

Meeting of the Board of Governors

10.00 am - 4.00 pm on Thursday, 27 September 2018
in

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Update from the Vice Chancellor <ul style="list-style-type: none"> • External environment 		DP
2.	Where are we now? Review of business information and data <ul style="list-style-type: none"> • What is working well / not so well? 	3 - 44	RD
3.	SWOT analysis <ul style="list-style-type: none"> • External and international environments 	45 - 46	TK
4.	Developing the strategy (breakout session) Review SWOT analysis against shape of the strategy		
5.	Summary and close		JC
6.	Appendix: Agenda	47 - 48	
7.	Developing the corporate strategy 2020-25 <ul style="list-style-type: none"> • Structure and timeline • Key challenges to be considered 		DP

Date of next meeting
4.00 pm on Thursday, 18 October 2018

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

Apologies: Steve Balmont, Kevin McGrath and Hilary McCallion

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

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Review of 2015-20 Corporate Strategy Performance (data comparison of 2013/14 to 2017/18)

Benchmarked and trend information for KPIs and other performance indicators 2013/14 to 2017/18.

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Agenda Item 2



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Executive Summary

Section 1: Performance against KPI's 2013/14 to 2017/18

Page 4 Section 2: UCAS Analysis 2013 -2017

Section 3: Financial Performance (Cont.)

Section 4: TEF Subject Pilot Performance



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Executive Summary – Academic Related Measures

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- Significant league table improvement and TEF Silver but in the TEF subject level pilot LSBU was awarded Bronze at institutional level
- Success against all employment measures (absolute and relative)
- Mixed performance on progression teaching measures. Strong improvement in postgraduate completion, and HESA PI for first degree completion (TEF measure) less strong on UG progression
- Static relative to the sector in terms of good honours (despite 9% increase between 2013/14 and 2016/17) and most NSS measures.
- Improvement compared to the sector in resource based NSS questions, significant deterioration compared to sector for “Academic Support” and London competitors in “Organisation and Management”
- Improvement in SSR from 24 to around 17
- Ethnicity attainment gap has widened
- Achievement of 4 QS Stars and appearance in THE and QS World Rankings
- Significant increase in TNE provision



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Executive Summary – Finance (including Research Income) – Data presented up to 2016/17

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- Increase in income by £10m, in line with relative London competitors
- Absolute and relative increase in international income
- Increase in research income in absolute terms, but relatively static compared to the sector and London competitors
- Static in terms of EBITDA and per cent surplus on income, though slightly ahead relative of sector trends
- LSBU performs at an average level compared to London competitors on overall financial Performance



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Executive Summary – Market Data presented up to 2017 applicants

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- Increases seen in applications, offer rate and firm accept rate (in main cycle) in latest year (not detailed in box plot as no benchmark data yet)
- Overall decrease in applications (due to Health), but when excluding Health, an increase (with a further increase for 2018 enrolments). Improvement compared to the sector and particularly London Moderns
- Static offer rate (compared to relative sector decline, but in line with competitors), but increase for 2018 (2% higher than in 2017, excluding Health)
- Reduction in proportion of firm accepts in absolute and relative terms (increase for 2018 of 4.1% will buck this trend)
- Of applicants that apply to LSBU, but study elsewhere, main destinations are Westminster, Greenwich, Middlesex, UEL and Kingston (ordered by preference)



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Section 1: KPI Performance 2013/14 to 2017/18

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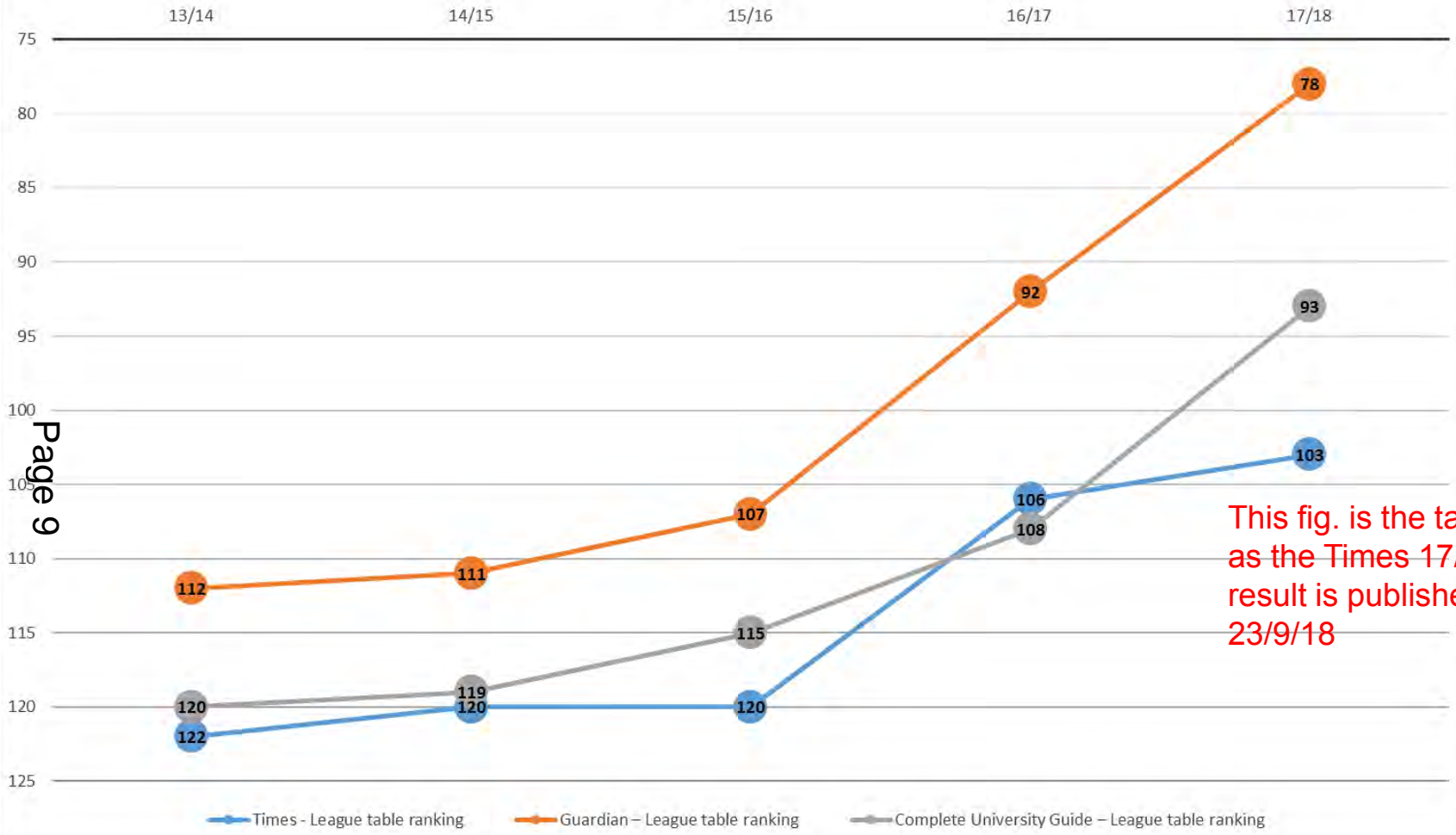
- LSBU performance over time for domestic league tables
- Competitor performance in Guardian LT over time
- QS Stars - LSBU
- Internal and non-benchmarked KPIs over time
- Summary performance against all benchmarked KPI's against the Sector and London Moderns 2013/14 to 2017/18
- Box plots for student outcomes, NSS question areas, SSR, Total Income, Income by Source, Surplus as a % of Income, EBITDA and new student start ups.



