU has shown improved overall scores for Graduate Prospects; (+5.6%) Good Honours (+5%), Completion (+2.4%), SSR (0.5 improvement) and maintained UCAS entry tariff. However, deterioration was seen for NSS scores in Teaching Quality (-1.9%), Student Experience (-2.3%), and Spend per Student (-£164).

LSBU is ranked 4<sup>th</sup> in the table for Graduate Prospects, and 65<sup>th</sup> for Research Quality, although ranked poorly for Entry Tariff at 126<sup>th</sup> and for Continuation at 118<sup>th</sup>. LSBU increased in rank by 16 places for both Graduate Prospects and Good Honours, 7 places for SSR and 5 places for Completion: however, dropped 35 places for Spend per Student. The NSS scores dropped 24 and 23 places for NSS Teaching Quality and Student Experience.

LSBU is now ranked outside of the top 100 for:

- NSS Teaching Quality 105<sup>th</sup>
- NSS Student Experience 103<sup>rd</sup>

The need to address the NSS position has to be a key priority this year.

##### 1.1.2 LSBU Performance against other London Moderns

Amongst London Moderns; 6 out of 10 declined in rank, notably West London (56<sup>th</sup> to 83<sup>rd</sup>) and Middlesex (91<sup>st</sup> to 110<sup>th</sup>), both mainly due to NSS performance. University of the Arts London showed a large improvement (115<sup>th</sup> to 94<sup>th</sup>), mainly due to Graduate Prospects and Entry Tariff improvement.

Overall metric performance is detailed below.

INSTITUTION	RANK	OVERALL SCORE	TEACHING QUALITY	STUDENT EXP.	RESEARCH RATING	UCAS TARIFF POINTS	GRADUATE PROSPECT	FIRSTS/21 S	COMP' RATE	SSR	SERVICES FACILITIES SPEND
University of Roehampton	70	519	77.7	77.4	24.5	109	72.2	68.9	81.2	14.7	2216
University of West London	83	492	79.2	77.3	1.6	120	74	72.4	76.5	15.6	2893
University of the Arts, London	94=	471	76.3	70.9	8	139	72.2	65.8	84.1	14.4	1805
University of Greenwich	100	458	78.8	76.9	4.9	135	70.3	74.1	80.9	17.9	2203
<b>London South Bank University</b>	<b>107</b>	<b>442</b>	<b>77.1</b>	<b>75.2</b>	<b>9</b>	<b>107</b>	<b>87.7</b>	<b>68.9</b>	<b>77</b>	<b>16.5</b>	<b>2084</b>
Kingston University	110=	432	78.3	77.2	5.1	127	64.5	70.1	81.2	16	2362
Middlesex University	110=	432	75	73.9	9.7	118	73.5	67.4	72.8	16.6	3170
University of Westminster	114	428	73.4	74	9.8	124	70.4	71.9	82.9	17	2022
University of East London	115=	424	81.4	80.1	7.2	114	65.3	63.9	73.3	17	2449
London Metropolitan University	131	280	78.5	74.6	3.5	102	70.7	52.3	68.8	21.6	1970
Ravensbourne University London	132	257	71.9	67.9	n/a	109	68.7	65.6	77.9	28.8	1731

## 1.2 2019 Times Higher International Rankings

LSBU has deteriorated slightly from rank 801-1000 in the 2018 ranking to 1000+ in 2019. In total 1,258 Institutions were ranked (significantly more than in previous years). The decline in rank is largely as a result of new institutions entering above LSBU. The ranking is largely based on research metrics, with only a minimal impact from teaching (even teaching metrics largely rely on the measuring the PhD cohort). It is important to note that LSBU only appeared in the table for the first time two years ago, and appearing in the table provides us with external validation for prospective international students.

This decline in score is despite an improvement in 4 out of 5 areas. The only measure to decline in score was teaching (16.4% to 14.5%). This measure is made up of 5 sub-measures. The lowest performing of these measures is teaching reputation – this is based on a survey of academics and the score for this at 0.5 is similar to the score of 0.3 for research reputation. Scores are detailed below.

