Meeting of the Finance, Planning and Resources Committee

4.00pm on Tuesday, 27 April 2021
via MS Teams

Agenda

No.	Item	Pages	Presenter
1.	Welcome and apologies		MC
2.	Declarations of interest		MC
3.	Minutes of the previous meeting	2 - 6	MC
4.	Matters arising	7	MC
	Core items		
5.	LSBU management accounts to 31 March 2021	To follow	RF
6.	Student recruitment and retention update	8 - 13	NL
7.	Group roadmap and KPI targets, 2020-25 • Regulatory metrics	14 - 33	DJ
8.	Infrastructure strategic update	34 - 43	PI / NL
9.	Strategic People and Organisational Development report • Group equality statement	44 - 51	MMJ
	Items to note		
10.	Treasury management report	52 - 56	RF
11.	2019/20 KPIs – final report	57 - 58	DJ

Date of next meeting
4:00, Tuesday 6 July 2021

Members:	Michael Cutbill (Chair), Jerry Cope, Maureen Dalziel, Peter Fidler, Nicki Martin, David Phoenix, Deepa Shah and Maxwell Smith
In attendance:	Pat Bailey, Richard Flatman, Kerry Johnson, Deborah Johnston, Nicole Louis, Marcelle Moncrieffe-Johnson, Ralph Sanders and James Stevenson
Observers:	Duncan Brown, Rashda Rana

**Minutes of the meeting of the Finance, Planning and Resources Committee
Held at 4.00pm on Tuesday, 2 March 2021
via MS Teams**

Present
Michael Cutbill (Chair)
Jerry Cope
Peter Fidler (until minute 6)
Nicki Martin (until minute 6)
Mee Ling Ng
David Phoenix
Deepa Shah
Maxwell Smith

In attendance
Richard Duke (item 8 only)
Amy Eden (LSBSU CEO, item 9 only)
Richard Flatman
Kerry Johnson
Nicole Louis
Matt Myles-Brown (LSBSU Deputy CEO, item 9 only)
Ralph Sanders
James Stevenson
Hattie Tollerson (item 9 only)

Observers
Duncan Brown
Maureen Dalziel
Rashda Rana

1. **Welcome and apologies**

   The Chair welcomed members to the meeting. No apologies were received.

   The Chair welcomed Maureen Dalziel to her first meeting of FPR as a new independent governor.

   The Chair noted that this would be Mee Ling Ng's final meeting. The committee thanked Mee Ling for her valuable contributions over the years, and wished her well for the future.

2. **Declarations of interest**

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

3. **Minutes of the previous meeting**

   The committee approved the minutes of the previous meeting, held on 3 November 2020, and their publication as redacted.

4. **Matters arising**

   NSS/Graduate outcomes update

   The committee noted the update from the Provost on the projects underway to improve student satisfaction and employability. These included a stronger postgraduate offer and extended support to graduates lasting for at least two years past the point of graduation.

   The committee noted that students had been impacted by both coronavirus and the IT outage. The Executive had been working closely with the Students' Union to issue regular targeted communications to students.

   The committee noted that the NSS had been open since late January, and would close on 30 April 2021.

   The committee noted that a further update would be brought to the June meeting of FPR.

   All other actions were noted as complete or in progress.

5. **Student experience update**

   The committee received a verbal update from the LSBSU Council Chair on the student experience during the 2020/21 academic year.

   The committee noted that students perceived both challenges and benefits from the move to remote teaching and learning. There was frustration among students relating to the IT outage, though students generally appreciated the efforts made by teaching staff to minimise disruption.

   The committee noted that students were generally appreciative of the measures put in place by the Executive (such as rent reductions) to mitigate the effects of the pandemic.

6. **Finance update**

   The committee noted the LSBU finance update. The CFO presented a high-level summary of the current financial position. The committee noted that the IT outage had temporarily affected the Executive's ability to produce management accounts, but that some Agresso system access had now been restored. Recovery continued to be a priority.

   The committee noted that the university was broadly on-target to deliver a £2m surplus with a contingency of £3-3.5m.

   The committee noted that staff costs were substantially higher than budgeted, at approximately 60.5%, due in part to a lower vacancy rate caused by the pandemic, and to a £4m increase in pension costs. The Vice Chancellor confirmed the importance of maintaining appropriate staff-student ratios in an environment where student numbers had increased by 14%.

The committee noted that tuition fee refunds remained a key risk but that there had been a very low level of claims up to this point. A process was in place to mitigate this risk by carefully reviewing student complaints and continued engagement with the student body.

7. **Student recruitment and retention update**

The committee discussed the update on LSBU recruitment and retention.

The committee noted the high number of semester two enrolments, among both UK and international students. 660 students had so far enrolled for semester two, with an associated income forecast of £5.7m (against the budget scenario 2b target of £4.6m).

The committee noted that approximately 19.5k UCAS applications had been submitted for semester one 2021/22, which was up 5.5% on the previous year. The committee noted that the IT outage had affected the time taken to process the conversion of applicants. Work was underway to mitigate these delays.

The committee noted that it was not currently possible to report on direct applications, including postgraduate applications, due to the IT issues.

The committee noted that student withdrawals and interruptions were down by two percentage points compared to the previous year, with zero university-instigated withdrawals.

The committee noted the significant increase in front desk student issues linked to the pandemic and the continuing IT issues. The Executive would continue to monitor the level of complaints.

8. **Key performance indicators**

With Richard Duke

The committee discussed the update on the 2025 KPI framework.

The committee noted that a significant amount of work had been undertaken to develop the definitions, accountabilities and reporting mechanisms associated with the 2020-25 corporate strategy.

The Executive confirmed that there was capacity within the Strategy, Planning and Performance Team to continue the work on KPI development once the Director of Strategy & Planning left the organisation in Spring 2021.

The committee thanked Richard Duke for his significant contributions, and wished him well for the future.

9. **Students' Union update**

With Amy Eden, Matt Myles-Brown and Hattie Tollerson

<u>Code of Practice return and 2019/20 accounts</u>

The committee discussed the Students' Union 2019/20 audited accounts and Code of Practice return. It was noted that the balance sheet position was strong, with an overall surplus of £78,665 reported.

The committee noted that the Code of Practice return provided assurance that the LSBSU had complied with its obligations under the 1994 Education Act, including appropriate use of funds.

<u>Proposed incorporation</u>

The committee discussed the LSBSU's plan to change its legal status to become an incorporated charitable company limited by guarantee, and the associated timeline.

The committee noted that the key driver for the change was the need to mitigate the personal liability of the trustees, particularly in relation to the SUSS pension deficit.

The committee noted that the Executive would consider the draft articles of association at its meeting of 3 March 2021. Approval for the new articles would then be sought from the Board of Governors at its meeting of 25 March 2021. The committee noted the deadline of 14 June 2021 to notify SUSS of the intention to transfer pension liabilities to the new company.

The committee noted that the Governance Team would review the draft articles. The articles, alongside commentary from the Governance Team, would be circulated to the committee ahead of the Board meeting on 25 March 2021.

{Secretary's note: In consultation with the Chair of FPR, the model articles were agreed without amendments, on the basis that the necessary protections would be added to the funding agreement. The Students' Union has subsequently submitted its application to the Charity Commission.}

10. **SBUEL performance and value report**

The committee discussed the update from the Chief Business Officer on the performance and value of South Bank University Enterprise Ltd to the LSBU Group.

The committee noted that work was underway to strengthen the oversight of the totality of enterprise activity, including the establishment of the new Enterprise Advisory Board (EAB), which was scheduled to meet four times in 2021. The committee noted that the EAB would consider the Group's enterprise activities and provide assurance to the Board of Governors through its two independent governor members.

11. **Treasury management report**

The committee noted the treasury management report, showing total bank balances at 31 January 2021 of £48.5m and outstanding loans of £33.7m.

12. **Cyber incident update**

The committee noted the update on the cyber security incident, as discussed in detail by the Group Audit and Risk Committee at its meeting of 11 February 2021.

Date of next meeting
4:00, Tuesday 27 April 2021

Confirmed as a true record

_____ (Chair)

FINANCE, PLANNING AND RESOURCES COMMITTEE – TUESDAY 2 MARCH 2021

ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
4.	Matters arising	NSS and Graduate Outcomes to remain as standing matters under matters arising, with updates to be given as appropriate	Ongoing	Pat Bailey, Nicole Louis	Ongoing
9.	Students' Union incorporation	Approval of new articles of association to be sought from the Board at its meeting of 25 March 2021. Governance Team to review the draft articles and provide commentary ahead of the Board meeting.	25 March 2021 25 March 2021	James Stevenson, Nicole Louis James Stevenson	Complete Complete

TUESDAY 3 NOVEMBER 2020

9.	Target operating model	Further update on the TOM to be brought to the meeting of 27 April 2021.	27 April 2021	Marcelle Moncrieffe-Johnson	See agenda item 9
11.	Group-wide and LSBU KPIs	Final report on 2015-2020 strategy KPIs to be brought to the meeting of 2 March 2021.	2 March 2021	Richard Flatman	Delayed due to IT outage; to be brought to June meeting.

	INTERNAL
Paper title:	LSBU Group Recruitment & Retention Update
Board/Committee(s)	Finance, Planning & Resources Committee
Date of meeting(s):	27 April 2021
Authors:	Mehmet Tarhan, Head of Recruitment Planning and Operations Jamie Jones - Director of Student Operations
Executive/Operations sponsor:	Nicole Louis, Chief Customer Officer
Purpose:	For information
Recommendation:	The Committee is requested to note the update on LSBU Group student recruitment and retention.

Executive summary

Recruitment Update April 2021

UCAS applications (Home, EU and Overseas)

- The sector has seen over 2.8m UCAS applications submitted to date, up 7.5% versus 2.6m last year. Competitors are up 5.7% while LSBU is up 5.5% year-on-year from 19.6k to 20.7k. Applications have grown at LSBU through rising demand in Health programmes (up 21.9% year-on-year) while Non-Health programmes have declined -4.7% mainly in BUS/ENG subjects.

- Despite the ongoing IT outage, our manual workarounds for UCAS application processing continue to perform well and teams have cleared 84.8% of the admissions pipeline. We have presently generated approximately 800 Firm Accepts versus 1,300 last year (-37%), this is partially due to UCAS application deadlines being moved to later dates, comparisons are not like-for-like.

- While we expect the gap to narrow, we are unlikely to surpass last year's recruitment outturn following a period of prolonged IT disruption that has affected day-to-day operations. Various activities are in place to support the ongoing conversion of offer-holders over the coming months plus additional marketing and promotional to generate more applications is being progressed through various third parties such as UCAS Extra and The Student Room.

- The UGFT new-student enrolment target for September 2021 stands at approximately 4.2k new student enrolments for Semester 1 (in line with last year actuals). A breakdown by School and domicile will be available when the figures are updated on our internal reporting systems.

Direct applications (Home, EU and Overseas)

- Our post-outage application form has generated 3.2k applications since the outage, and we have processed close to 48% of these so far. Teams are becoming more efficient processing Direct applications workarounds, with offers made more than doubling from 400 to 1k in six weeks.
- The Postgraduate new-student enrolment target stands at 1.5k students for Semester 1 versus 1.7k actual enrolments last year, while the Apprenticeship target is 630 versus 475 last year.
- Following the assimilation of Home and Overseas admissions staff into one Admissions function, more Admissions Officers will be trained to process international applications and issue CAS'. We expect CAS issuance to start from early May which is earlier than normal and the new structure will also increase the pace at with international applications are processed.
- Face-to-face marketing and recruitment activities have resumed in some of our overseas markets, which our in-country teams will be participating in to generate and convert leads into applicants.
- The university has also secured circa 80 Overseas students through its CEG partnership which are not counted in any application figures (they will progress internally so do not need to reapply to LSBU).

<u>Withdrawals and Interruptions</u>

- University initiated withdrawals for the period 1st December to 31st March are zero. This is in keeping with the previous academic year, though due to the IT outage we may see a very small number (<10) withdrawal/interruptions backdated to this period once we have systems available. The YTD difference between 2021 and 2020 remains very positive (4.1% compared to 6.5%in 2020) The main factors to note which will be contributing to the reduction in withdrawals and interruptions are the introduction of our COVID 19 No Detriment policy and changes to our extenuating circumstance policy to allow students to submit claims without supporting evidence.