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LSBU Domestic League Tables - Overall Rank Performance 2013/14 to 2017/18



This fig. is the target as the Times 17/18 result is published on 23/9/18

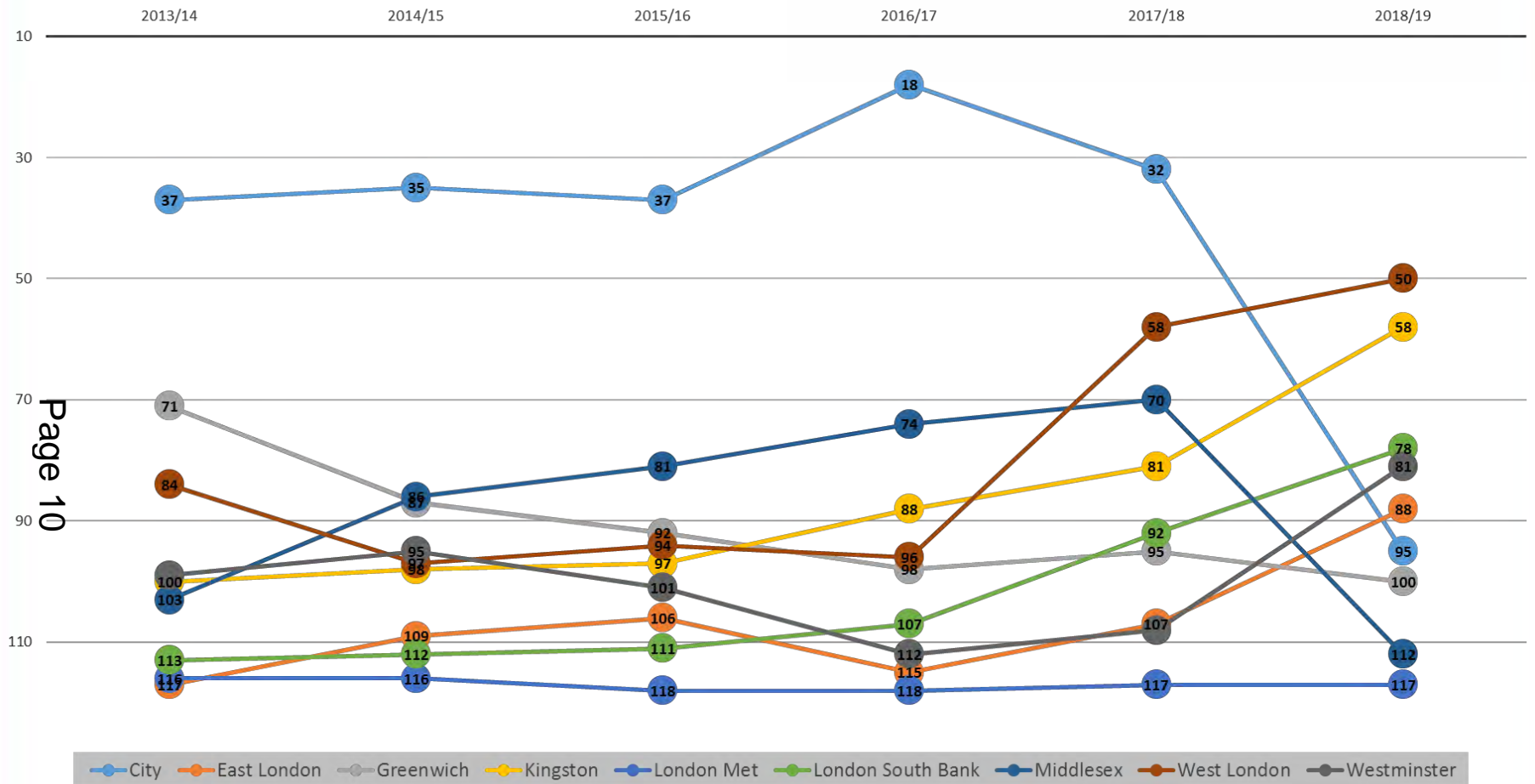
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Competitor Performance in Guardian League Table - Overall Rank 2013/14 to 2017/18