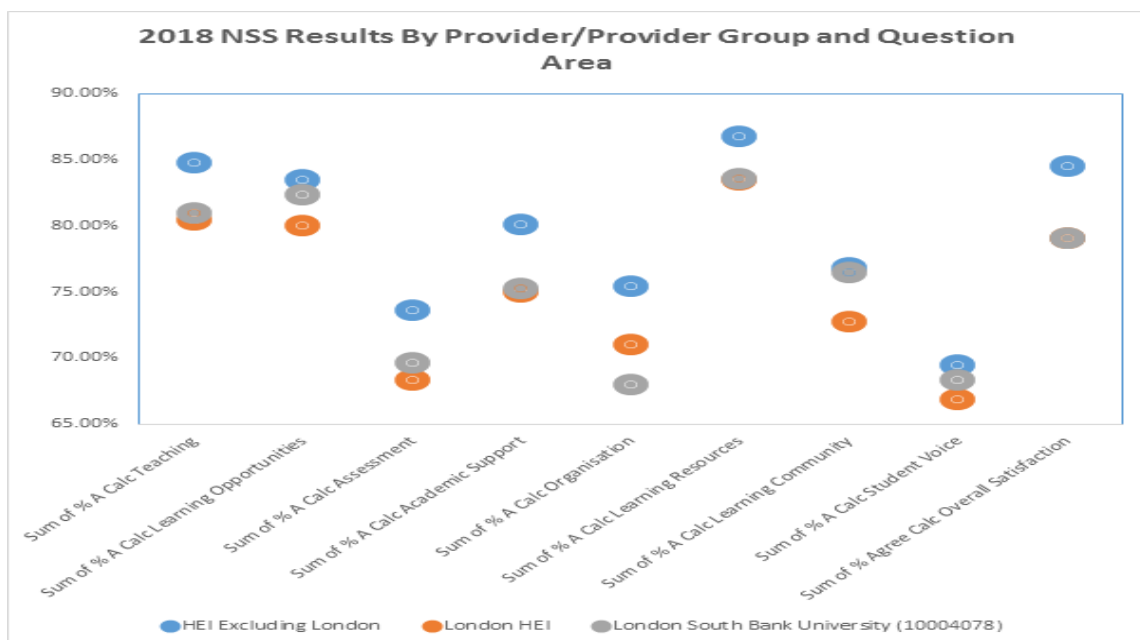
	Teaching	Research	Citations	Industry Income	International Outlook
<b>LSBU scores</b>	<b>14.5 (16.4)</b>	<b>10.0 (8.9)</b>	<b>15.8 (12.1)</b>	<b>34.5 (32.7)</b>	<b>71.3 (69.7)</b>
Worldwide - Top	58.6	59.3	100.0	71.0	99.8
Worldwide - 75%	34.5	30.7	73.8	49.8	62.9
Worldwide - Median	24.3	18.7	44.7	39.4	43.5
Worldwide - 25%	18.2	11.5	23.3	35.6	27.2
Worldwide - Bottom	9.2	6.6	1.4	34.0	12.7

## 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 2018 National Student Survey Results – London South Bank

LSBU saw a decline in its overall satisfaction of 3% in 2018 compared to 2017 which is disappointing. Sector wide, all NSS question areas declined for the second year in a row after a trend of steady increases for the previous 10+ years. LSBU saw declines against all question areas in excess of the national average. The decline in NSS scores will have an impact on TEF scores and league tables. This impact is currently being modelled.



The graph above shows LSBU's results in comparison to the sector and to London higher education institution averages. As can be seen, London consistently has lower NSS scores than nationwide, and LSBU has results in line, or above the London average for each question set in the 2018 NSS, with the exception of Organisation. LSBU has consistently received poor scores against questions relating to organisation and management in the NSS. These relate to course organisation, timetabling, and communication of changes. This area of the NSS, as well as other question areas and other forms of student and staff feedback have been a significant driver in establishing LEAP.

In terms of School performance, 6 out of 7 Schools saw a decline in overall satisfaction scores and 5 Schools declined more than 1%. All Schools have a lower score than the benchmarked average for overall satisfaction. These scores are detailed below. All Schools have been asked to develop action plans, with the aim of raising performance to acceptable levels, while longer term approaches are developed that will see LSBU student experience scores higher than sector benchmarks consistently across the institution. As a consequence of these scores, the NSS will be the focus of the Operations Board Strategy Day at the end of October.

2017/18 NSS Overall Satisfaction Scores		
School	Change from 2016/17	Difference from Sector Subject Average
Applied Sciences	0.2%	-12.5%
Arts & Creative Industries	-3.4%	-2.5%
Built Environment & Architecture	-6.7%	-9.8%
Business	-10.7%	-4.5%
Engineering	-1.6%	-7.1%
Health & Social Care	-0.2%	-0.1%
Law & Social Sciences	-1.5%	-0.6%
<b>Overall</b>	<b>-2.70%</b>	<b>-4.70%</b>

## 2.2 Suicide- Safer Universities

Universities UK and Papyrus have recently published a report, [Suicide-Safer Universities](#), asking university leaders to prioritise suicide-safety activity and giving clear recommendations against a national context where suicide is the biggest cause of death for young adults.

Student demand for support from the Mental Health and Wellbeing team at LSBU has been increasing year on year as demonstrated in the table below.

Year	2015-2016	2016-2017	2017-2018
Number of appointments	1,061	1,211	1,744
% increase	-	14.13%	44.01%

1 in 5 students seen by the Mental Health and Wellbeing team during 17/18 had presented concerns of self-harm or suicide thoughts/behaviour and nearly 1 in 3 Safety Concern Response student cases during 17/18 related to self-harm or suicide thoughts/behaviour. There was one student suicide in 17/18.