September 1 2021 – LSBU UCAS applications (Home/EU/OS) as at 5ᵗʰ April

The university has received 20.7k applications and teams have fully processed 84.8% of these so far (with 17.5k decisions made to date, inclusive of 12.4k offers). This compares with 90.1% or 17.6k decisions made against a smaller base of 19.6k applications last year to date. We have therefore processed a similar volume of applications year-on-year, despite the significant challenges and disruption caused because of the prolonged IT outage.

Universities are obliged to provide a decision by 20ᵗʰ May to all applicants who applied by 29ᵗʰ January (otherwise their applications will automatically be withdrawn by UCAS). Teams are making good progress against the deadline, with only 3.2k applications left to process (of which 2.4k are Health). In our previous update, we highlighted three areas of risk, but have since made positive steps in each area. The risk of forced-withdrawals is now minimal in these areas.

- ACI: Only 350 applications remain (compared to over 1.1k six weeks ago).
- Overseas: Nearly 500 OS offers have been made (compared to 180 six weeks ago).
- HSC: The number of unprocessed applications has nearly halved from 4.6k to 2.4k.

3.3k prospective students have responded to our 12.4k offers (versus 5.3k replies last year, from 13.4k offers). We are currently -37.1% down on Firm Accepts year-on-year (800 vs 1.3k), which is partially due to UCAS deadlines shifting this cycle, therefore we are not comparing like for like deadlines. However, the IT outage will have also had an influence on conversion this year. We are utilising all avenues to mitigate the potential shortfall in student recruitment due to the outage. Ongoing conversion activities for current applicants include student-led call-backs, and academic offer-holder events. In addition, new non-academic events will highlight pastoral care and support services at the university (including areas of strength such as LSBU Employment), which will convert more students. These will take place over April and May and bookings have been strong so far, with over 400 offer-holders registered (comparable with our Open Evenings). Furthermore, we will be engaging with Schools in the coming weeks regarding academic call-backs in the run up to UCAS offer-holder reply deadlines. In terms of generating new applications, marketing activity will be in place through third parties such as UCAS Extra and The Student Room to promote our programmes, and front facing teams will be working to convert existing leads into applicants, as we have identified a population of circa 4000 leads that have not submitted an application to LSBU yet.

Fig 1: UCAS Admissions/ Recruitment Pipeline S1 21/22 Home/EU/OS. As at 05ᵗʰ April 2021

LSBU S1	21/22	20/21	+/-
UCAS UGFT	ytd	lytd	Change
Admissions and Recruitment Pipeline			
Applications received	20.7K	19.6K	▲ 5.6%
> still in progress	3.1K	1.9K	▲ 62.4%
> unsuccessful	5.1K	4.2K	▲ 21.4%
> offered	12.4K	13.4K	▼ –7.6%
>> No reply	9.1K	8.1K	▲ 12.7%
>> Decliner reply	1.7K	2.8K	▼ –37.4%
>> Insurance reply	0.7K	1.2K	▼ –38.6%
>> Firm reply	0.8K	1.3K	▼ –37.1%
Conversion Metrics			
Applications processed	84.8%	90.1%	–5.3 % points
Firm reply rate	25.4%	25.2%	0.2% points
Insurance reply rate	22.5%	22.8%	–0.3% points
Decliner reply rate	52.2%	52.0%	+2.7% points

September 1 2021 – LSBU Direct applications (Home/EU/OS) as at 5th April

Our post-outage web application form has generated over 3.2k applications (Home/EU/OS) for S1 entry since mid-December. To date we have processed 48.6% of these applicants in the absence of our core admissions systems. A high number of Direct applications are for Health courses which must go through a longer interview process. Teams are becoming more efficient as they get accustomed to our workarounds, with the number of offers made more than doubling in the last six weeks. We expect more movement on the Direct pipeline in the coming weeks. Pre-outage applicants across our normal admissions systems have seen no movement since mid-December as we remain locked out of our core systems, and this will be one of the main areas of priority when we regain access.

To date, taking into account our pre and post outage Direct applicants, we have received 4.8k applications across postgraduate and undergraduate part-time courses, down nearly -6% compared with 5.1k last year, inclusive of all domiciles. Overall we have processed 58.5% of our Direct pipeline to date (including pre and post outage applications), which is behind the 85.8% rate of last year.

Fig 2: Direct Admissions Pipeline S1 21/22 Home/EU/OS. As at 5th April 2021

LSBU S1, Home, EU and OS Direct PG, and UGPT	21/22 Post Outage	21/22 Pre Outage	21/22 Overall Pre + Post outage	20/21 lytd	% Change
Admissions and Recruitment Pipeline					
Applications received	3.2K	1.6K	4.8K	5.1K	-5.9%
> still in progress	1.6K	0.3K	2.0K	0.7K	181.0%
> unsuccessful	0.6K	0.4K	1.0K	2.0K	-51.5%
> offered	1.0K	0.9K	1.8K	2.4K	-23.0%
Conversion Metrics					
Applications processed	48.6%	77.5%	58.5%	85.8%	

Overseas recruitment

We have received over 1.4k applications from Overseas students through our web form (the figures are included in Fig 2 above), and have processed circa 900 of these applications to date. Around 500 applications remain unprocessed. Additional admissions support has been brought in through our third-party recruitment partner (QS), to assist with the backlog. Following the assimilation of the Home and Overseas areas into one integrated Admissions function, all Admissions Officers will be trained to process Overseas applications and issue CAS's to international students, which will speed up processing as well. We expect to start CAS issuance from early May, which is earlier than normal.

Following implementation of the Integrated CAS project with Cambridge Education Group, we have also secured 80 students that are currently studying level 3 and level 4 qualifications with CEG who will progress to LSBU undergraduate degree programmes in September 2021. These students are already under the LSBU sponsor licence and therefore will not need a new visa. They are not included in figure 2 either, as they do not need to re-apply to LSBU and will progress internally.

Markets in Eastern Europe (Romania, Lithuania and Poland), South Asia (Bangladesh and Pakistan), North Africa (Egypt and Morocco) and South East Asia (Malaysia, Singapore) have resumed face-to-face events. Our overseas-based LSBU recruitment teams have confirmed and booked the relevant events to both generate new leads and undertake applicant conversion.

South Asia (India, Pakistan and Bangladesh) are our established markets with increasing demand due to the introduction of the Graduate Route (formerly known as Post Study Work Visa). Due to the IT outage impact on admissions and the ability to generate new applications, we are ensuring that these markets are well supported in terms of prioritising admissions process and conversion as they are the basis for us to ensure we meet our 21/22 targets. The International Recruitment Team have put in place marketing campaigns and contacted our educational representatives' in country to discuss activity to enable us to get back on track year-on-year in the next 8-12 weeks.

Appendix A – Sector Performance - UCAS and LSBU

The sector has seen over 2.8m UCAS applications submitted to date, up 7.5% versus 2.6m last year. Competitors are up 5.7% while LSBU is up 5.5% year-on-year from 19.6k to 20.7k. LSBU maintains a 17.2% share of applications within its competitor group overall but has seen a 1% point decline in the share of non-Health applications within competitors. Applications at LSBU have grown in Health courses (+22%) while non-Health provision is down -4.7% year-on-year (fig 3). The fall in non-Health applications is partially driven by the fall in EU applications (down -40% to -50% across the sector, competitors and LSBU), but falling league table standings are another driver in the fall of LSBU applications. Business and Engineering have seen the largest decrease (-14% and -12% respectively, or -400 apps, and -200 apps). The sector has seen Overseas applications grow 13% year-on-year, but LSBU and Competitors have seen a decline by -8% and -13.5% respectively (figure 4).

Fig 3: UCAS Apps across the Sector S1 21/22. As at 5th April 2021

UCAS Apps	Total Apps	Last Year To Date	Change vs LYTD	
Sector	2.8 M	2.6 M	▲	7.5%
Competitors	120.1K	113.6K	▲	5.7%
Overall LSBU	20.7K	19.6K	▲	5.5%
> Health at LSBU	9.2K	7.5K	▲	21.9%
> Non-Health at LSBU	11.5K	12.1K	▼	-4.7%
Overall LSBU share of Competitors	17.2%	17.2%		0% points
> LSBU Health share of Competitors	7.6%	6.6%		+1% points
> LSBU Non-Health share of Competitors	9.6%	10.6%		-1% points

Fig 4: International Apps across the Sector S1 21/22 – UCAS only. As at 5th April 2021

Market	Segment	2020	2021	Change
LSBU	International overall	2297	1576	-31.4%
	> EU	1277	637	-50.1%
	> OS	1020	939	-7.9%
Competitors	International overall	27288	20017	-26.6%
	> EU	10372	5382	-48.1%
	> OS	16916	14635	-13.5%
Sector	International overall	561017	522386	-6.9%
	> EU	203156	118348	-41.7%
	> OS	357861	404038	12.9%

Appendix B – Croydon Campus

The Croydon Campus has received 620 applications to date mainly for Health courses. A third of applicants have received offers, which has generated 20 FAs, while 170 other offer holders have yet to reply. Another third of applicants – almost all Health – have been rejected, and this would be due to performance at interview or restrictions around placement capacity. For instance, Mental Health Nursing has received 140 applications for an expected 20 places. Surplus Health applicants will be invited to re-apply for Adult Nursing at Croydon as spaces are still available on this specific course.

Fig 5: LSBU Croydon Applications 21/22. As at 5th April 2021

Croydon Courses	Application Outcomes				Offer Replies			
	Total Apps	In Progress /Interview	Rejected	Offered	Declined Offer	Firm Accept	Insurance Accept	No reply Yet
Accounting	16		2	14	1			13
Accounting (Placement)	24	1	1	22	1	2	2	17
Business Management	28			28	4	3	1	20
Adult Nursing	249	113	77	59	5	6	5	43
Chiropractic Practice	161	48	37	76	5	5	6	60
Mental Health Nursing	143	21	104	18	1	3		14
Croydon Total	621	183	221	217	17	19	14	167

Update on Student Initiated Withdrawals/Interruptions March 2021

Withdrawals and Interruptions

University initiated withdrawals for the period 1st December to 31st March are zero. This is in keeping with previous academic year, though due to the IT outage we may see a very small number (<10) withdrawal/interruptions backdated to this period once we have systems available.

In terms of student initiated withdrawals/interruptions, we have continued to process in the normal way, but off system, including informing Student Finance England of any amendments to student's status.

The indicative numbers to end of March looks as follow:

The YTD difference between 2021 and 2020 remains very positive (4.1% compared to 6.5%in 2020) The main factors to note which will be contributing factors to the reduction in withdrawals and interruptions are the introduction of our COVID 19 No Detriment policy and changes to our extenuating circumstance policy to allow students to submit claims without supporting evidence.

	Withdrawals		Interruptions		Total Withdrawals and Interruptions	
	FPE	%	FPE	%	FPE	%
YTD Feb-21	226	1.4%	338	2.1%	564	3.6%
YTD Mar-21	**258**	**1.6%**	**382**	**2.4%**	**640**	**4.1%**
YTD Mar-20	470	3.1%	518	3.4%	988	6.5%
Year-on-year	-212	-1.5%	-136	-1.0%	-348	-2.4%

Additional Student Hardship Funding

£724,775 spent supporting 2380 students (since January)

	Total Spent	Students Awarded
Crisis Fund	294,525	968
Rent Fund	333,250	1315
Care Leavers	97,000	97
Grand Total	£724,775	2380

- We have awarded nearly £300,000 to just under 1000 students via our Crisis Fund since January (this was with the initial £225k budget, since topped up)
- We have awarded £333,250 to 1315 students via the Student Rent Support Fund (initial budget around £360k).We had allocated awards of £363,475 from the Rent Fund, but we noticed a few more duplicates and have a number of students who did not provide bank details that we are still chasing (approx. 70) so we will have to budget for this £30k future spend.
- We have awarded £97,000 to 97 Care Leaver/Estranged students

This total spend of £724,775 is slightly under the £738,000 we were given, with the caveat that we have some awards still outstanding. We have our remaining internal budget of £100k left to continue to process future hardship awards this academic year. And we have the unknown quantity of the £97k that is in our bank account as an over-fund from the government.