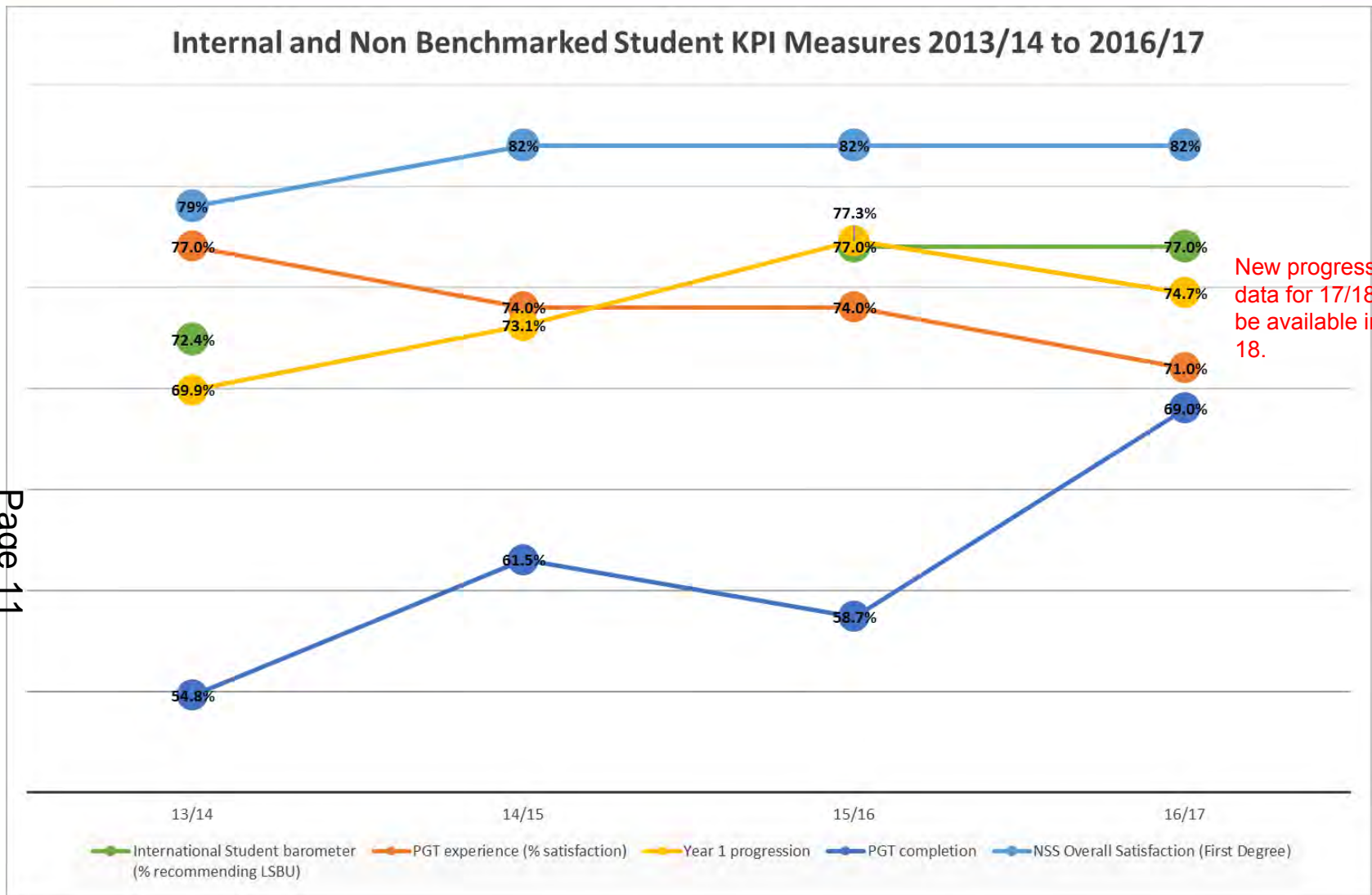


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Internal and Non Benchmarked Student KPI Measures 2013/14 to 2016/17

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New progression data for 17/18 will be available in Oct 18.

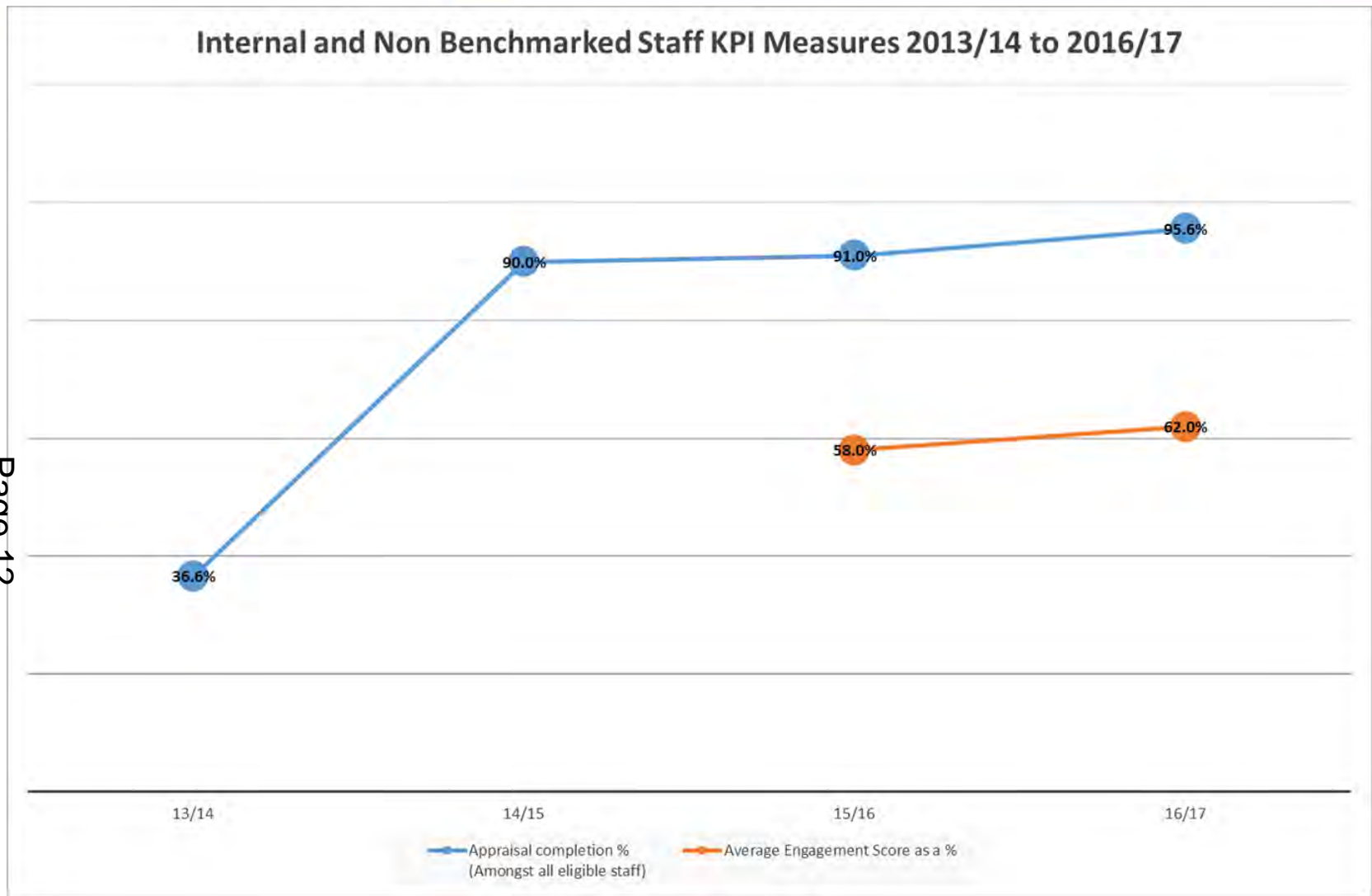


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Internal and Non Benchmarked Staff KPI Measures 2013/14 to 2016/17

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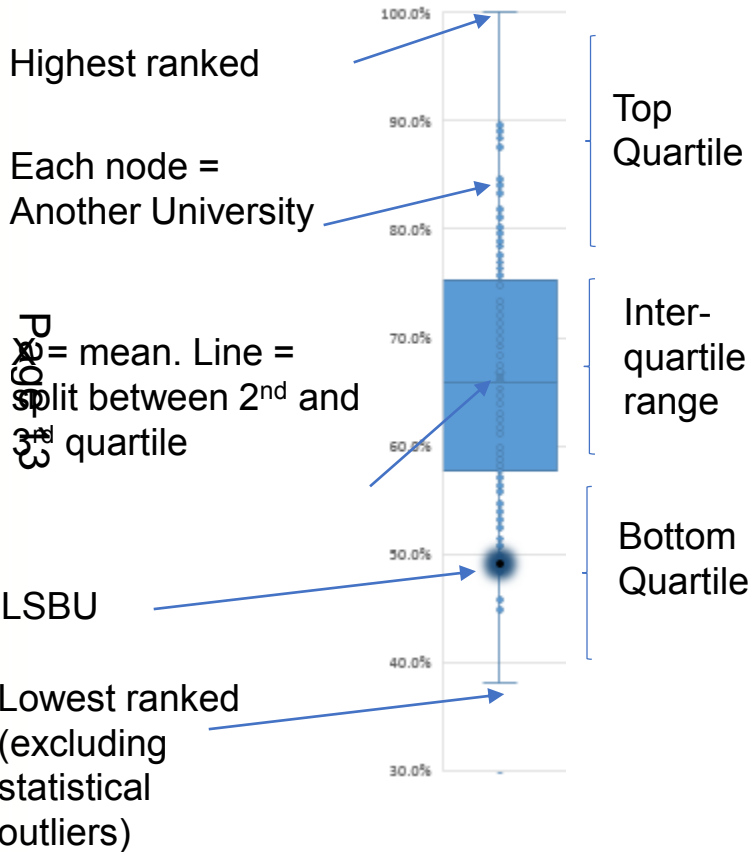
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Interpreting Boxplot Charts