Our current and planned activity anticipates the report's recommendations and we are confident in the support the Wellbeing team delivers to students, and the joined up nature of our safety concern response across the institution. For students presenting with self-harm or suicide thoughts/behaviour, the outcomes of support coordinated by Safety Concern Response are overwhelmingly positive: 85% of students under Safety Concern Response with self-harm/suicide concern completed their year of course during 2017/18. We continue to develop and strengthen our response, processes, and partnerships as we work to create a suicide-safer community.

### **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, Enterprise and Innovation**

Preliminary outturns for the 17/18 year suggest year to date earnings of £3.4M for research (target £3.4M) with another £0.5M contracted in year but not yet earned, and £11M enterprise income (target £10.4M) earned to date with another £2M contracted in year but not yet earned. As anticipated in the last report, this strong performance exceeds targets for the year. There were particularly strong performances by Engineering in research, and all contributing enterprise areas exceeded their income targets: strong performers were Health and the three 'STEM' Schools. There has been considerable work undertaken with the Welding Institute at Cambridge (TWI), to understand the potential for an LSBU investment portfolio and to prepare for the launch of the LSBU Cambridge Campus, expected now to be just before the end of the calendar year. As part of this work, an agreement between LSBU and a bidding organisation utilised by the TWI has been contracted to improve our success rate and income value of proposals for both research and enterprise.

For the year to date we have secured £2.7m of research income against a target of £3.4m, and £7.1m of enterprise income against a budget target of £10.5m. For both research and enterprise, contracted income for the remainder of the year suggests



that both streams should outturn close to, or on target. Of particular note, LSBU is starting a third Innovation Centre (IC) with the Welding Institute at Cambridge (TWI). The earlier ICs have been particularly successful. Two recent collaborative awards in the last month for £2M and £5.5M will deliver another £1M net to LSBU taking the total of LSBU research earning from our partnership with TWI to just over £5M in three years.

Through two successive operations of an Annual University Research Audit (AURA) and looking at LSBU outputs which are certified as completely compliant with the UKs open repository data requirement, some 13 campus based research centres have been identified in addition to 3 innovation centres with TWI in Cambridge. Each centre has a designated head and these heads are developing 3 year road maps and a 'mini REF' (Research Excellence Framework) submission for delivery on target at the end of October. In addition, preparation for the REF is strengthened by the appointment of an overall external LSBU REF assessor to scrutinise our submission (Professor Ghassan Aouad, President Applied Science University, previously PVC Research at Salford University and 2014 REF panel member), and LSBU participation in a UKRI sponsored REF pilot study for Psychology to test the new 2021 assessment metrics

#### *School Enterprise Income*

School	Closed won				Conversion %			
	2017/18 YTD		2016/17 YTD		YTD 2017/18		YTD 2016/17	
	Volume	Value £	Volume	Value £	Volume	Value	Volume	Value
ACI	2	£187,034	17	£98,761	50%	91%	77%	26%
ASC	3	£720,425	5	£105,077	20%	65%	6%	7%
BEA	7	£233,740	7	£246,740	33%	22%	39%	21%
BUS	4	£296,000	5	£212,500	44%	26%	42%	43%
ENG	10	£678,280	11	£478,907	43%	39%	29%	28%
HSC	26	£1,219,666	24	£2,197,724	58%	41%	35%	35%
LSS	2	£24,446	5	£171,789	15%	8%	25%	25%
Other	8	£1,080,210	8	£2,914,894	44%	36%	32%	71%
<b>Total</b>	<b>62</b>	<b>£4,439,801</b>	<b>82</b>	<b>£6,425,392</b>	<b>42%</b>	<b>38%</b>	<b>29%</b>	<b>26%</b>
<b>YoY %</b>	<b>76%</b>	<b>69%</b>			<b>144%</b>	<b>148%</b>		

## School Research Income

School	YTD 2017-18					
	Closed won		Closed lost		Conversion %	
	Volume	Value £	Volume	Value £	Volume	Value
ACI	1	£70,203	10	£1,065,373	9%	6%
ASC	3	£312,525	14	£5,707,373	18%	5%
BEA	2	£30,541	13	£2,024,314	13%	1%
BUS	0	£-	2	£19,994	0%	0%
ENG	10	£2,964,269	48	£12,090,837	17%	20%
HSC	3	£41,854	22	£1,349,542	12%	3%
LSS	1	£9,980	19	£956,015	5%	1%
<b>Total</b>	<b>20</b>	<b>£3,429,372</b>	<b>128</b>	<b>£23,213,447</b>	<b>14%</b>	<b>13%</b>

### 3.2 Recruitment Agency Update

The LSBU Recruitment Agency, set up in November 17 has made good progress so far. The total internal temporary hours contracted has been 37,978 and the total external temporary hours is 2,390. Throughout 18/19 we will be focusing on building links with external businesses. In total 184 LSBU students worked through the agency, 51 external temps worked through the agency and a further 1545 LSBU students are registered.

In terms of progress against the initial business case, there was a predicted loss of circa £130,000 in our first year (due to set up costs and need to build the business) however we actually made a small profit of around £10,000.