Paper title:	Group Roadmap and KPI Targets
Board/Committee:	Finance, Planning and Resources
Date of meeting:	27 April 2021
Author(s):	Karen McLernon, Head of Performance Analysis
Sponsor(s):	Deborah Johnston, Pro Vice Chancellor (Academic Framework)
Purpose:	For Discussion
Recommendation:	The committee is requested to discuss the update on the Group Roadmap development and Group and Institutional KPI targets. SBA targets remain subject to approval by SBA Board in October 2021.

Executive summary

Following the March updates on strategy development, the Target Operating Model design and the 2025 KPI framework, this paper outlines the next steps in the strategy implementation:

- The development of a Group Roadmap which will detail the specific projects and timelines to deliver the strategic outcomes within the Group strategy;
- An update on the KPI targets, including the presentation of the KPIs and targets for South Bank Academies.
- These strategy-related items are contextualised with the latest Group Risk Register.

Group Roadmap and KPI targets

1. Introduction

The 2025 KPI framework was introduced to FPR Committee and to the Board in the second half of 2020, following Board approval of the 2025 Group strategy in July 2020. A set of 2025 Group Goals and KPI targets for LSBU out to 2024/25 was approved by the Board in November 2020. Further updates on strategy development, the Target Operating Model design and KPI framework were provided to FPR Committee and Board in March 2021.

This paper outlines the next steps in the strategy implementation: the creation of a Group Roadmap detailing the specific projects and timelines to deliver the strategic outcomes and an update on the Group and institutional KPI targets. These strategy-related items are contextualised with the latest Group Risk Register.

The Group Roadmap will form the basis for the development of local roadmaps which in turn will guide staff objectives for 2021/22. The LSBU KPI targets already approved by Board will be cascaded across the organisation in line with the TOM and accountability framework (see Appendix 1).

2. Group Roadmap

The Group Strategy contains 38 strategic deliverables across six strategic pillars, as shown in the schematic below:

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

The March 2021 report to FPR described the initial prioritisation process and scoping work to support the development of the Group Roadmap. In light of the ongoing Covid pandemic and impacts of the IT incident, it has become necessary to further review and prioritise the deliverables before defining the detailed Roadmap. This review will be completed by the Executive team in the next few weeks using a Start – Stop – Continue approach, with outcomes presented to FPR and Board in July.

Notwithstanding the pandemic and cyber-attack, FPR can be assured that considerable progress has been made in 2021 on time critical deliverables including the Portfolio review, Graduate Outcomes Improvement Project and the People and Culture Strategy.

A sample deliverable roadmap document is attached in Appendix 2 for reference.

3. Group Goals and Institutional KPI targets

The 2025 KPI framework was introduced at the June 2020 FPR meeting. The suite of Strategic Goals and Outcomes KPIs is designed as a holistic framework that aligns to the strategic pillars and applies consistently across all entities of the Group. The Group Goals and LSBU end-of-strategy KPI targets presented in Appendices 3 i and ii were approved by FPR and Board in October/ November 2020.

Three metrics for the Group Goals are yet to be defined:

- Increase in students' social capital: the longer term measure remains in development, although the initial target is likely to involve wide-scale implementation of the Higher Education Record of Achievement to capture activities that enhance social capital.
- Impactful and high quality research – REF metric: The REF2021 submission was completed on 30th March 2021. A proxy REF metric to track LSBU's annual progress has been scoped and underlying targets are in development. However for targets to be meaningful and benchmarked we require the REF results which are due to be published in April 2022 and this will be picked up as part of our annual progress review.
- Impactful and high quality research – KEF metric: In the first iteration of KEF results published by UKRI on 31st March 2021, LSBU ranks 1st in its KEF cluster based on average decile score. This result in conjunction with the deliverables prioritisation outlined in section 2. above will inform the development of a strategic KEF KPI.

The four Outcome KPIs highlighted in the March 2021 FPR report as not yet defined will be developed alongside the strategic deliverables in this space.

Efforts in the first quarter of 2021 were focused on finalising the KPI definitions for SBC and SBA and target setting for these entities. This work is near-complete for SBA's indicators, subject to approval of the annual targets by the SBA Board in October 2021. Targets for the current year 2020/21 have not been set retrospectively and the

government has already confirmed that no school performance data based on tests, assessments or exams will be published for 2021 due to the Covid-19 pandemic. The proposed SBA targets for 2021/22–2024/25 are provided in Appendix 3 iv of this paper.

The operationally agreed list of KPIs for SBC is shown in Appendix 3 iii. This is currently undergoing review by the College Leadership Team with the aim to reduce the number of indicators to be reported to Board. The final KPI set and associated targets will be presented to FPR and Board in July.

4. Risks

The Group Risk Register is reviewed on a monthly basis by the Senior Leadership Team. It was last reviewed on 31st March 2021 and currently has:
- Zero critical risks;
- Thirteen high risks;
- Sixteen medium risks;
- One low risk.

There were no changes to the Group Risk Register version submitted to the March Group Board meeting. Refer to Appendix 4 for details.

The most significant risks to delivering the Group Strategy and Roadmap, as outlined in section 2. of this paper, are:

- Staff capacity and capability;
- Investment funding capacity over and above in-train projects such as LEAP and London Road;
- Increasing pace of policy and regulatory change diverting resource away from strategy implementation.

Where deliverables are being implemented through corporate projects, the associated risks will be monitored by the Group's Projects Board. Where deliverables are not managed through corporate projects, they will be captured in local risk registers and, where necessary, escalated by the Executive owners.
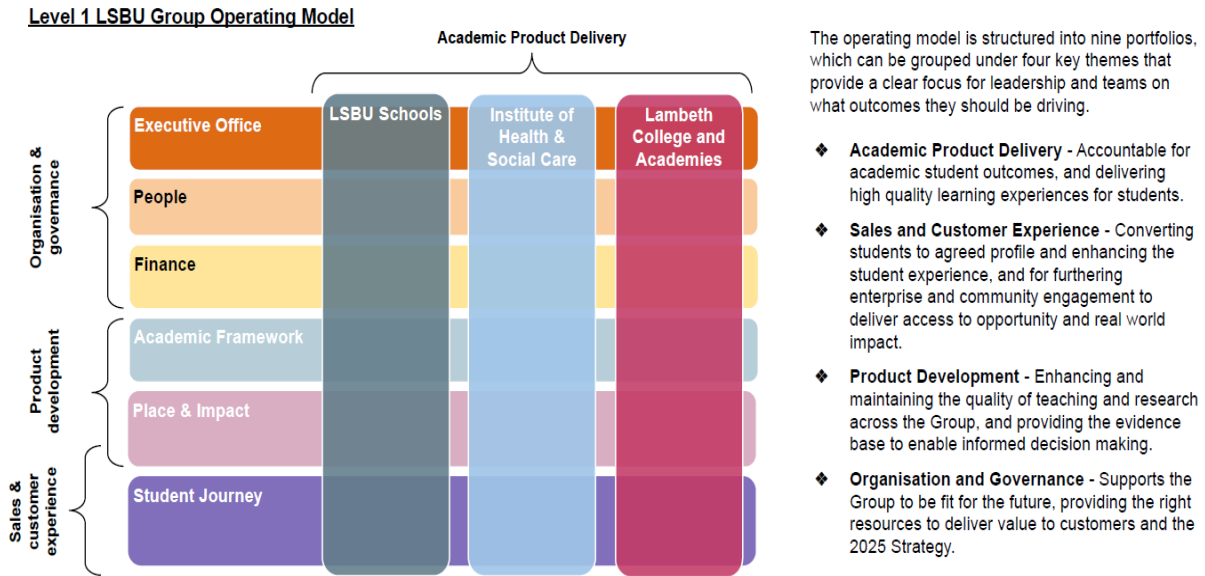
Appendices

1) Accountability framework
2) Sample Deliverable Roadmap Document – Professional and Technical Curriculum
3) KPI targets
    i. Group Goals
    ii. LSBU Outcome KPIs
    iii. SBC Operational KPI list
    iv. SBA Outcome KPIs
4) Group Risk Register as at March 2021

Appendix 1: Accountability Framework

As shown in the March 2021 FPR and Board papers

Level 1 TOM Structure

Level 1 LSBU Group Operating Model

The operating model is structured into nine portfolios, which can be grouped under four key themes that provide a clear focus for leadership and teams on what outcomes they should be driving.

❖ **Academic Product Delivery** - Accountable for academic student outcomes, and delivering high quality learning experiences for students.

❖ **Sales and Customer Experience** - Converting students to agreed profile and enhancing the student experience, and for furthering enterprise and community engagement to deliver access to opportunity and real world impact.

❖ **Product Development** - Enhancing and maintaining the quality of teaching and research across the Group, and providing the evidence base to enable informed decision making.

❖ **Organisation and Governance** - Supports the Group to be fit for the future, providing the right resources to deliver value to customers and the 2025 Strategy.

Outcome (KPI) Accountability

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

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

Appendix 2: Sample Deliverable Roadmap Document – Professional and Technical Curriculum

Deliverable	Professional and technical curriculum

Pillar	Student Success

Executive Sponsor	Academic Framework

Deliverable Lead	Deborah Johnston

2025 Success Description	Working with students as partners to support the learning experience, we will design an inclusive curriculum that complements the careers pathways and skills approach Impact: - Increased curriculum integration across Group - Reduced number of subject areas - Reduced course complexity and number of courses - Increased Apprenticeship, PG, International and L3&4 enrolments - Reduced teaching group size Outcomes: - Be in the top quartile for students progressing to employment or further study at all levels of education - Provide an excellent learning experience, with top quartile results - Close awarding gaps at all educational levels

Deliverable Scope (reference relevance to each Group entity)	Scope includes all Group institutions.

Sample Deliverable Roadmap Document / continued

Deliverable Components

			Existing project	Joint project

Deliverable	Professional and technical curriculum			

Projects (max 5)	Portfolio Review Process	Academic journey (within Portfolio Review)	Employability strategy	Academic progression strategy	Awarding gaps strategy
Project Owner	Richard Duke	Marc Griffith	Sarah Moore-Williams / Rosie Holden + Marc Griffith + [Paul Ivey]	Jamie Jones (lead) plus Angela Dalrymple	Chloe de Boer
Project Scope Summary		sub-project of the Portfolio Review Process, aiming to standardise course structures and teaching approach	Graduate Outcomes project within Student Journey + Academic journey + Employer relationships	Retention project within Student Journey	Joint deliverable with Student Journey (under Rosie Holden)
Sub Projects	Portfolio evaluation	Curriculum design principles		Academic failure	Racial awarding gaps (LSBU)
	Business planning instruments	Industry links		Academic regs	Disability awarding gaps (LSBU)
	Portfolio and curriculum review cycle	Technology-embedded		Academic assessment	
	Inclusive curriculum	Block teaching			
	Academic journey (see next column)	Small group teaching			
		Embedding employability skills into curriculum			
		Credit bearing placements			
		Challenge projects			

Sample Deliverable Roadmap Document / continued

Dependencies

Deliverable	Professional and technical curriculum

Dependencies from other deliverables

Deliverable Project	Deliverable Dependency	Description
Portfolio Review Process	Educational Pathways	Educational and career pathways embedded in the portfolio
Academic journey	Technology enabled teaching	Technology to enable block teaching and flexibility for learners
Academic employability strategy	Industry links embedded in education	Embed a meaningful work-based experience for every learner in the curriculum
Academic employability strategy	Employer Relationships	Employer input in curriculum design, employer demand for course offering, placements
Academic employability strategy	Industry standard facilities	
Academic journey	Academic development programme	Enable academics to develop and deliver the curriculum
Academic progression strategy	Student support and customer service	Provide non-academic support to disadvantaged students that enables them to succeed academically

Sample Deliverable Roadmap Document / continued

Resources

Deliverable	Professional and technical curriculum

	Description
Staffing Resources Description	- Project resource for Portfolio review project (1.5 FTE tbc); - Awarding Gaps project: **existing** resource = 0.6 APP Delivery Manager (Grade 8) (currently being delivered by the Projects and Delivery Manager, Student Services), 0.1 Director of Student Services, 7x 0.3 Academic Staff across all 6x Schools and IHSC; **new** resource = 1x FTE Research and Evaluation (Grade 6) permanent new post within PPA, annual cost £48k
Op Ex Resources Description	- Academic journey / Employability: Cost of Sector Boards (tbc); - Awarding gaps project: £1 million Op ex, recurring annually for the 5 year duration
Capital Requirement Description	
How can efficiencies be achieved?	