A box plot is a way of presenting:

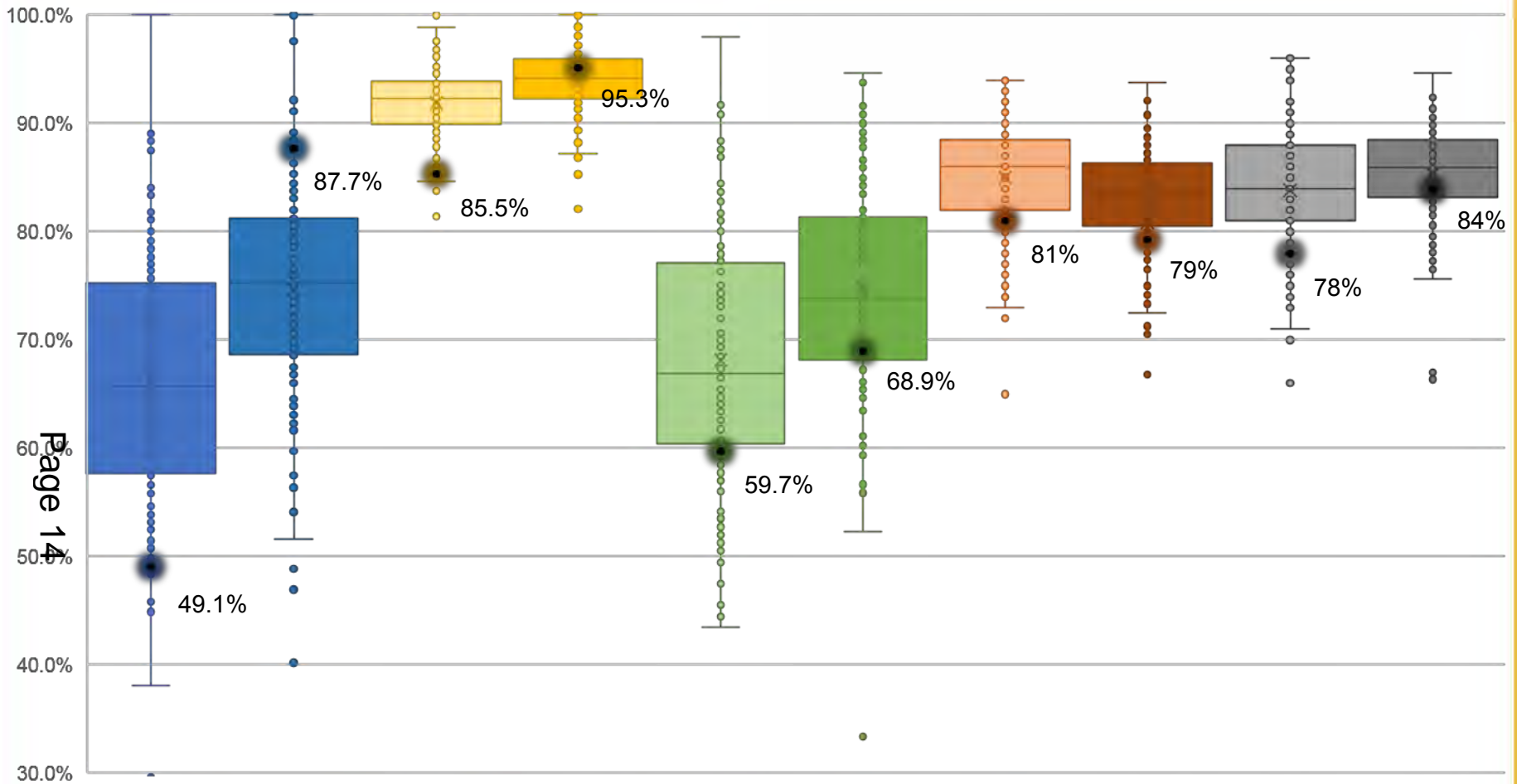
- Distribution of performance by quartile range;
- Relationship to the mean;
- Spread of performance;
- Highest and lowest performers (statistical outliers are excluded from the range);
- Two box plots covering two time periods, allows for showing the shift in sector and LSBU over time (as demonstrated in subsequent slides).



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Student Outcomes 2013/14 to 2017/18



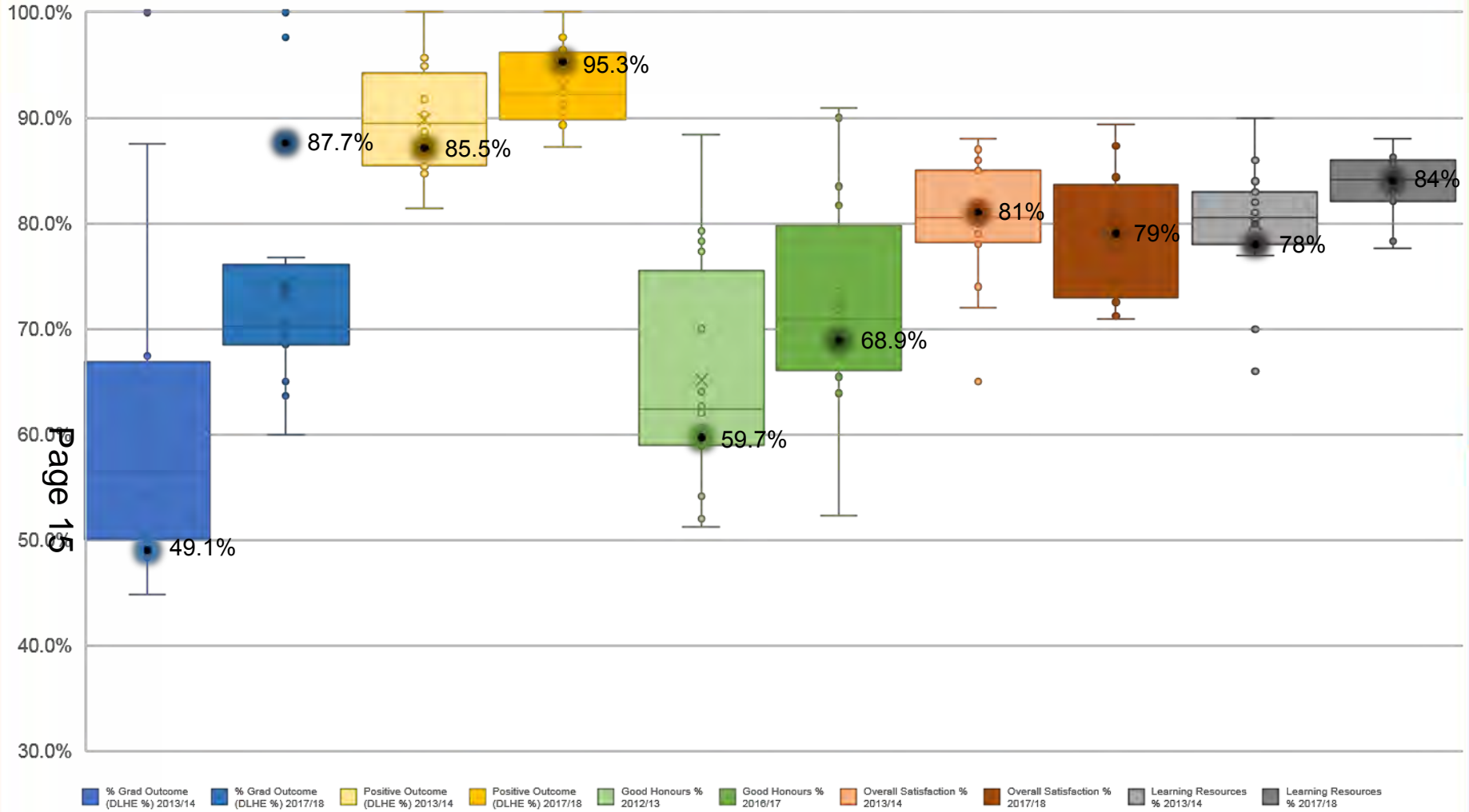
■ % Grad Outcome (DLHE %) 2013/14
 ■ % Grad Outcome (DLHE %) 2017/18
 ■ Positive Outcome (DLHE %) 2013/14
 ■ Positive Outcome (DLHE %) 2017/18
 ■ Good Honours % 2012/13
 ■ Good Honours % 2016/17
 ■ Overall Satisfaction % 2013/14
 ■ Overall Satisfaction % 2017/18
 ■ Learning Resources % 2013/14
 ■ Learning Resources % 2017/18