Already this year we have seen a significant increase in student registrations over welcome week and first weeks of teaching and have recruited a second employment consultant to manage demand.

### 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 UGFT Clearing Update & Market Context

Building on our strongest Main Cycle recruitment phase in five years, we've generated an additional 1,215 Firm Accepts through the Clearing period (up 31.3% or 290 Firm Accepts on last year). We are only one of five UK universities to have crossed the 1,000 Firm Accepts level in Clearing – a milestone shared with

prestigious institutions such as the University of Nottingham. Against the backdrop of a shrinking market (with UCAS acceptances declining for a third successive year), this is an excellent achievement considering our applications are tracking broadly on par with last year. It is further confirmation of our growing efficiency towards making each application count.

## 4.2 LSBU Recruitment Update: Home/EU

We are in the strong position of having achieved 103.3% of our Home/EU Recruitment Target. We remain focused on maximising this opportunity and are working to convert these recruited students into full enrolments in the closing stages of the 2018 cycle.

### LSBU Recruitment Position (HOME & EU Firm Accepts) as at 5<sup>th</sup> Oct 2018

5th Oct 2018 Mode / EU	Year to Date Progress			Change Since Last Year			Pipeline	
	Recruitment Target	Year to Date Total FAs	Progress to Target	LYTD Total FAs	% +/- change vs LY	+/- change vs LY	FAs Required to Hit Target	Remaining Live Offers
<b>UGFT</b>	<b>3,480</b>	<b>3,775</b>	<b>108.5%</b>	<b>3,103</b>	<b>▲ 21.7%</b>	<b>672</b>	<b>-295</b>	<b>83</b>
Home	3,159	3,315	104.9%	2,813	▲ 17.8%	502	-156	56
EU	320	460	143.7%	290	▲ 58.6%	170	-140	27
<b>UGPT</b>	<b>798</b>	<b>832</b>	<b>104.3%</b>	<b>702</b>	<b>▲ 18.5%</b>	<b>130</b>	<b>-34</b>	<b>118</b>
Home	798	797	99.9%	657	▲ 21.3%	140	1	112
EU	0	35	-	45	▼ -22.2%	-10	-35	6
<b>PGFT</b>	<b>884</b>	<b>855</b>	<b>96.7%</b>	<b>811</b>	<b>▲ 5.4%</b>	<b>44</b>	<b>29</b>	<b>223</b>
Home	770	729	94.7%	689	▲ 5.8%	40	41	145
EU	115	126	109.9%	122	▲ 3.3%	4	-11	78
<b>PGPT</b>	<b>560</b>	<b>450</b>	<b>80.4%</b>	<b>524</b>	<b>▼ -14.1%</b>	<b>-74</b>	<b>110</b>	<b>82</b>
Home	560	405	72.3%	477	▼ -15.1%	-72	155	74
EU	0	45	-	47	▼ -4.3%	-2	-45	8
<b>LSBU</b>	<b>5,722</b>	<b>5,912</b>	<b>103.3%</b>	<b>5,140</b>	<b>▲ 15.0%</b>	<b>772</b>	<b>-190</b>	<b>506</b>
Home	5,287	5,246	99.2%	4,636	▲ 13.2%	610	41	387
EU	435	666	153.2%	504	▲ 32.1%	162	-231	119

Our growth this year is driven by a significant uplift in UGFT recruitment: we are 15.0% (or +770 Firm Accepts) up on last year overall. Positively, nearly every School has seen double-digit percentage growth in Firm Accepts. Proportionately, BEA and BUS grew the most (51.1% and 43.3% respectively), while other Schools saw 10-20% growth in Firm Accepts; ACI grew by 2.8%, sustaining their cohort size despite a 7% decrease in applications earlier in the year through a strong focus on engagement and conversion. In UGPT, BEA have grown by over 100 Firm Accepts via Apprenticeships.

**UGFT / UGPT School Recruitment Position (HOME & EU Firm Accepts) as at 5<sup>th</sup> Oct 2018**

UGFT FAs			UGPT FAs			KEY
		Change			Change	
BEA	269	▲ 51.1%	LSS	31	▲ 63.2%	2018
	178	91		19	12	2017
BUS	675	▲ 43.3%	BUS	45	▲ 28.6%	
	471	204		35	10	
ENG	488	▲ 22.6%	BEA	621	▲ 22.7%	
	398	90		506	115	
HSC	922	▲ 19.0%	APS	11	▲ 22.2%	
	775	147		9	2	
LSS	568	▲ 17.4%	ENG	94	▲ 8.0%	
	484	84		87	7	
APS	406	▲ 12.2%	HSC	30	▼ -34.8%	
	362	44		46	-16	
ACI	447	▲ 2.8%				
	435	12				

Postgraduate performance is mixed: ACI have tripled the number of FT and PT Firm Accepts. And continuing from their UGFT trajectory, HSC have seen a notable gain of over 40 Firm Accepts across PG. The remaining Schools are broadly on par or below last year's Firm Accepts intake. There were over 300 unaccepted Live Offers left in the Postgraduate pipeline at the end of the cycle, which applicants did not respond to. Further analysis of the PG market, motivations and behaviours of applicants and the LSBU offer are taking place to improve our understanding of the market and support growth in the ahead.