Appendix 3 i: Group Goals

Figures in blue have been updated since the Nov-20 Board report

Pillar	#	Goal	Subset	2018/19 Actual	2019/20 Actual	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target
Access to Opportunity	1	Progress against UN SDGs		101-200	101-200	101-200				<100
	2	Positively impact 1 million lives		153k	TBC	175k	350k	550k	750k	1 million
Student Success	3	Increase social mobility		7	6	Top 10	Top 10	Top 10	Top 10	Top 10
	4	Increase in students' social capital (KPI to be defined)		N/A	N/A					100%
Real World Impact	5	£5bn of economic impact (cum.)		£956m	£958m	£1bn	£2bn	£3bn	£4bn	£5bn
	6a	Impactful and high quality research (KPIs to be defined)	REF	2014 REF: 2.52	Mock REF: 2.97					TBC
	6b		KEF	N/A	Rank 1 in Cluster J					TBC
Technology & Estates	7	At least 20% of all teaching delivered using digital platforms or industry standard facilities		N/A	N/A					100%
	8	Environmental sustainability		43%	42%	50%	55%	60%	70%	75%
People, Culture & Inclusion	9	A highly engaged workforce		66%	73%	70%	72%	73%	74%	75%
	10a	Closing of the Gender and Ethnicity	Gender	5.1%	5.2%					0
	10b	Pay Gap	Ethnicity	10.2%	12.2%					0
Resources, Market & Shape	11	Delivering financial sustainability	EBITDA	11.2%	12%					12.5%
	12	Highly effective internal services		N/A	2	5	10	15	20	27

Appendix 3 ii: LSBU Outcome KPIs

Figures in blue have been updated since the Nov-20 Board report

Pillar	#	Outcomes	Outcome KPIs	Subset	2018/19 Actual	2019/20 Actual	2020/21 Target	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target
Access to Opportunity	1	Embed employer relationships	Multi-touch relationships with employers (KPI to be defined)		N/A	N/A					
	2a	Recruit hard to reach groups	Access: Proportion of FT UG entrants from disadvantaged	Care Leavers	1.8%	2.0%	1-3	1-3	1-3	1-3	1-3
				IMD Quintiles 1&2	58.2%	60.7%	55-60	55-60	55-60	55-60	55-60
	2b		Retention: Y1-2 Progression rate of FT UG students from	Care Leavers	TBC	82.3%					
				IMD Quintiles 1&2	71.3%	TBC	73	74	76	78	80
	3	Embrace internationalisation	Student and Staff Global Education Profiler (GEP) scores		N/A	N/A	first survey to be run in May 2021				
	4	Increase in intra-Group progression	Progression to LSBU through progression pathways (including International)		33	27	100	500	1000	1500	2700
Student Success	5	Employment and further study	GO Graduate level employment or PG study (EPI cohort)		87.7 (DLHE)	69.1 (Graduate Outcomes)	72	75	78	82	85
	6a	Learning experience	NSS - Teaching related question areas		80.4	77.8	80	81	82	84	86
	6b		PTES - Teaching measure		75	72	75	77	78	79	85
	6c		PRES - Overall satisfaction (biennial survey)		71	N/A	81	N/A	83	N/A	85
	7a	Progression	Y1-2 Progression (FT UG students) target 85% by 2025		73.5	80.3	78	80	82	84	85
	7b		PGT completion target 85% by 2025		66.7	TBC	70	74	78	82	85
	7c		Apprenticeship overall achievement rates		0	55.1	60	65	70	80	83
	8	Close awarding gaps	BME awarding gap (FT students)		15.7	13.7	13	11	9	7	5
	9	Deliver excellent services to students	NSS - Organisation and Management question area (all respondents)		72.3	69.7	73	75	77	79	82
Real World Impact	10	Research and enterprise income	£50m of Research & Enterprise income		14.6	13.3	15.3	20	25	35	50
	11	Employer reputation score	Employer reputation in QS Survey (points out of 100)		2	1.8	2	3	5	7	10
	12a	Research informed teaching	R & E informed teaching: % of Research & Teaching academics		26.3	25.5	25	28	30	35	40
	12b		Alignment to EntreComp framework (KPI to be defined)		N/A	N/A					
	13a	GPA and rankings	QS & THE World University Rankings Top 500	QS	701-750	751-800	751-800	701-750	651-700	601-650	<501
				THE	+1001	+1001	+1001	801-1000	601-800	<601	<501
	13b		REF impact measure of 3.0 in 2021 and 3.2 in 2027		2014 REF: 2.83	Mock REF: 3.38	N/A	3	3	3	3
			University GPA of 2.8 in 2021 and 3.0 in 2027		2014 REF: 2.52	Mock REF: 2.97	N/A	2.8	2.8	2.8	2.8
	14	Research pipeline	PGR Completions		30	50	35	40	45	50	60
Fit for the Future - Technology & Estates	15	Estate utilisation	Room utilisation rate		20	TBC	25	30	35	40	50
	16	Student satisfaction with infrastructure	NSS - Learning Resources question area		84	82	83	84	86	87	88
	17	Staff satisfaction with IT	Staff Survey question on IT services		N/A	48	55	60	70	80	90
	18	Employer satisfaction with facilities	Employer feedback (via employer boards) (KPI to be defined)		N/A	N/A					
	19	Reduce carbon footprint	Carbon usage (tons of CO_2 emissions / tCO2e) Reduction compared to 2019/20 figure		5352	4227	-5%	-10%	-15%	-20%	-25%
Fit for the Future - People, Culture & Inclusion	20	Inspire our staff effectively	Staff Surveys questions on leadership		39	50	55	60	65	70	75
	21	Effective in managing change	Staff Survey question on managing change		42	57	60	65	70	75	80
	22a	Inclusive workforce	Ethnicity Grade 10+ (% difference)		15	15	12	10	7	3	0
	22b		Gender Grade 10+ (% difference)		4	10	3	2	1	0	0
	23	Employee experience	Staff Survey average score		57	61	65	70	73	78	80
Fit for the Future - Resources, Market & Shape	24	Group income of £250m	Income split by UG domestic, PG domestic, International (inc. TNE) and Apprenticeship.	UG Domestic		77.9 (inc. Apprenticeships)	74.6				70
				PG Domestic		11.3	12.0				15
				International		26.6	22.1				20
				Apprenticeship		N/A	5.6				20
				Other Income (inc. R&E)		41.3	39.1				75
				Total Income £m	148.5	157.1	153.3				200
	25	Generate 5% surplus	Surplus %		1.6	0.9	1.3	1	2	3	5
	26a	Brand and reputation	Top 50% in all domestic rankings	Guardian	68	93	85	77	70	65	61
				Times	86	123	114	105	92	79	66
				CUG	87	89	83	81	75	70	65
	26b		Brand recognition survey (KPI to be defined)		N/A	N/A					
	27	Philanthropic income	Alumni income		TBC	TBC	1.5	3	5	10	15

Appendix 3 iii: SBC Operational KPI list

Undergoing review by the College Leadership Team with the aim to reduce the number of indicators to be reported to Board

Pillar	#	Outcomes	Outcome KPIs	Subset
Access to Opportunity	1a	Embed employer relationships	All students have access to work-related learning opportunities	
	1b		All students have access to high-quality careers advice and guidance (IAG)	
	2a	Recruit hard to reach groups	Number of learners that come through the Gateway Centre	BME
	2b			Care experienced
	2c			Age 50+
	2d			Disabled
	2e		Retention of disadvantaged students	BME
	2f			Care experienced
	2g			Age 50+
	2h			Disabled
	2i			FSM
	2j		Achievement of disadvantaged students	BME
	2k			Care experienced
	2l			Age 50+
	2m			Disabled
	2n			FSM
	3	Embrace internationalisation	Volume of international partnerships	
	4a	Increase in intra-Group progression	SBC learners progressing to LSBU	
	4b		SBC internal progression through Levels and from the Gateway College to Vauxhall	
	4c		% growth in the number of people accessing level 3 and 4 courses	16-19yo
	4d			Adults
Student Success	5a	Employment and further study	100% positive destinations	16-19yo
	5b			Adults
	6g	Learning experience	QDP Satisfaction survey - Teaching related questions	
	7a	Progression	Student achievement in the top 10% of GFE colleges	16-19yo
	7b			Adults
	7c		Apprenticeship overall achievement in the top 10% of GFE colleges	
	7d		Increase number of students leaving the college with level 2+ English and maths qualifications	16-19yo
	7e			Adults
	8	Close awarding gaps	No awarding gap > 3% for any group	
	9	Deliver excellent services to students	QDP Satisfaction survey - Student Services questions	
Real World Impact	10	Research and enterprise income	Pedagogy Research Centre contact with SBC (KPI to be defined)	
	11	Employer reputation score	Employer Satisfaction Survey	
	12a	Research informed teaching	Curriculum content clearly aligned to local LMI (curriculum content % vs employer demand %) (KPI to be defined)	
	12b		Alignment to EntreComp framework (KPI to be defined)	
	13a	GPA and rankings	Industry awards and professional accreditation	
	13b		Participation in Group research projects	
	14	Research pipeline	Support development of research culture (KPI to be defined)	
Fit for the Future - Technology & Estates	15	Estate utilisation	Room utilisation rate	
	16	Student satisfaction with infrastructure	QDP Satisfaction survey - Learning Resources questions	
	17	Staff satisfaction with IT	Staff Survey question on IT services	
	18	Employer satisfaction with facilities	Employer feedback (via employer boards) (KPI to be defined)	
	19	Reduce carbon footprint	Carbon usage	
Fit for the Future - People, Culture & Inclusion	20	Inspire our staff effectively	Staff Surveys questions on leadership	
	21	Effective in managing change	Staff Survey question on managing change	
	22a	Inclusive workforce	Ethnicity gap senior management team vs all staff	
	22b		Gender gap senior management team vs all staff	
	23	Employee experience	Staff Survey average score	
Fit for the Future - Resources, Market & Shape	24a	Group income of £250m	Income	Total
	24b			16 - 18 SP Level 3
	24c			Apprenticeships
	24d			Adult skills
	24e			L3 and 4 technical education
	25a	Generate 5% surplus	Surplus %	
	25b		ESFA Financial health rating	
	26a	Brand and reputation	Ofsted rating	
	26b		Brand recognition survey (KPI to be defined)	
	27	Philanthropic income	Alumni fundraising income	