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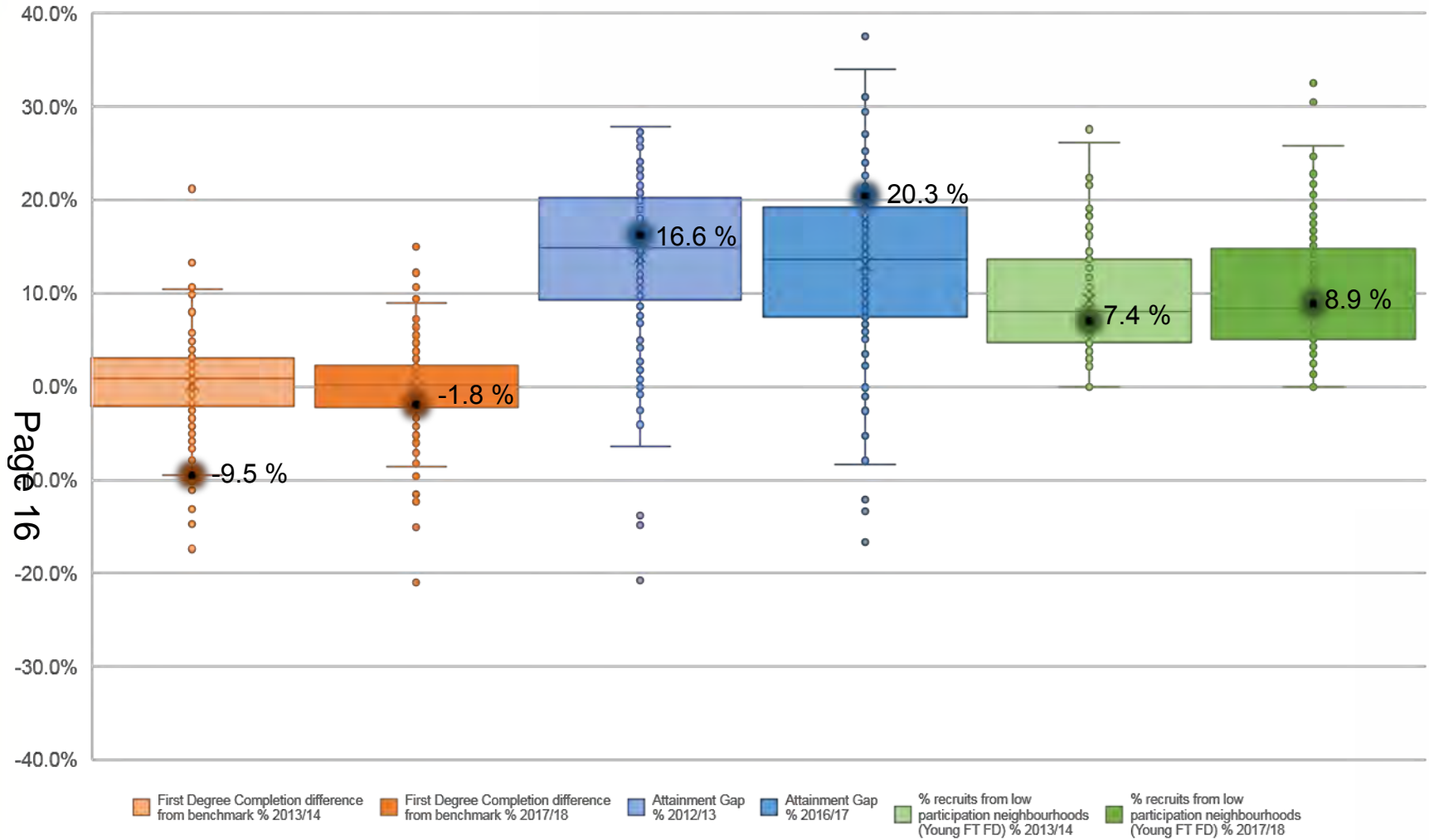
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Student Outcomes 2013/14 to 2017/18 - London Moderns