**PGFT / PGPT School Recruitment Position (HOME & EU Firm Accepts) as at 5<sup>th</sup> Oct 2018**

PGFT FAs			PGPT FAs			KEY
		Change			Change	
ACI	28	▲ 300%	ACI	9	▲ 200%	2018
	7	21		3	6	2017
LSS	187	▲ 14.0%	HSC	66	▲ 46.7%	
	164	23		45	21	
HSC	302	▲ 7.1%	APS	43	▲ 0.0%	
	282	20		43	0	
APS	67	▲ 6.3%	ENG	9	▲ 0.0%	
	63	4		9	0	
ENG	43	▲ 2.4%	LSS	100	▼ -8.3%	
	42	1		109	-9	
BEA	124	▼ -1.6%	BEA	183	▼ -24.7%	
	126	-2		243	-60	
BUS	104	▼ -18.1%	BUS	40	▼ -44.4%	
	127	-23		72	-32	

The extension of UGFT Clearing by one week has generated a buffer for LSBU overall. Based on a modelling assumption of 90% conversion for Home/EU, we are currently forecasting an overall surplus of £1.8m in enrolment income LSBU-wide. This is based on average tuition fees and doesn't account for in-year withdrawals.

To maximise attendance at their face-to-face sessions, we sent out text message reminders to students 24 hours before their appointments. Additionally, any students who missed their appointments have been reallocated a new slot and sent reminders

automatically. We also introduced Outbound Calling from Marketing to support the conversion of Firm Accepts who failed to engage in the enrolment process (this has all helped deliver the enrolment performance and post-enrolment analysis will take place to further build on this for the next cycle).

**LSBU Enrolment Forecasts (HOME & EU Firm Accepts) as at 5<sup>th</sup> Oct 2018; Gross Tuition Fee Income, does not account for in-year drop outs or withdrawals. Based on Average Tuition Fees for School/Mode.**

5th Oct 2018	Enrolment Forecasts				Income and Revenue Forecast		
Mode Home / EU	Enrolment Target	Forecasted Enrolments	% vs Target	+/- vs Target	Income Target	Forecasted Income	Revenue Gap
<b>UGFT</b>	<b>3,132</b>	<b>3,398</b>	<b>108.5%</b>	<b>266</b>	<b>£ 28,323,677</b>	<b>£ 30,695,689</b>	<b>£2,372,013</b>
Home	2,844	2,984	104.9%	140	£ 25,720,663	£ 26,963,097	£1,242,435
EU	288	414	143.7%	126	£ 2,603,014	£ 3,732,592	£1,129,578
<b>UGPT</b>	<b>718</b>	<b>749</b>	<b>104.3%</b>	<b>31</b>	<b>£ 3,359,392</b>	<b>£ 3,457,506</b>	<b>£98,115</b>
Home	718	717	99.9%	-1	£ 3,359,392	£ 3,305,792	<b>-£53,599</b>
EU	0	32	-	32	£ -	£ 151,714	£151,714
<b>PGFT</b>	<b>796</b>	<b>770</b>	<b>96.7%</b>	<b>-26</b>	<b>£ 6,252,105</b>	<b>£ 5,978,288</b>	<b>-£273,817</b>
Home	693	656	94.7%	-37	£ 5,423,703	£ 5,092,418	<b>-£331,285</b>
EU	103	113	109.9%	10	£ 828,402	£ 885,870	£57,468
<b>PGPT</b>	<b>504</b>	<b>405</b>	<b>80.4%</b>	<b>-99</b>	<b>£ 1,650,516</b>	<b>£ 1,315,933</b>	<b>-£334,584</b>
Home	504	365	72.3%	-140	£ 1,650,516	£ 1,184,565	<b>-£465,951</b>
EU	0	41	-	41	£ -	£ 131,367	£131,367
<b>LSBU Home/EU</b>	<b>5,150</b>	<b>5,321</b>	<b>103.3%</b>	<b>171</b>	<b>£ 39,585,689</b>	<b>£ 41,447,416</b>	<b>£1,861,727</b>
Home	4,759	4,721	99.2%	-37	£ 36,154,274	£ 36,545,873	£391,599
EU	391	599	153.2%	208	£ 3,431,416	£ 4,901,543	£1,470,128