Appendix 3 iv: SBA Outcome KPIs – subject to approval by SBA Board

Pillar	#	Outcomes	Outcome KPIs	Subset	2018/19 Actual	2019/20 Actual	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target
Access to Opportunity	1	Embed employer relationships	All students across all year groups have access to work-related learning opportunities (inc. virtual work experience or project work)				70%	80%	90%	100%
	2	Recruit hard to reach groups	Conversion of Year 11 to 6th form, for all learners				45%	50%	55%	60%
	3	Embrace internationalisation	Volume of international partnerships				10%	15%	20%	25%
	4	Increase in intra-Group progression	SBA learners progressing within group, including within SBA				50%	55%	60%	65%
Student Success	5	Employment and further study	100% Positive destinations				100%	100%	100%	100%
	6	Learning experience	Internal Student Satisfaction Survey - teaching questions		N/A	N/A	80%	83%	86%	90%
	7a	Progression	Progress above national average	UAE	-0.53	N/A due to Covid-19	0-0.1	0.1-0.5	0.2-0.6	0.3-0.7
				UTC	N/A	N/A due to Covid-19	0-0.1	0.1-0.5	0.2-0.6	0.3-0.7
	7b		Attainment above national average	UAE	41.3	N/A due to Covid-19	42	43	44	45
				UTC	34.1	N/A due to Covid-19	40	41	42	43
	8a	Close awarding gaps	No Progress gap for disadvantaged pupils	UAE	-0.72	N/A due to Covid-19	-0.5	-0.4	-0.3	-0.2
				UTC	N/A	N/A due to Covid-19	-0.5	-0.4	-0.3	-0.2
	8b		No Attainment gap for disadvantaged pupils	UAE	-2.1	N/A due to Covid-19	-2	-1.8	-1.6	-1.4
				UTC	0.4	N/A due to Covid-19	0	0	0	0
	9	Deliver excellent services to students	Internal Student Satisfaction Survey - Student Services questions		N/A	N/A	80%	83%	87%	90%
Real World Impact	10a	Research and enterprise income	Number of research projects engaged with by SBA		N/A	N/A	3 projects	5 projects	7 projects	10 projects
	10b		Increase lettings revenue (enterprise income)				£5,000	£10,000	£15,000	£20,000
	11	Employer reputation score	UTC stakeholder survey		N/A	N/A	80%	83%	87%	90%
	12a	Research informed teaching	Published research relating to best pedagogic practice, with support from LSBU (number of publications)				3 projects	5 projects	7 projects	10 projects
	12b		Alignment to EntreComp framework (KPI to be defined)							
	13a	GPA and rankings	Citations and press coverage of SBA research and innovation				Press coverage x1	Press coverage x2	Press coverage x3	Press coverage x4
	13b		Number of in-house research projects and PD opportunities				100% staff access high quality CPD offer	100% staff access high quality CPD offer	100% staff access high quality CPD offer	100% staff access high quality CPD offer
Fit for the Future - Technology & Estates	16	Student satisfaction with infrastructure	Internal Student Satisfaction Survey - Learning Resources questions		N/A	N/A	80%	83%	87%	90%
	17	Staff satisfaction with IT	Staff Survey question on IT services		N/A	64%	70%	77%	83%	90%
	18	Employer satisfaction with facilities	Access to industry standard facilities for UTC learners		N/A	N/A	100% positive	100% positive	100% positive	100% positive
Fit for the Future - People, Culture & Inclusion	20	Inspire our staff effectively	Staff Surveys questions on leadership		42%	52%	80%	83%	87%	90%
	21	Effective in managing change	Staff Survey question on managing change		48%	74%	80%	83%	87%	90%
	22a	Inclusive workforce	Ethnicity gap senior team vs all staff		not currently measured		TBC	TBC	TBC	TBC
	22b		Gender gap senior team vs all staff		not currently measured		TBC	TBC	TBC	TBC
	23	Employee experience	Staff Survey average score		58%	67%	80%	83%	87%	90%
Fit for the Future - Resources, Market & Shape	24	Group income of £250m	Income		£8417k	£8456k	TBC	TBC	TBC	TBC
	25	Generate 5% surplus	Surplus %		-3.3%	-7.9%	TBC	TBC	TBC	TBC
	26	Brand and reputation	Ofsted rating	UAE	Good (2017 inspection)		Good+	Good+	Good+	Good+
				UTC	Requires Improvement (2019 inspection)		Good+	Good+	Good+	Good+
	27	Philanthropic income	Alumni fundraising income				Increase fundraising income	Increase fundraising income	Increase fundraising income	Increase fundraising income

Appendix 4: Group Risk Register as at 31 March 2021 (unchanged from x March 2021 Board paper)

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

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

Risk Exposure Matrix – Impact and Residual Likelihood

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

Residual Likelihood

		INTERNAL
Paper title:	Regulatory Metrics	
Board/Committee:	Finance, Planning and Resources	
Date of meeting:	27 April 2021	
Author(s):	Karen McLernon, Head of Performance Analysis	
Sponsor(s):	Deborah Johnston, Pro Vice Chancellor (Education)	
Purpose:	For Information	
Recommendation:	The committee is requested to note the update on regulatory ratings, frameworks and benchmarks.	

Executive summary

From an external perspective, Group entities are measured against regulatory ratings frameworks and benchmarks.

Appendix 1 of this paper shows each Group entity's current Ofsted rating with its components. In the case of LSBU, this relates to Apprenticeship provision.

Appendix 2 shows LSBU's performance against a variety of HE regulatory metrics such as OfS, HESA and TEF benchmarks and baselines.

These metrics require focus and improvement as:

- SBC and the University Technical College (UTC) received "Requires improvement" ratings in their 2019 Ofsted inspections.

- LSBU's performance against HE measures is below benchmark and also below sector average for the majority of regulatory metrics, with the exception of Access measures.

- Although LSBU currently exceeds the OfS B3 conditions of registration baselines, it is the OfS's stated intention to tighten these student outcomes baselines and to extend them to subject level; and potentially to use intervention powers to close down poorly performing subjects at providers.

- While still subject to consultation, the new TEF framework is targeted for implementation in 2022 and is likely to have tightened benchmarks or performance thresholds.

The majority of regulatory indicators form part of the internal 2025 KPI framework and will accordingly be included in KPI performance updates to FPR and Group Board. These metrics are denoted in the appendix tables. Indicators that are not Outcome KPIs

are monitored by Academic Board (OfS B3 measures) and Student Experience Committee (Access & Participation Plan targets).

Appendix 1: Ofsted Ratings

	LSBU	SBC	UAE	UTC
Outcome KPI		✓	✓	✓
Date of Ofsted inspection	*Feb-19*	*May-19*	*May-17*	*Jan-19*
Overall effectiveness	**Good**	**Requires improvement**	**Good**	**Requires improvement**
Effectiveness of leadership and management	Good	Requires improvement	Good	Good
16 to 19 study programmes	N/A	Requires improvement	Good	Requires improvement
Adult learning programmes	N/A	Good	N/A	N/A
Apprenticeships	Good	Requires improvement	N/A	N/A
Provision for learners with high needs	N/A	Good	N/A	N/A
Quality of teaching, learning and assessment	Good	Requires improvement	Good	Requires improvement
Personal development, behaviour and welfare	Good	Good	Good	Good
Outcomes for learners	Good	Requires improvement	Good	Requires improvement
Overall effectiveness at previous inspection	N/A	Requires improvement	N/A	N/A

Appendix 2: LSBU HE regulatory metrics

Population: First degree, FT, UK domiciled students (EPI cohort). NSS results cover all respondents.
Variances in red are adverse

Student Life Cycle stage - Metric	LSBU Outcome KPI	Year of latest data	LSBU performance %	Access & Participation Plan		OfS B3 Conditions		TEF		OfS / HESA benchmarks		Sector average	
				Target*	Variance	Baseline**	Variance	Benchmark***	Variance	Benchmark	Variance	Average	Variance
Access										*HESA*			
- Young entrants from state schools		19/20	97.7	99	-1.3					94.7	3.0	90.1	7.6
- Offer rate gap White v Black applicants		20/21	8	11	3								
Continuation (inc. transfers)	✓	18/19	87.5			85	2.5	87.4	0.1	88.9	-1.4	91.1	-3.6
Completion		18/19	72			60	12					78.9	-6.8
Awarding gap	✓	19/20											
- White v Black students			17	16	-1.0							18.3	1.3
- White v Asian students			11	12.5	1.5							7.7	-3.3
Graduate Outcomes (B3 definition)	✓	17/18	68.4			50	18.4	73.6	-5.2			75.0	-6.6
Student Satisfaction / NSS		19/20								*OfS*			
The teaching on my course	✓		80.0					84.7	-4.7	83.1	-3.0	83.9	-3.9
Assessment and feedback	✓		71.4					73.2	-1.8	72.9	-1.5	72.6	-1.2
Academic support	✓		77.7					80.0	-2.3	79.1	-1.4	79.4	-1.8
Student voice			73.7					74.6	-1.0	73.8	-0.1	73.6	0.1
Learning resources	✓		82.2					86.5	-4.3	85.6	-3.4	85.8	-3.6

* 2019/20 APP for State School entrants; 2020/21-2024/25 APP for the other targets

** "of concern" baseline published in October 2019. The "of significant concern" thresholds are:

Continuation <75%

Completion <40%

Graduate Outcomes <50%

The OFS intends to tighten the B3 baselines.

*** TEF benchmarks date from the most recent data release in January 2019 (TEF subject level pilot 2). The Graduate Outcomes benchmark relates to the DLHE survey.

Paper title:	IT Strategic Infrastructure Report
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	27 April 2021
Author(s):	Alison Chojna, Acting Executive Director of Academic Related Resources
Sponsor(s):	Nicole Louis, Chief Customer Officer
Purpose:	For information
Recommendation:	Governors are asked to note the information which sets out the baseline position for the IT infrastructure

Executive Summary

The 2025 Corporate Plan has under 'Fit for the Future', set out a commitment to deliver a modern physical and digital infrastructure across the LSBU Group. This paper sets out a high-level view of the current status of key components of LSBU's IT Infrastructure essential to deliver on this ambition, including networks & connectivity, end-user devices, software & applications, infrastructure and security.

Progress has been made in a number of areas since the development of the Group IT Strategy in 2020, with the phase one of the network replacement programme well underway; the deployment of new mobile staff devices to all permanent staff almost complete, the procurement of an integration layer authorised, improved security measures implemented, CRM deployment commenced, SRS selected and procured with development underway, and improved classroom technology planned for new campus spaces.

To meet the strategic deliverables of the corporate strategy, there is the need for close integration with academic, financial and workforce planning to ensure that the forward-looking IT roadmap fully supports the future direction of academic delivery as well as empowering staff to work more flexibly. Critical to this will be integration of IT priorities with capital expenditure planning, prioritising developments which deliver the greatest impact given the available funding envelope over the coming years.

Strategic IT Infrastructure Report

Introduction

The LSBU Group 5 Year IT Strategy, launched in early 2020, set-out a vision for an integrated Group IT environment, based on the following principles:

- Keeping I.T. Simple: Group solutions and services will be sought wherever possible, removing duplication and increasing standardisation.
- Everything, Everywhere: Core services will be accessible from any location, including globally, on any mainstream device, supporting a truly agile experience for Group members. Systems will be available 24/365.
- Safe, Secure, Compliant and Accredited: Security will be factored into everything we do.
- Strategy and Governance: Projects will be aligned to corporate objectives and priorities, and always have a business owner.
- Collaboration and Communication: We will work collaboratively with our users to develop IT solutions, actively seeking feedback to inform future services and solutions.
- Fit for the Future: We will seek opportunities for innovation and experimentation, adopting automation and artificial intelligence to remove outdated processes.

The IT infrastructure continues to be assessed for the ability to deliver on the corporate strategy and support the developing vision for fit for the future ways of working, alongside the evolving teaching and learning strategy.

Strategic Deliverables

> **Technology Enabled Flexibility – we will develop a single Group network that enables a flexible approach to work/study by providing a common user experience; IT equipment, including user devices and classroom technology, will be portable rather than fixed wherever possible.**

Network refresh programme

The wired and parts of the wireless network on LSBU Southwark campus became end of life in 2020, with the full wireless network reaching end of life in 2022. Networking devices can last around five years and they begin to show their age in the final two years of use, being prone to failure and causing connection speed issues. Most importantly, the older the infrastructure, the more vulnerable to security attacks it becomes. The 2020 BDO cyber security audit red flagged the existing network design as a significant security risk in need of urgent remediation.

The network replacement has been planned in 3 phases, with phase 1 approved, funded and currently underway:

Phase One: 2020/21	Phase Two: 2021/22	Phase Three: 2022/23
Core network	Core network	Keyworth
London Road	Vauxhall	LRC
Clapham Common	Halls of Residence	Technopark
Brixton		Elephant Studios
Halls of Residence		Havering
Croydon		Tower Block

Tabard Street		Borough Road
		Tower Block
		Clarence Centre
		K2

The restoration process following the cyber-attack has accelerated some aspects of the project:

- The network has been redesigned with security segmentation in place, with each service now sitting in a segregated part of the network. Previously the network design was flat and open.
- IP-addresses have now been changed and become private IP-addresses where possible. Previously all IP addresses were public.
- New firewalls were purchased as part of phase 1 and installed in March 2021.

End-user devices

It had previously been difficult to establish a complete picture of end-user devices as LSBU lacked an asset register. Any device connected to the LSBU network could be identified, along with the most frequent user, operating system and other technical specs. However, devices not connected to the network were not tracked and the principle of an asset-custodian was not in place.

Departmental budgets had been used to purchase equipment so access to an appropriate device depended on the ability of a department to fund the purchase and resulted in a mixed economy.

Whilst the asset register is not yet fully complete, all procurement in the last year has been tracked and recorded through a centralised process and budget. Legacy data is now being gathered retrospectively.

Staff devices

One of the key issues to surface from the move to remote working during lockdown was the lack of an equitable distribution of staff laptops. The developing vision of future ways of working sees an agile and flexible workforce, able to work from any location.