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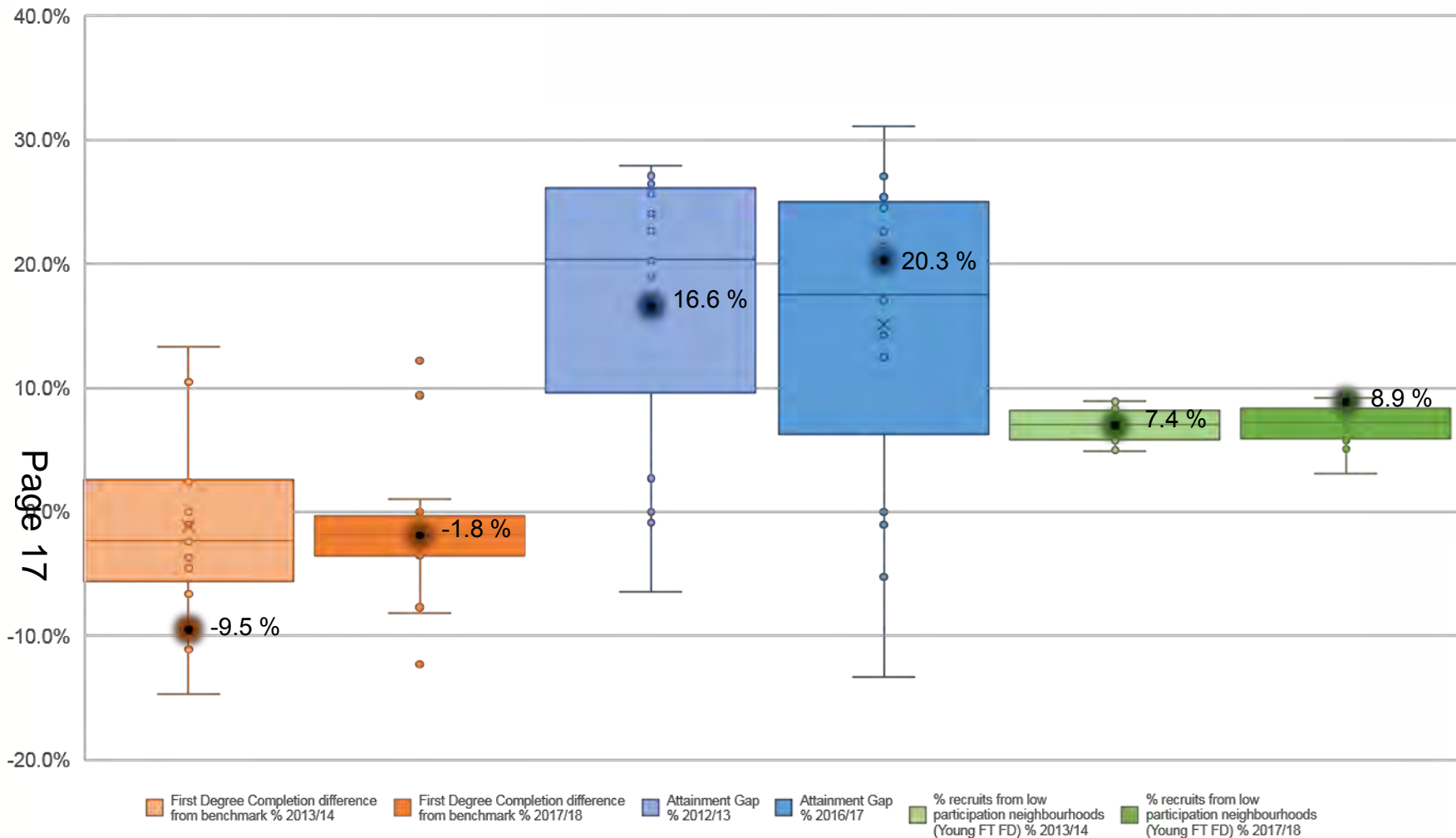
Student Outcomes (Cont.) 2013/14 compared to 2017/18 Cohorts



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Student Outcomes (Cont.) 2013/14 compared to 2017/18 Cohorts - London Moderns



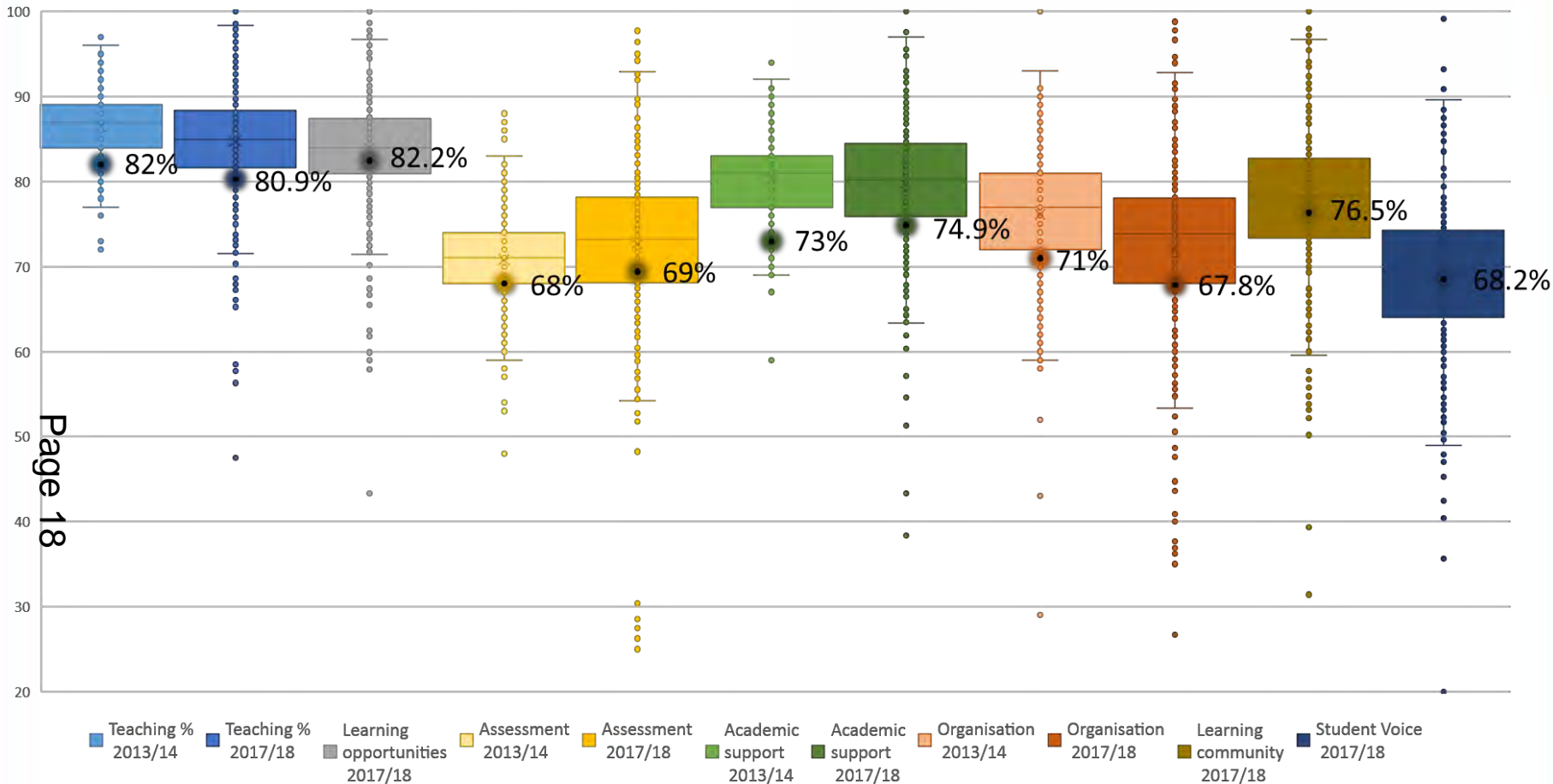
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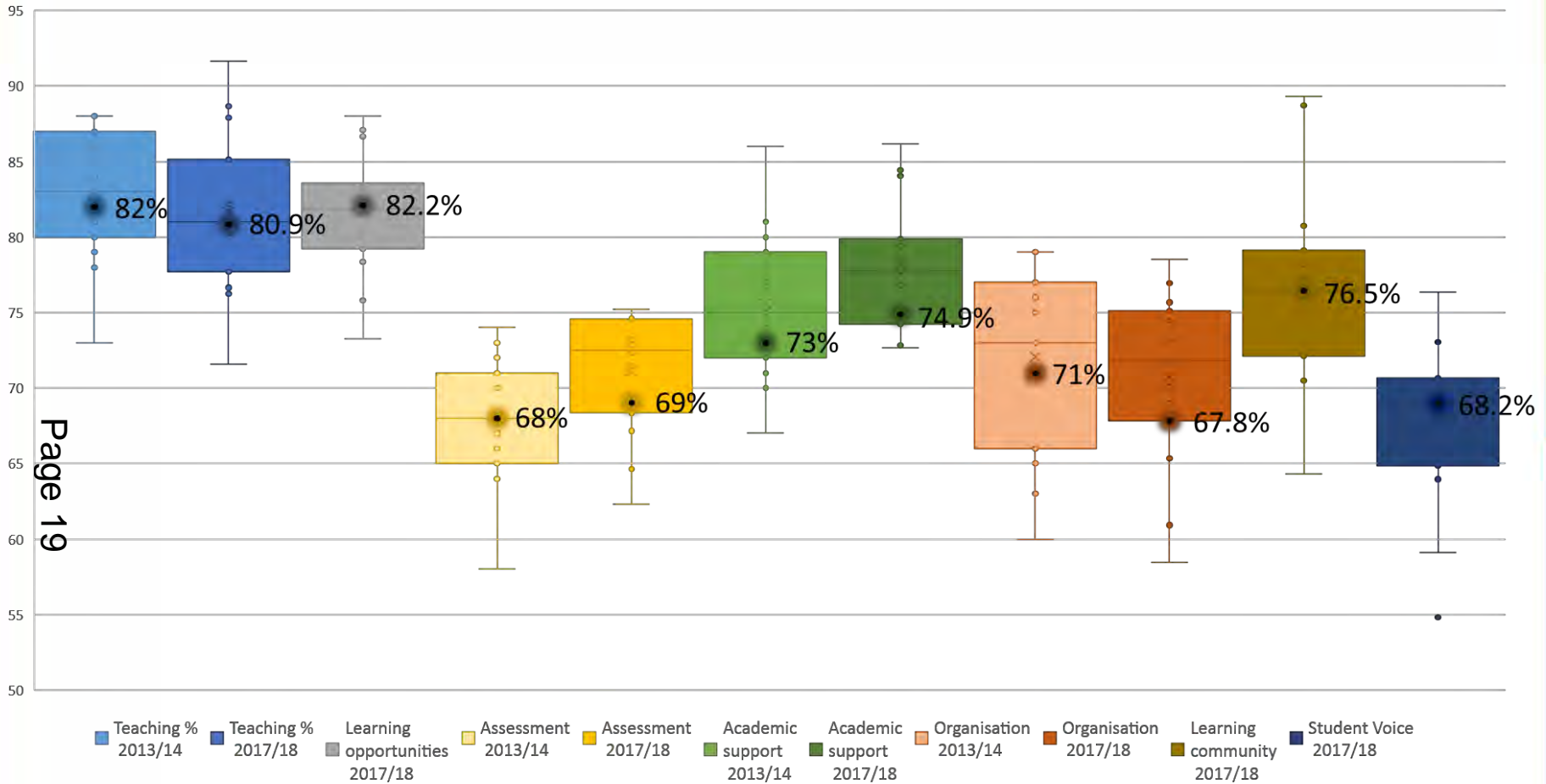
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NSS % Agree Scores by Question Area 2013/14 to 2017/18