### 4.3 LSBU Re-enrolment Update: Home/EU (5<sup>th</sup> October)

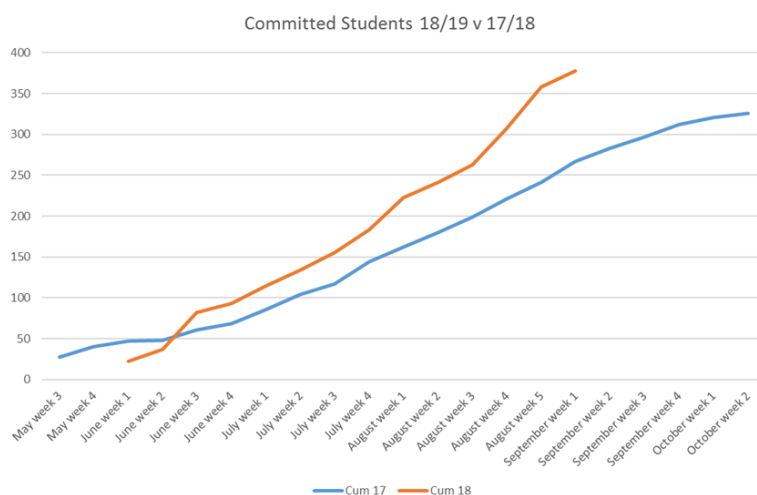
Building on the learning from last year, we focused Welcome Week activity around ensuring all students had the best possible experience in their first few weeks at LSBU, including attending their Academic Inductions to create immediate connection with their course/Schools. Steps to achieve this included providing registers of students to Schools, attendance monitoring and immediate follow-up by School Executive Administrators and academics calling for non-attendees.

We've secured 6,243 re-enrolments versus a target of 5,822 for Home/EU. This represents 107.2% fulfilment of our Home/EU re-enrolment target. Our outbound operations, which have been running since mid-August, will continue to operate until Friday 12<sup>th</sup> October to prompt students to re-enrol. To date we've over 3,800 calls have been made, and 6,200 texts have been sent. Whilst there has though been an increase in postgraduate returners our year 1 undergraduate returners remain behind year 1 progression target. We will have more detail on this at the end of October but progression currently appears 4% behind last year.

## 4.4 International

The number of Firm Accepts now matches last year at this time but the yield continues to be much greater as the efficiency of the conversion has improved. At this time the most reliable information comes from the number of deposits that have been received and most importantly from the numbers of pre-enrolled students. While it is still possible for some of the students to be unable to join for a variety of reasons confidence can now be quite high in approaching semester one target. We now have 260 overseas students enrolled at 26th September and with deposits paid we predict the final number of students to be above 400. It is even more encouraging to note the increase in UG students in the mix which builds in sustainability over the next few years. It is a requirement of UKVI that progression for International students is above 85% and we are currently 2% above this (see UKVI stats below). International will be working with the Deans to improve on this figure which, although it is at the top end of the LSBU figures, could have a damaging effect on recruitment if it fell any further.

### OS Committed Students 18/19 versus 17/18



As the students are now in the final phase of admission it is now possible to compare the number of CAS issued with last year in a meaningful way. We issue the CAS (confirmation of studies) under licence from the government and we are well up on last year. Our refusal rate looks to be under 5% this year which is very good for the sector.

Study Abroad students are down by 30 for the first semester. As each Study Abroad student is 0.3 FTE the impact is low. A new approach, to allow the operation to scale up, will be taken this year with greater involvement of the Schools and global partners, not just US ones. The UG/PG intake for January will focus on the BUS and BEA students and early indications are good for a strong intake. We also have our

UKVI stats for the year with under 5% (10% max permitted) refusals, 99% (80% permitted) enrolment and 87% (85% permitted) progression.

#### **4.5 2019/20 Home Recruitment**

Work has already started for the new recruitment period and we have our first Open Day on Saturday 6<sup>th</sup> October. Early signs are positive with 1450 registrations, which is 100 up on last year with 4 days to go. We are building on the momentum generated through the Clearing campaign, highlighting our alumni and student stories.

#### **4.6 Major Partnerships**

The relationship between the British University Egypt and LSBU continues to grow and strengthen and the initial favourable response to BUE's offer of working with them to set up a branch campus is now about doing due diligence and carrying out a feasibility study of setting up an operation in Egypt. The most likely area for development is Hospitality and Tourism because it does not cannibalise any of the current operations and is an area of current strength which is underexploited at LSBU. The Applied Science University in Bahrain has received a favourable quality assurance report from the Bahraini Higher Education Council and having completed the first year of LSBU programmes with a successful exam board there is growing confidence in the partner's ability to thrive. It is expected that the Ministry for Education in China will report back before November as to whether they would look favourably on a joint Institute in Nanjing. Currently we have regional approval but it would assist with national recruitment if the Ministry were to endorse the operation.

#### **4.7 Apprenticeships**

Apprenticeships are entering a period of rapid growth. Total recruitment in Sept and Oct 2018 was 366, with 350 from BEA and 16 from ENG. The total cumulative figure is 671. The NHS may also send between 300 and 600 apprentices, between now and Christmas, ensuring we remain on target for 2000 Apprentices by 2020. The Passmore Centre will open for teaching on 12<sup>th</sup> November with the opening event taking place on the 28<sup>th</sup> November. A number of standards will be actively promoted for January enrolment including Chartered Management Degree Apprenticeship, Digital Marketer and Project Manager. The Quality team continue with their preparation for Ofsted with an action plan in place.