In the last year, 702 laptops have been deployed to staff and it is expected that all permanent or fixed term staff will be custodians of an LSBU laptop by Mid-May 2021. As part of the exercise, staff requiring remote access to campus computers are also being identified. Those staff will have older desktop computers swapped for Windows 10 PCs. The PCs will be redistributed from those staff who no longer need them.

Student facing devices

With hybrid teaching delivery expected to continue longer term, there will continue to be a need to invest in campus computing, as well as supporting BYOD. There are currently 1,016 student devices on campus, consisting of PCs, Macs, laptops and other ad-hoc devices. The asset replacement cycle has been forecast and will be aligned with budget planning processes.

Audio-visual equipment

The AV model developed for the LSBU Hub and Croydon delivers a new standard of technology to support hybrid teaching, explicitly linked to curriculum delivery for synchronous on/off campus classes and meetings. AV replacement needs across the wider estate will continue to link to future ways of working and learning and be built into budget planning processes. On the Southwark and Havering campuses there are 257 teaching rooms and 51 meeting rooms.

> **Cloud Focused – our IT Infrastructure will operate in a hybrid cloud environment, exploiting the benefits of public and private cloud.**

LSBU has adopted a hybrid cloud model, which takes advantage of a range of cloud solutions, including vendor private cloud, public cloud and the LSBU hyper-converged data centre, which is an on-premise private cloud solution.

As software and services are adopted, reviewed or replaced, they continue to be assessed for the most appropriate hosting location. This is an ongoing activity with public or vendor private cloud preferred. For example, the Salesforce CRM and U4SM student records systems being implemented as part of the LEAP programme will both be cloud hosted.

DELL EMC VxRail: On-premise virtual-server estate

The VxRail is a hyper-converged private-cloud solution and holds the virtual-server estate. It was installed in December 2018 so is well within its expected lifespan and has been completely rebuilt in April 2021 as part of the restoration process.

The VxRail contains two clusters and should one fail, all servers will transfer over to the other cluster so there is resiliency built into the solution. To further increase the resiliency, longer term plans are to move one cluster to an SBC campus.

Server software upgrades

As part of the restoration process, services are being updated to the latest versions before reinstatement. This has allowed for legacy operating systems to be removed and servers rebuilt with the latest, compliant operating systems.

Public Cloud

LSBU has Microsoft Azure and AWS public cloud tenancies which are capable of scaling up and down as required.

Backups

LSBU has invested in a new and enhanced back-up solution which will bring it in line with best practice standards, which advises storing 3 copies of backups, on 2 different media, 1 of them being offsite. The offsite element of the back-up is cloud-based.

The frequency of back-ups has also been brought in-line with best practice. As well as the technical solution, a managed service contract has been introduced to support the solution and provide regular testing on the integrity of the backups.

> **Software as a Service – we will support flexible work/study by transitioning applications to Software as a Service (SaaS), with Group solutions preferred and the software suite rationalised**

The LEAP Programme and unaddressed business requirements

7 CRMs and the legacy student record system, QL, are being decommissioned and replaced with a SaaS enterprise level CRM and student record system. As well as enhancing the student experience by

releasing new functionality and reducing the number of systems to navigate, this approach also meets the strategic objective of rationalising the software suite.

The ability of the software environment to meet business needs is under constant review in line with business priorities.

Student facing systems

The two main student facing platforms, Moodle and MyLSBU, have now been in place for a number of years. Alongside Microsoft Teams, Moodle is the primary learning and teaching platform. MyLSBU is the non-teaching platform through which students access timetables, support information, learning resources and services.

The future of Moodle and VLEs more generally is currently being viewed by the TQE Team. MyLSBU is currently being upgraded and a replacement is being scoped in collaboration with the LEAP programme.

Enterprise Service Bus – Integration layer

LSBU has a complex application estate, with a large number of systems passing data between them. Currently integrations are point to point, meaning there are direct connections between systems. For example, QL alone has upwards of 50 point to point connections. Point to point is difficult and time-consuming to support.

To modernise the application ecosystem, an integration layer is being introduced. Each application with connect to the integration layer, rather than directly to other applications. This will make future application changes much more straightforward and software easier to support.

IT Security, Compliance and Governance

Anti-virus and Real-time Security Monitoring

A subscription has been taken to a next generation anti-virus solution (Sophos Intercept X) which will be a requirement for users to connect to the network. As well as a software product, the solution comes with a 24/7 security operations centre (SOC), which monitors for threats and proactively blocks any suspicious activity.

Key product benefits are:

- Stops never seen before threats with deep learning AI
- Blocks ransomware and rolls back affected files to a safe state
- Prevents the exploit techniques used throughout the attack chain
- Answers critical IT operations and threat hunting questions with EDR
- Provides 24/7/365 security delivered as a fully managed service
- Easy to deploy, configure and maintain even in remote working environments.

IT Security and Resilience Board

An IT Security and Resilience Board (ISRB) has been in place since 30/10/2020 and is meeting on a 6-weekly basis. KPIs are being tracked through the ISRB on measures such as frequency of patching, network availability, and number of intrusion attempts, training session completions and IT outages.

Paper title:	Campus Infrastructure
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	27 April 2021
Author(s):	Professor Paul Ivey, Deputy Vice Chancellor and Chief Business Officer
Sponsor(s):	Professor Paul Ivey, Deputy Vice Chancellor and Chief Business Officer
Purpose:	For Discussion
Recommendation:	The committee is requested to: • Discuss the development of a baseline position for 'Fit for the Future' infrastructure development, as tasked by the 2025 Corporate Strategy; • Note the direction set by this paper; • Support the future direction.

Executive Summary

The 2025 Corporate Plan has for the first time set out under 'Fit for the Future' a commitment to a modern physical and digital infrastructure for the LSBU Group. The estate capital projects are well known and IT capital projects, particularly because of COVID and security / sustainability considerations, have grown significantly in scale and are strategically important. An over-arching infrastructure policy is lacking, and this paper seeks to establish a baseline for discussion and design.

Recommendation

The committee is requested to:

• Discuss the development of a baseline position for 'Fit for the Future' infrastructure development, as tasked by the 2025 Corporate Strategy;

• Note the direction set by this paper;

• Support the future direction.

Introduction

The 2025 Corporate Plan sets under 'Fit for the Future' a commitment to a modern physical and digital infrastructure for the LSBU Group. The estate capital projects are well known, and IT capital projects, particularly because of COVID and security / sustainability considerations, have grown significantly in scale and are strategically important. An over-arching infrastructure plan is being developed as part of the capital investment underpinning the 2025 strategy. This paper outlines some of the baseline discussions underway from an estates perspective.

Infrastructure Business Challenges

The following are suggested as the most pressing Group business challenges in terms of infrastructure design.

- **Location Independent learning**

  Travel to learn patters, accommodation usage, bandwidth, social networking, campus 'pull' in terms of blended learning, and value adding activity.

- **Location independent working**

  Home support, management and delivery effectiveness, systems, team cohesion, staff development and face to face alternatives.

- **Campus function**

  Facility and activity 'pull' for students and staff – sufficiently attractive, have we configured both the physical and digital offer to reflect actual usage, and how to continually test this?

- **Capital restriction.**

  Limited capital will require large scale projects (>£50M) to be accompanied by additional income streams (such as in the case of SBC).

- **User cultural transformation**

  Student / staff contact points will be fundamentally changed; success is technically related of course but driven mainly but 'human factors. Change to patterns of leaning could be fundamental.

- **Life cycle resilience and sustainability.**

  Recognition of an increased exposure to life cycle costs both technical and OD, as well as a climate sustainability response (Zero Carbon etc.) and the need for partnering and risk / revenue sharing.

Related discussion points.

There is a need for an infrastructure master plan targeting 'Fit for the Future' in the period up to 2025. The significance of this plan needs to be direct coupling with the following:

1. A curriculum plan in response to the Corporate Plan and OfS compliance.
2. Changing academic profile eg research and enterprise growth
3. A 'settled' response from staff and student to post COVID work & travel.
4. A realistic appreciation of the Group's ability to invest significant capital.
5. Alignment of key non-T&L income streams, i.e., facilities for Research.
6. A clear ambition to the Group's digital and environmental future position.
7. An appreciation now of the ways of working following LEAP implementation.

Potential LSBU Campus Alignment

1. The LSBU Hub (group)

The Learning Hub will combine learning resources (library), significant catering, gym, digital learning labs, and extensive social / breakout space, and potential for opening on a 24/7/365 basis servicing group and community need.

2. B2B Engagement

A 'commercial quarter' as the focus for B2B interaction and Southwark Place and Impact combining the Clarence Centre, Passmore Centre, Caxton House, and Chapel could service South London SME startup and support, apprenticeships and community businesses, China enterprises and medical clinics, and industry leading digital design studios / exhibition space for startup and community use, respectively.

3, Post COVID working response

Staff working patterns will need development and review of existing space to enable release of offices for core activity will lead to staff being distributed across the University in smaller scale spaces – potentially with some centers for staff working on a 'wework' model.

4. Education 'Zones'

The teaching hubs should comprise wherever possible an eclectic mix of digitally coupled flipped classrooms, specialist industry standard facilities, small scale tutorial

rooms and break out space, social learning, and quiet space across Keyworth, K2, Borough Road, Faraday, and the Tower. The intent will be to drive up physical and / or digital student contact hours by more supported self and peer to peer learning.

5. Professional facilities

As a technical university we will need professional facilities. Consideration will be given to developing these in existing space or creation of technical blocks on St Georges to enable space to be freed up for research, enterprise and postgraduate studies on the rest of the site

6. Student Accommodation

Cushman and Wakefield were commissioned early during the COVID pandemic to examine the current student accommodation provision and the need for any increase. Except for examining the potential for student 'hotel' style business model (multi days rather than multiple weeks), their summary findings are:

- The Student to Bed Ratio in 2020/21 stands at 2.3:1. To arrive at the national average the University would need to provide 197 additional bed spaces, assuming no growth in the residential demand pool

- Based on levels of projected growth provided by the University (1,037 students to 2025), there will be a need for the University to provide 358 additional bed spaces by 2025 to meet growing levels of demand

- Being located on the University's campus and having a capacity to accommodate 953 new student beds, the Perry Library site can improve the student accommodation and University offer radically.

- The University's rental profile provides clear evidence of value in the London market and it is important that this is maintained given LSBU's student base. There is clear opportunity to provide more beds priced at £170-£200 per week;

- Should the University retain its current accommodation estate, there is an urgent need to refurbish rooms and social and amenity spaces to improve and support the student experience.

- The requirements of the London Plan (and Southwark Plan) necessitate private sector agreements with University providers. Cushman & Wakefield's

conversations with the private sector have revealed clear interest in engaging with LSBU to support schemes through planning.

7. Recommendation and Next Steps

In response to the infrastructure challenge set under 'Fit for the Future' by the Corporate Strategy, Executive is reviewing the estate (physical and digital) requirements as well as ongoing capital requirement for wider equipment replacement:

1. **Capital funding for 21/22 is fixed and will need to be allocated to current activity around digital and equipment**
2. **A 3-5 year capital plan for the remainder of the strategy is under development by FMI**
3. **Work on significant stand alone projects such as the halls/Perry site will continue**

	CONFIDENTIAL
Paper title:	Strategic People and Organisational Development Report
Board/Committee	Finance, Planning and Resources Committee
Date of meeting:	27 April 2021
Author:	Alex Bush, Group Director of People Anna Wainwright, Group Director of OD
Sponsor:	Marcelle Moncrieffe-Johnson, Group Chief People Officer
Purpose:	For discussion
Recommendation:	The committee is asked to note the report.

Executive summary

A strategic high level report for the People and Organisational Development Team's work across the past six month and future priorities. The committee is asked to note the contents.

1.0 Key Developments across People and Organisational Development

1.1 New JNCHES 2020-21

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

Employers have therefore been advised to continue with their budgets for a freeze on pay spine values for the current academic year.

UCEA have suggested joint work in relation to issues below highlighted by UCU.

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

1.2 Key HR Metrics

Overall headcount figure for the organisation is 2692 (1394 FTE). Sickness levels have dropped to 1% of working days lost overall compared to 3% as at the end of the academic year which indicates there may be some levels of under reporting or staff (in the main working remotely) have been working whilst off sick. This figure is also significantly below the benchmark of 3%. This figure does not include COVID related absence which included an additional ability for staff to take up to 10 days carers leave.