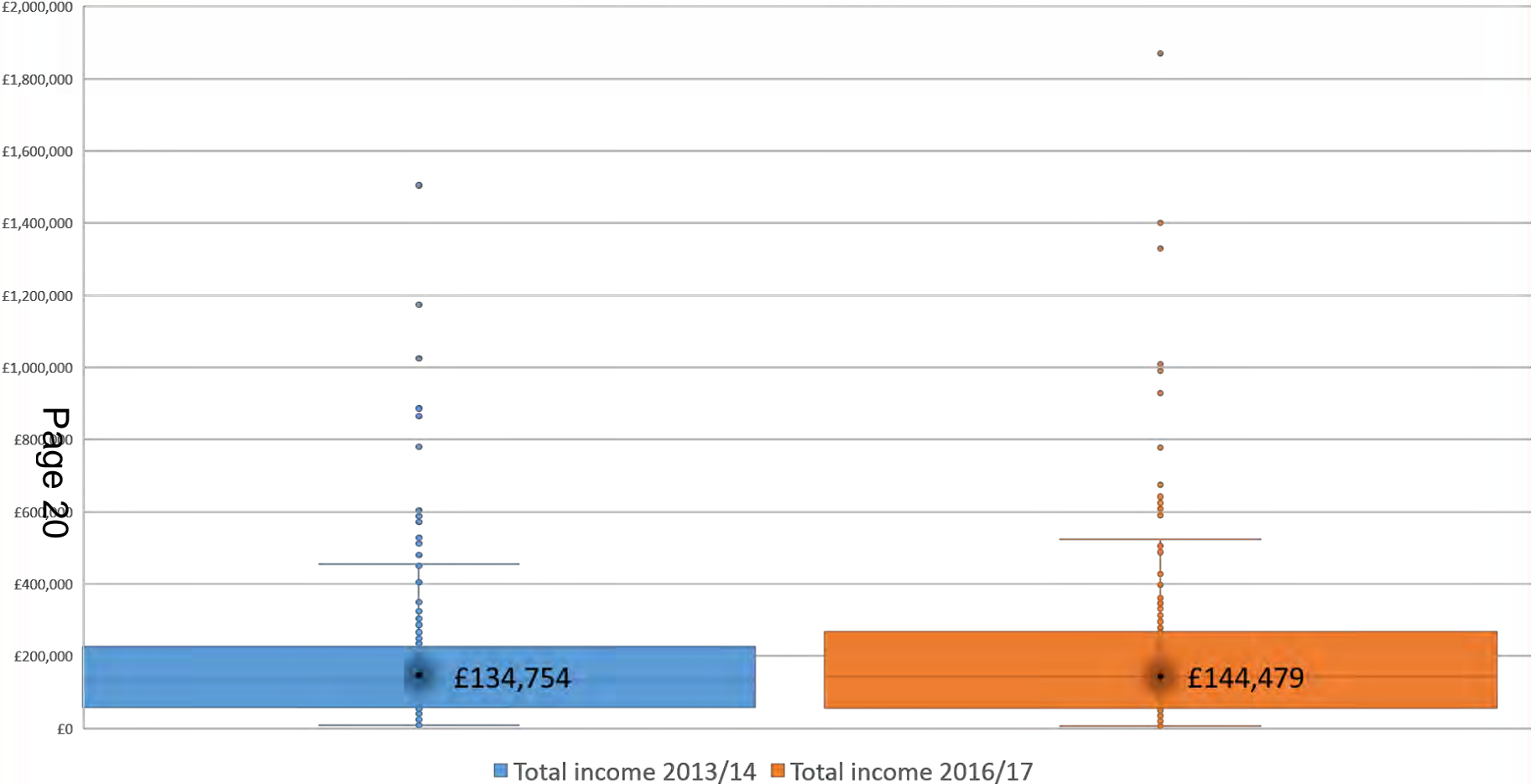


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NSS % Agree Scores by Question Area 2013/14 to 2017/18 - london Moderns