#### **4.8 South Bank Academies Update**

##### **4.8.1 South Bank Engineering UTC**

This first cohort of Year 13 students comprised two main pathways: Academic route (A levels and BTEC in Engineering) and Technical route (Extended Diploma BTEC in Engineering), both with Maths and potentially with an Extended Project Qualification (EPQ). Results were mixed; performance in Engineering was strong with 100%

Pass+ rate, and significant proportions of students achieving top (Distinction and Distinction\*) grades, which map across to top A level grades in terms of UCAS points. A BTEC Extended Diploma is worth the equivalent of three A Levels.

A level performance was below par overall, although there were some encouraging performances in A level Maths. A significant number of entries failed to achieve an E (Pass) grade with 22 U grades achieved out of 47 entries. The most challenged subjects were Physics and Computer Science. For context, many of the A levels were in their first cycle, including chemistry, biology, physics and computer science, with only Maths an established course. The performance on A level courses will need urgent review and intervention.

The school also delivered its first cohort of GCSE students. All key measures of attainment were above or very close to national averages for 2017 (2018 figures are not yet published), with the UTC outstripping the 2017 national average on Attainment 8 overall (44.7 v 44.6). This is a significant achievement.

Student recruitment has been positive. The 2018/19 budget previously approved by the South Bank Academy Board reflected General Annual Grant GAG income from 184 students and associated income, whereas actual enrolments to date reflect an additional 31 students. The increase in student numbers is expected to generate additional income of approximately £222,000 and represents a very strong performance. The phase 2 building programme is ahead of schedule and due to hand over this month.

#### **4.8.2 University Academy of Engineering South Bank**

This first cohort of Year 13 students followed an Academic route (A levels and a small BTEC in Engineering). Performance in the Engineering BTEC was very strong with all but one of the 17 students achieving the award. Of the 16 students who passed, 13 were awarded \* distinctions or distinctions, 3 were awarded a combination of merits and distinctions. A level performance was disappointing with all subjects excluding biology reflecting negative value add scores. The biggest concerns are Maths, Product Design and Computer science where the negative value add was below -1.5 and the school is currently putting in interventions to address performance.

Student recruitment is in line with expectations. The estimated number of students used in the calculation of ESFA funding for 2018/19 was 697 and to date, the school has enrolled this number. Estimated funding based on the enrolment numbers is £5.8m which matches the budget previously approved by the SBA Board.

#### **4.9 Lambeth College**

As members of the Board may recall, Lambeth College Board nominated LSBU as its preferred partner on 15<sup>th</sup> March 2018. DfE approved the transaction and financial



support in July 2018. A Statutory Instrument will be laid on 11<sup>th</sup> October to grant designation which will mean the new FE entity we are setting up should be operational in January 2018 at the same time as the transaction completion.

The College and University have been working together to complete a number of activities including Strategy and Curriculum Planning. As the transaction nears completion, we will turn our focus to integration and enhancing the performance of the College in the future.

#### **4.9.1 ESFA**

A case conference meeting was held with the ESFA at the end of September with LSBU, Lambeth College and Barclays bank in attendance. There was a discussion around cash flow which is impacted by ESFA clawback for 17/18 which will present a cash flow challenge for the college in December. The college is in the process of reviewing its 18/19 forecast in light of recruitment as part of the business planning and growth cycle in preparation for the next ESFA meeting at the end of October. The risk is that the ESFA rebase the college budget (based on the Adult Education Budget (AEB) under recruitment which would impact on future income projections.

#### **4.9.2 Lambeth College 18/19 Recruitment**

Recruitment for 18/19 16-18 year olds is in line with the allocation the College received from the ESFA for 18/19, though it is important to note that given the impact of lagged funding we will need to review the 19/20 budget given that planned for growth of 16-18 year olds will not be achieved.

Recruitment of adults is in line with last year which indicates that there is a risk that the college will not meet its allocated AEB funding in line with the budget. The college is working closely with teams at LSBU to maximise the opportunities of this funding stream. This includes close liaison with the University's apprenticeship team to offer English and Maths courses that will enable adults in work to access Higher and Degree Apprenticeships. There are further opportunities to develop the portfolio of courses funded by the College's AEB funding stream in regard to workforce development courses for LSBU staff and alumni and as part of the offer to LSBU's employer network.

#### **4.10 Public Affairs and Civic Engagement**

In August, the Higher Education Policy Institute published my paper on Level 4 and 5 education entitled "Filling in the Biggest Skills Gap: Increasing Learning and Levels 4 and 5". This was very well received with coverage in the key education media. It resulted in an extended meeting with the Universities Minister, Sam Gyimah, at which we discussed the importance of L4 and L5 education and other HE issues. We have now been offered a further meeting with the Secretary of State for Education. Following up the Levels 4 and 5 paper, we re-publicised our earlier HEPI paper on

using the Apprenticeship Levy to support Employer Sponsored Degrees, given the growing interest in broadening Levy use.