Overall turnover is 11.5% which is on a downward trajectory compared to the figure of 12.7% at the end of the last academic year. This figure is above the benchmark of 7.3%, however we expect the rolling turnover figure to continue to decrease in light of job security issues arising from the pandemic. Similarly the number of vacancies recruited to from March 19/20 compared to 20/21 has reduced from 713- 426.

30 % of the organisation is BAME and 60% is white. However we have seen a 15% increase in BAME staff who applied and were promoted as part of the Academic Promotions Board in March. This means that the % of BAME academic staff at grade 10 and above is the same as the 30% across the organisation as a whole. Figures for the previous period was 15% BAME grade 10 and above.

We have a near gender-balance at an organisational level, which is 52% female and 48% male, the gender split is consistent across all grade groupings, bar the lowest (grade 2 - 5) where there is 60% female, 40% male.

Disciplinary cases for White /BAME distribution is at 67/33%, this is reflective of the ethnicity breakdown at organisational level. 67% of grievance cases are raised by females however males are more likely to have disciplinary cases raised 83%.

The highest engagement scores are Estates, followed by Finance and the School of Apprentices. The lowest satisfaction score is in MAC, which is consistent across the four years. Appraisal completion is over 90% in many PSGs with MAC and Technical Services having the lowest completion.

1.3 Senior level leavers and joiners

- New Director of REI, Alex Elkins, joining us in April
- New Group Director of IT Digital Transformation, Stuart Johnston joining LSBU in May
- Tara Dean has been appointed as new Provost, with a September start date.

1.4 Recognition and Reward

Three additional days can be used up to 31st July 2021. Flexibility will be given for more than 5 days carry-over of annual leave to those who had to cancel leave because of the IT outage. Discussions are continuing at Executive regarding recognition for increased staff efforts over the past 6 months.

The Reward Strategy was agreed by Executive in February 2020 but given the events and consequent impacts on the financial position, the strategy is in the process of being reviewed with an emphasis on linking performance to pay and how this can be best achieved in fair and equitable way together with using the latest technology which will enable managers to give immediate recognition to teams and individuals in the form of vouchers and team celebration events. A separate project has been set up to look at how we create career pathways for all our staff so they are clear on how they can progress across both schools and PSG's.

1.5 Recruitment, Performance, Talent and Succession

A behavioural framework created in consultation with key members of staff will be rolled out to all staff from September of this year and will govern how recruit and manage staff. Our current appraisal system is also being reviewed with the aim of ensuring staff are developed but also managed effectively in order to ensure effective performance feedback takes place on a regular basis and goals are linked to the corporate strategy.

Talent and Succession Plans have started to be formulated so we are able to identify successors to key roles and mitigating flight risk by identifying and managing our talent correctly.

1.6 Strategic Changes

The Portfolio and Curriculum Project will be a priority across the P&OD team. Informal briefing sessions with TU's have now taken place and formal consultation with affected staff will start in September 2021 with changes coming into effect the following academic year.

It is the intention to commence a Voluntary Severance Scheme for Schools from May 2021. The business rationale is (1) uncertain financial outlook not driven primarily from having to make immediate cost savings, but from a need to "future proof" the organisation due to uncertainty created by COVID, (2) The changes in delivery models particularly within schools and the move to hybrid delivery and (3) size and shape considerations across schools.

2.0 Pensions

Pension implementation for the new DC scheme was Thursday 1ˢᵗ April 2021 across the Group and no issues have been reported.

3.0 Learning & Development

- **Compliance and risk management:** LSBU Compulsory training offer now available to the Group for the next 12 months. A Working Group to be established to implement a tiered group approach. Special focus on Information Security, and new requirements for UKVI and CMA training. Challenge: no e-learning platform restored after ICT outage so no provision currently available. Restoration on Learning Station and My Road Map will start this week. We do not know how long this will take and when is planned to be finished and available for use. The impact- no one at LSBU and SBUEL has access to compulsory learning since mid-December. No one is able to complete the Data Protection, Information Security etc.

- **Capitalising on apprenticeship levy:** LSBU has pledged £150,000 of our apprenticeship levy funds to the LPC's Reskilling the Recovery campaign. The funding will be used to cover the tuition fees of apprentices in small businesses, helping to support the local economy in London and to promote inclusion within small businesses

4.0 Equality, Diversity and Inclusion

- Developing the **Inclusion Strategy** to ensure the organisation has a clear pathway to embed and champion diversity to be launched late summer
- **Group wide Equality Statement** including the IHRA agreed by Executive and will be publicised early summer
- Race Equality Charter framework being defined– team will be in place to continue development next month

5.0 Employee Wellbeing

- Focussing on how we **support the organisation** through lockdown and the move to future ways of working.
- **Return to Campus** and **Future Ways of Working** projects launched to sequence work, dependencies and timelines to ensure a safe return to campus
- Work ongoing with Exec to understand how we **alleviate the pressure** on our teams by reprioritising work using a **stop, start, continue, transfer** framework
- Reviewing the **culture** of the organisation to ensure **wellbeing** is a key focus

6.0 Workforce Transformation

- Programme of organisational design renamed as **'LSBU 2025',** previously referred to as TOM.

- **A Programme Board has been set up to provide governance and is now operational** which will approve the direction of travel and provide insights on the emerging threads that will inform the proposals. The Programme Board is sponsored by the Chief People Officer and the Pro Vice Chancellor for Education.

- **LSBU 2025 is currently in Discovery phase which is moving at pace** with a view to developing a business case **by June 2021. Depending on the investment required, the business case for change, will be presented to MPIC**

- We will be recruiting to the vacant Director of Workforce Transformation role as soon as possible, thinking about the scope and requirements over the next few weeks. There will be a focus on sequencing activities based on agreed priorities. In the meantime, Anna Wainwright is temporarily leading LSBU 2025. Erika Henson (Org Design Consultant) joined us to support initial discovery/scoping work, reporting to Anna from 1st March.

Current focus

- Developing **Design Principles** to guide the organisation design of the system and macro and local level
- Providing clarity on how to realise some of the **shorter term benefits from LEAP** and how this may be re-invested
- **Student Journey changes** and how this impacts capabilities & sizing of teams across the Group
- Creating a **comms plan** that reflects the urgent need to update the organisation on LSBU 2025 programme

	INTERNAL
Paper title:	LSBU Group Draft Statement on Equality
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	27 April 2021
Author(s):	Sanchia Alasia, Head of EDI
Sponsor(s):	Nicole Louis, CCO Marcelle Moncrieffe-Johnson, CPO
Purpose:	For approval
Recommendation:	The committee is asked to review and approve the draft equality statement for internal and external publication.

Executive Summary

A broad statement on equality has been drafted by an action group, following a recommendation from the EDI steering group meeting in November 2020. The action group comprised members of the EDI team, EquiNet steering group, campus trades unions and the students' union.

The statement is intended to be group wide and apply to all LSBU institutions. Following feedback from the Group Executive, the proposal is to ratify the equality statement with the Board of Governors. Any revisions following Board input will be actioned before making the statement public.

This statement would apply to the University, SBA and SBC. Communication channels would be internal extranet, external facing website, social media channels etc.

The statement is recommended for approval.

Rationale of the Working Group's position

The Working Group believes that LSBU should adopt a strong equality statement, implement anti-discrimination policies and work to build antiracist solidarities and practices across LSBU.

The Working Group advocated for the adoption of a strong equality statement, the implementation of robust anti-discrimination policies and for LSBU to work with the trades unions, staff networks, EDI and the students' union to build antiracist solidarities and practices across LSBU.

LSBU Statement on Equality

The LSBU Group is a place where equality, diversity and inclusion are embedded within our thinking and organisational model and are reflected in everything that we do. We believe in fair and equitable outcomes for our staff and for our students, and that all individuals have the right to be protected from harassment, discrimination and victimisation on the grounds of their perceived, or actual connection to a protected characteristic. We are committed to eliminating discrimination of all types and for this reason, our Group Executive has decided to adopt the following statement on equality after reviewing the findings of the working group set up by the EDI Steering committee.

EDI Statement

We are clear that we must be an inclusive and welcoming Group, committed to eliminating all forms of discrimination. We are committed to eliminating discrimination based on age, race, religion/belief, sex, disability, sexual orientation, gender reassignment, marriage/civil partnership, pregnancy/maternity, caring status and social class. This means that we will pro-actively work to eliminate individual, institutional, and systemic inequalities that currently exist within the University and Group. We will strive to influence the wider world and to positively impact on the society around us. We believe that it is not enough just to eliminate discrimination but that we must speak out and act against inequalities wherever and whenever they occur.

We will take guidance from the IHRA definition when investigating incidents of anti-semitism.

Our vision is to transform lives, communities, businesses and society through education and insight.

We will not achieve our vision without being inclusive and while much has been achieved, there is still more to do. We know that with the whole LSBU Group working together, we can achieve this.

## LSBU Group Commitment to Action

Our statement on equality will be underpinned by clear actions including in our inclusion strategy. We will continue to listen to the voices of our staff and students to ensure that we truly understand their lived experience within our community, and in wider society. We are committed to both supporting and empowering our people, to breaking down barriers and to enabling social equality. We will challenge ourselves to ensure that our actions truly address and remedy inequalities experienced within the LSBU community as we work towards levelling the field for all.

Paper title:	Treasury Management Report
Board/Committee:	Finance Policy and Resources
Date of meeting:	27 April 2021
Author(s):	Rebecca Warren, Head of Financial Accounting
Sponsor(s):	Richard Flatman, Group CFO
Purpose:	For Information
Recommendation:	The Committee is requested to note this report

1. Executive Summary

On 31 March 2021 the University Family held total bank balances in current and deposit accounts of £34.2 million, and loans outstanding of £33.0 million. Included in the £34.2m is £13m where notice to withdraw has been given.

Subsequently, a drawdown of £10m against the RCF with Barclays was made on 7 April to fund the London Road, Vauxhall and LEAP projects. This takes the total value of loans outstanding to £43m. A detailed cashflow forecast is being maintained and it is expected that this drawdown will be repaid in mid-May when funds are received from Student Finance England and further drawdowns are forecast before the end of the financial year.
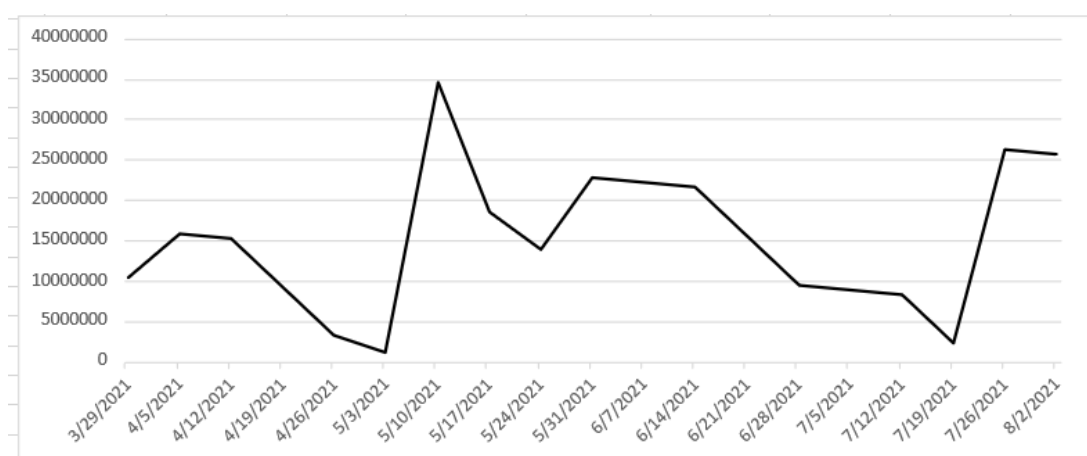
It is forecast that the University will continue to meet the financial covenants attached to its loan obligations at the next year end.

2. Cash Balances and term deposits

2.1 Details of all the Group's bank and deposit balances at the end of March are shown below. Money has been transferred from Natwest, Bank of Scotland and Federated investors account to settle supplier payments associated with capital developments.

Bank / Title	Type of Account	Previous period 31 January 2021 Balance	31 March 2021	
			Balance Currency	Balance Sterling
		£	€	£
Barclays [LSBU's Main trading account]	Business Account	-		-
	FiBCA	9,132,092		10,595,805
	Euro Currency Account	649,484	*670,611*	619,611
NatWest	Corporate Cash Manager Plus	1,193,001		805,916
	Euro Currency Account	-	*80,909*	68,860
	Business current account	116,058		116,046
NatWest [Charitable Funds]	Corporate Cash Manager Plus	1,875,813		140
Lloyds TSB	Corporate Special Account	2,103		2,073
	95-day notice	**10,948,252**		**10,958,755**
Bank of Scotland	*Corporate Deposit Account*	*5,972,196*		-
	Corporate Instant Access	198,555		198,567
Federated Investors LLP UK	Sterling Liquidity Fund 3	4,002,030		12,115
	Sterling Cash Plus GBP	5,408,174		8,175
Scottish Widows Bank Plc	Deposit Account	612		612
		502		502
Barclays	Charity	885		10,703
Nationwide	95 Day Deposit Account	3,024,501		3,024,501
Total LSBU Funds at Bank		**42,524,258**		**26,422,381**
	CCMP	20,679		8,980
Barclays SBUEL	SBUEL Main current account	28,851		395,502
Total Access & Enterprises Funds		**49,530**		**427,728**
Total SBC funds at bank	Barclays	**4,246,941**		**5,470,292**
Total SBA Funds at bank	Lloyds TSB	**1,709,483**		**1,853,887**
Total of all Funds at Bank		**48,530,212**		**34,174,288**

2.2 The table below shows the interest rates currently being earned for our accounts and fixed term deposits. Interest rates continue to be low and we have withdrawn money from accounts with the lowest interest rates first,

3.

Bank	Account	Funds held at 31 Mar 21 £'000	Maturity date	Interest rate %
Natwest	CCMP and current accounts	931	No notice	
Natwest	Euro current account	69	No notice	
Lloyds TSB	Fixed Term Deposit	10,961	95 days	0.10%
Lloyds TSB	SBA	1,854	No notice	0.10%
Bank of Scotland	Corporate Deposit account	199	No notice	0.01%
Federated Investors	Liquidity fund	20	No notice	variable*
Barclays	FIBCA and other accounts	17,115	No notice	0.10%
Nationwide	Fixed Term Deposit	3,025	95 days	0.40%

* Variable rate of return (has been between 0.57% - 0.91%; likely to be lower at present)

3.1 With low interests rates and reducing bank balances, the forecast of £20k is significantly below budget for the year.

2019/20 actual £'000	2020/21 forecast £'000	2020/21 budget £'000
£267,000	£20,000	£220,000

3.2 A detailed list showing how much the University family holds at each bank and an assessment of counterparty limits is shown below. In line with our Treasury Management Policy: The University is permitted to place deposits with banks and building societies operating in the UK which are authorised and regulated by the Financial Conduct Authority and Prudential Regulatory Authority in accordance with the following credit rating criteria. The minimum rating criteria must be met by at least 2 of the main three credit rating agencies.

Credit Rating agency	S&P	Moody's	Fitch	Bank Limit (£ Millions)
Band 1 (Minimum Ratings)	A	A2	A	£10.0
Band 2 (Minimum Ratings)	BBB+	Baa1	BBB+	£5.0

To maintain sufficient balances in our main current account with Barclays, the policy allows up to £25m to be held with this institution with deposits or term accounts being for no longer than 1 month.

The amount held with Lloyds TSB is at group level and includes rolled over interest and balances held by South Bank Academies and is therefore not a breach of the University Treasury Management Policy.

Bank	S&P	Moody's	Fitch	Band	Maximum deposit in line with TMP £'000	Funds held at 31 Mar 21 £'000
Natwest	A	A1	A+	1	£10,000	£1,000
Lloyds TSB	A+	Aa3	A+	1	£10,000	£12,815
Bank of Scotland	A+	Aa3	A+	1	£10,000	£199
Federated Investors	AAAm	N/A	AAA	1	£10,000	£20
Barclays	A	A1	A+	1	£25,000	£17,115
Nationwide	A	A1	A	1	£10.000	£3,025

3.3 Notice has been given on the Lloyds deposit, which will be transferred to our current account with Barclays on 4 June.

Banks	Deposit (£M)	Rate (%)	Term (Days)	Maturity Date
Lloyds	10.9	0.10	95	4 June
Nationwide	3.0	0.40	95	95 day notice

1. Loans

1.1 Loan balances outstanding at 31 March 20201 are £33m As follows:

Lender	31/12/20 £'000	31/3/21 £'000	Term	Interest rates	Security
Allied Irish Bank (GB)	2,547	2,453	26.5 years to 2027	6.67% Fixed	Dante Road halls of residence
Barclays Bank 2	3,498	3,342	25 years to 2032	5.67% fixed	
Barclays Bank 3	5,000	5,000	To April 2029	5.25 % fixed	
Barclays Bank 4	6,406	6,194	23.25 years to 2032	5.54% fixed	McLaren House
Barclays Bank 5	3,341	3,267	23 years to 2032	0.225% over Libor	
Barclays Loan Lambeth	12,712	12,570	To 30th Aug 2035	5.2% fixed + margin 1.65%	
Barclays RCF	-	-	£10m from 7th April to 17 May 2021	1.45% over SONIA (currently 0.6%)	McLaren House

Salix	200	200			None
Total Group loans	**33,704**	**33,026**			

In addition, a drawdown of £10m was made against the Barclays RCF on 7th April taking the total value of outstanding loans to £43m.

The Board has approved a top-up facility from Allied Irish Bank (AIB) of £15 million on a five-year term at a margin of 2%. This is in the process of completion subject to legal checks, although the latest 5 year forecast suggests that drawdown against this facility will not be required.

Banking covenants

There are a range of financial covenants attached to loans the University holds with Barclays and AIB. It is forecast that at 31/7/21, with forecast levels of loan drawdown, the University will be compliant with all financial covenants.

Recommendations

The committee is requested to note this Treasury Management Report.

Paper title:	2019/20 Strategic Enabler KPI – final report
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	27 April 2021
Author(s):	Karen McLernon, Head of Performance Analysis
Sponsor(s):	Deborah Johnston, Pro Vice Chancellor (Education)
Purpose:	For Information
Recommendation:	The Committee is requested to note the final report on 2019/20 KPI performance.

Executive Summary

The report provides the final status of the 2019/20 Strategic Enabler KPI performance of the university.

Of the 27 KPIs:
- Nine are rated green;
- Two are rated amber;
- Twelve are rated red;
- Four cannot be reported against a target: two Graduate Outcomes measures did not have 2019/20 targets due to the transition from DLHE to Graduate Outcomes, and two indicators are external metrics which LSBU no longer subscribed to in 2019/20.

Future reporting will be against the new KPI framework that is being developed for the 2025 Group Strategy.

Corporate Strategy Goals	2020 Success Measures	#	Key Performance Indicators	End of Corporate Strategy Ambition	Past Performance					2019/20				
					14/15	15/16	16/17	17/18	18/19	Green	Amber	Red	Target	Actual
Teaching and Learning	Top 50% of universities for graduate employment / starting salaries.	1	**Graduate level employment &/or Further study** (EPI population)	80%	68.0%	76.0%	81.8%	87.7%	no data available in 2018/19				N/A first Graduate Outcomes data release Jun-20	68.4%
Student Experience	Top quartile of all universities in NSS	2	**NSS scores – overall satisfaction** (First Degree respondents)	89%	82%	82.0%	82.2%	78.8%	81.8%	84% +	81 - 83 %	< 81 %	84%	80.3%
		3	**International Student barometer** (% recommending LSBU)	81%		77%	77%	80%	78%	81% +	77 - 80%	< 77%	81%	no data available in 2019/20
		4	**PGT experience (% satisfaction)**	82%	74%	74%	71%	71%	71%	76% +	72 - 75%	< 72%	76%	66%
		5	**Student Staff Ratio**	18:1	19.7:1	20.5:1	19.8:1	16:1	16.5:1	16 - 18:1	15.5 - 15.9 18.1 - 18.5	< 15.5 > 18.5	16 - 18:1	16.7
Employability	95% students in employment / further study (EPI)	6	**DLHE Positive Outcomes;** employment or further study (EPI)	95%	90.2%	90.8%	94.6%	95.3%	no data available in 2018/19				N/A first Graduate Outcomes data release Jun-20	92.1%
	Top 10 UK universities for student start ups	7	**Number of Student start ups** (Active Firms in HE-BCI 4aiv)	150	30	50	45	48	24	65 +	50 - 64	< 50	65	30
Research & Enterprise	Top 50% UK for Research & Enterprise Income	8	**Research Income** (non QR)	£6m	£2.0m	£1.9m	£2.8m	£3.5m	£4.1m	£5.3m +	£4.5 - 5.2m	< £4.5m	£5.3m	£4.1m
		9	**Enterprise Income**	£19m	£8.1m	£7.8m	£9.2m	£10.9m	£10.5m	£10.7m +	£10 - 10.6m	< £10m	£10.7m	£7m
Access	Top London Modern for LPN recruitment	10	**% recruits from low participation neighbourhoods** (Young FT FD)	9.0%	7.7%	8.4%	9.2%	8.9%	7.6%	8.0% +	7.7 - 7.9 %	< 7.7 %	8 - 10%	5.5% POLAR4
		11	**FTUG % (w/o HSC contract) recruited before Clearing**	90%	75.0%	76.4%	77.2%	78.0%	75.3%	77% +	73 - 76%	< 73%	+77%	78.2%
	Exceed expectations on completion	12	**First Degree Completion projection** (at or above benchmark)	+3%	-7 %	-5.8%	-5.5%	-1.8%	-4.0%	> 0%	-3 to 0%	< -3%	0%	-3.0%
		13	**Year 1 progression (can change due to Jan 2019 2nd Semester Enrolment)**	85%	73.1%	77.3%	74.7%	72.4%	73.5%	80% +	75 - 79%	< 75%	80%	80.3%
		14	**Good Honours**	63 - 67%	61.2%	66.4%	69.1%	70.0%	70.7%	65 - 70%	71 - 72% 63 - 64%	> 72% < 63%	65 - 70%	72.9%
		15	**PGT completion**	85%	61.5%	58.7%	69%	61%	66.7%	72% +	68 - 71%	< 68%	72%	66.8%
International	4 QS Stars	16	**QS Star Rating**	4	3 stars	3 stars	4 stars	4 stars	4	4	3	2	4	5
		17	**Overseas student income (millions). Includes TNE**	£20m	£11.2m	£9.8m	£11.2m	£10.8m	£12.1m	£13.6m +	£12.5 - £13.5m	< £12.5m	£13.6m	£17m
People and Organisation	Rated as a good employer	18	**Appraisal completion %** (Amongst all eligible staff)	100%	90%	91%	95.6%	85.3%	84.0%	100%	95 - 99 %	< 95%	100%	82.1%
		19	**Average Engagement Score as a %**	75%		58%	62%	61%	66%	70% +	66 - 69%	< 66 %	70%	73%
Resources & 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**	5.0%	0.9%	2.4%	1.3%	1.1%	2%	1.0% +	0.7-0.9%	< 0.7%	1.0%	0.9%
		21	**Income (£m)**	£170m	£140.8m	£138.2	£144.5	£146.3	£149m	£152m +	£148 - 151 m	< £148m	£152m	£157.1m
		22	**EBITDA margin** (EBITDA expressed as % of income)	15.0%	9.2%	11.8%	12.0%	10.7%	11.2%	10.2% +	9.5 - 10.1%	< 9.5%	10.2%	13.0%
	Student satisfaction with facilities & environment in top UK quartile	23	**Student satisfaction ratings with facilities & environment** (FD)	90%	87.7%	90.0%	87.2%	83.9%	84.9%	90% +	84 - 89%	< 84%	90%	82.3%
		24	**ICS Service Index %**	80%	68%	76%	66%		no data available in 2018/19				80%	no data available in 2019/20
Overall	Top London Modern university (excl UAL)	25	**Times - League table ranking**	85	120 / 127	120 / 128	106 / 128	107/132	86/131	90 or higher	91 - 95	96 or lower	90	123 / 131
		26	**Guardian – League table ranking**	70	111 / 119	107 / 119	92 / 121	78 / 121	68/121	65 or higher	66 - 75	76 or lower	65	93 / 121
		27	**Complete University Guide – League table ranking**	87	119 / 126	115 / 127	108 / 129	93 / 131	87/131	85 or higher	86 - 95	96 or lower	85	89 / 130