We concluded the first phase of our report with National Centre for Universities and Business entitled Talent 2050, which will be published shortly. This sets out to identify and make recommendations on how to address the skills and recruitment gaps in the engineering sector. The second phase commences shortly.

I sat on the advisory group of the UUK / CBI report “The economic case for flexible learning” which recently reported making a number of recommendations to government on part time study, the apprenticeship levy and Levels 4 and 5 education.

I spoke at the Labour and Conservative Party Conferences sharing platforms with Universities and Science Minister Sam Gyimah and Gordon Marsden, Shadow Minister for Higher Education, Further Education and Skills.

Richard Harrington MP, Parliamentary Under Secretary of State at the Department for Business, Energy and Industrial Strategy came to speak at the University as part of the Dr Rami Ranger CBE Annual Enterprise Lecture.

The University has been selected to participate in the DfE’s Higher Education Immersion Programme in which DfE staff spend three days at the University with the aim of building their understanding of Higher Education and of the impact of education policies on higher education institutions.

Locally, we continue to engage directly, and through council run groups, with councillors and senior staff of Southwark and Lambeth councils, on the development of Further Education and skills provision. The Passmore Centre, our new hub for apprenticeships, will launch through a joint event with Southwark Council on 28 November.

We continue to work with the GLA on local and regional skills, including higher and degree apprenticeships. We have now been awarded Mayor’s Construction Hub status with a remit and funding to promote construction skills in partnership with five local boroughs and leading construction employers.

## **5.0 Strategic Enablers**

### **5.1 Workforce Planning – 2018 Change Programme**

The Voluntary Severance Scheme has now been successfully completed. The closing date was 6 July, and all applications were considered by two Executive panels. People and Organisation are now processing 60 successful VS applications. 95% of the settlement agreements have been signed and returned, while the remaining four are awaiting signature from the individual or their legal advisor. 70%

of successful VS applicants will have left by 31 October 2018 and the majority of salary savings will take effect from this date. The remaining VS applicants will leave by 31 January 2019 at the latest.

The consultation and selection processes for all change proposals has now been completed. We have worked closely with the Trade Unions to reduce the number of anticipated redundancies from 69 to 37 - headcount of staff leaving.

It is anticipated that the recurrent combined annual salary savings from both the change proposals and VS, allowing for overlap between the two, is approximately £4m. The 2018/19 savings impact, coupled with the roll forward impact of 17/18 in year savings means that we are approximately £0.75M short of our £5m target.

Support for staff going through major change was provided by a detailed OD support package, advice from the 24/7 confidential Employee Assistance Programme and discussions with Line Managers.

## **5.2 Industrial Relations**

We held a number of meetings and informal discussions with the Trade Unions regarding the Voluntary Severance and Change Proposals over the summer. We believe that we succeeded in establishing an open and transparent line of communication and relations currently remain manageable.

On the advice of the Board of UCEA, LSBU will be implementing the pay elements of the New JNCHES settlement for 2018/2019 even though two of our three recognised unions (UCU and Unison) have not yet agreed to the pay award and are balloting their members for a strike. UNISON remains in dispute over the national pay round and will open a statutory strike action ballot on 14 September and close on 25 October. LSBU received a ballot notice on 5 September. UNISON has confirmed that the ballot will be conducted as one aggregate ballot across all affected employers. The earliest that UNISON's industrial action could start would be Monday 12 November.

Similarly, UCU has sent a ballot notice on 21 August. The ballot was due to open on Thursday 30 August and close at noon on Friday 19 October. The earliest that UCU's industrial action could start would be Friday 2 November. UCU has confirmed that it will be running separate disaggregated ballots, rather than one single aggregated ballot. This means that UCU will only be able to take action at HEIs where it achieves a mandate locally.

GMB has accepted the offer. We will implement the agreed pay uplift of 2% on spinal point 16-51, and £425 on spinal points 2-15 in October, backdated to August 18.

The Director of HR will communicate this to staff this month.

### **5.3 Pensions.**

The 2016 TPS valuation has been published and recommends that the employer contributions increase from 16.58% to 23.68% i.e. c7% in Sept 2019 which would add a cost of c£3M to the pay bill taking contributions to c23%. Given potential increased benefits for members the lack of increase in member contribution seems inappropriate and the scale of employer increase is challenging. My position has been to challenge the scale of increase and lack of employer contribution.

USS pension scheme is also under review with the joint panel reporting recently:

*'it is the Panel's belief..... that the full implementation of these adjustments could mean total required contributions estimated at 29.2% to fund current benefits (minus the 1% match). This compares to the current rate of 26% (18% of salary paid by employers, 8% by employees) and the rate of 36.6% from April 2020 which is proposed by USS, based on the valuation as it stands.'*

There is a consultation on the level of risk the sector is willing to accept. The feeling across the sector is that an increase to 19.5-20% would be manageable although some institutions will struggle. There is not an appetite to accept any greater risk given the external challenges being faced at the moment.

These changes and inequalities being built up around these schemes and the LGPS do require us to consider how as an institution we are going to develop an offer for staff that provides flexible and appropriate rewards into the future.