Total Income (£,000) 2013/14 to 2016/17



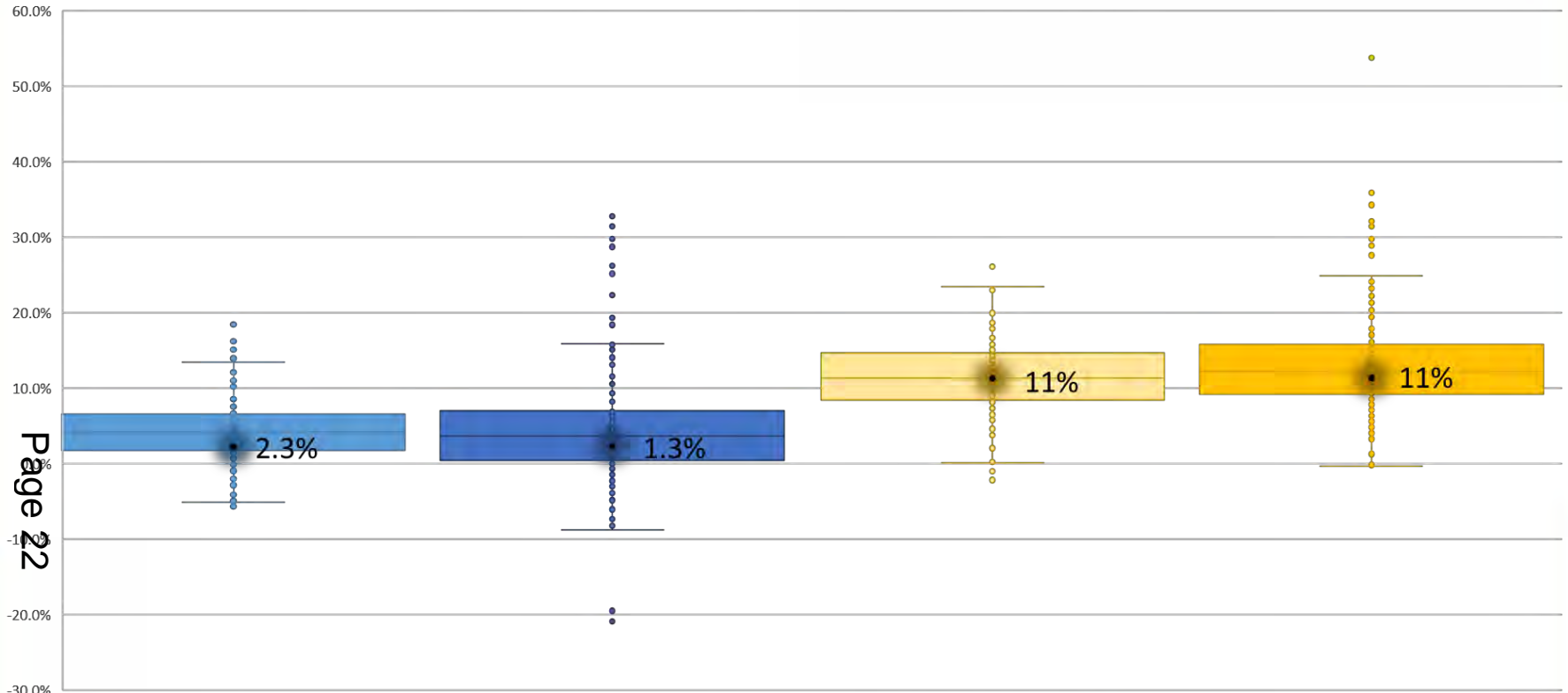
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Total Income (£,000) 2013/14 to 2016/17 – London Moderns



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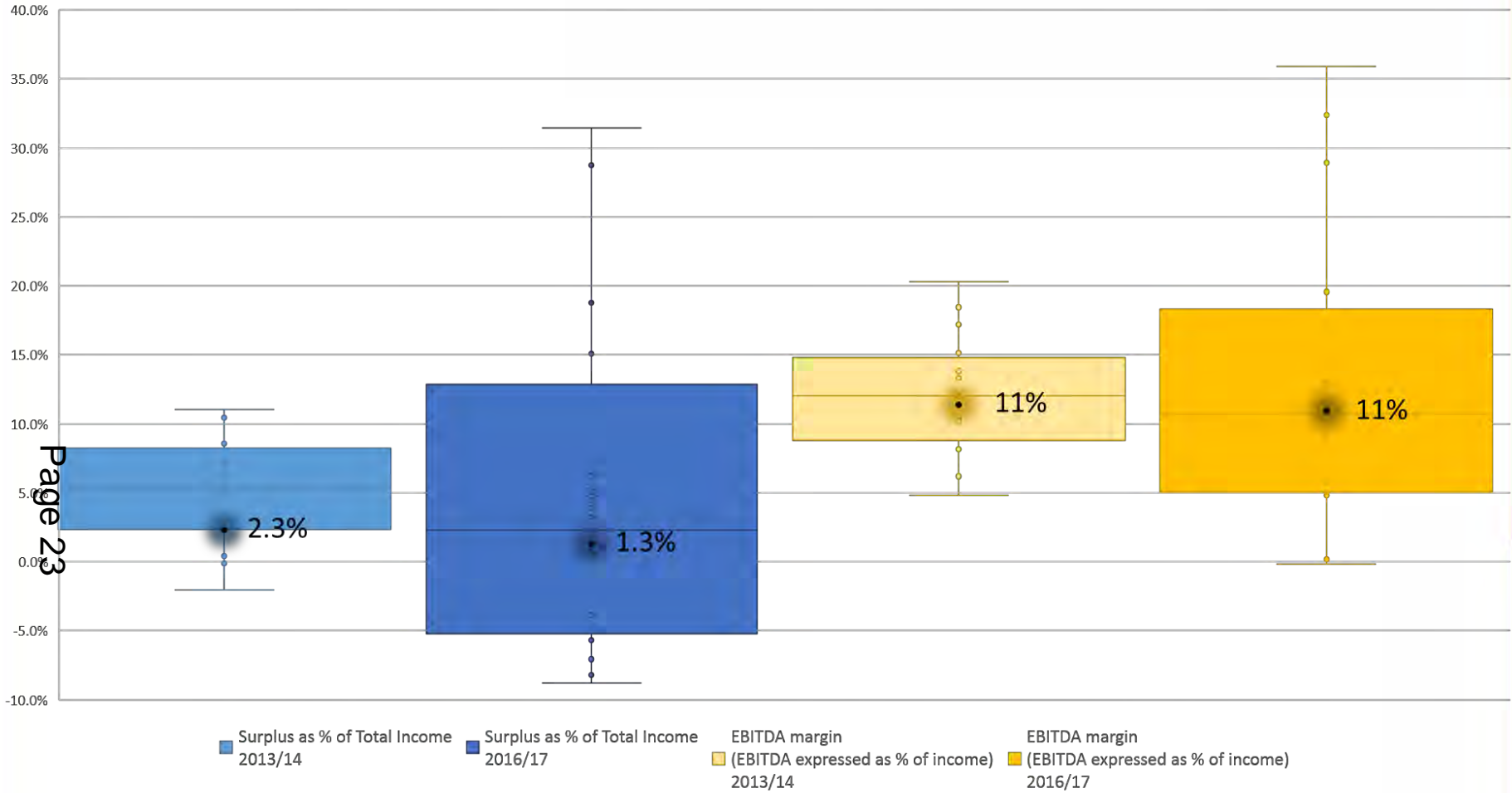
Surplus and EBITDA expressed as a % of Total Income 2013/14 to 2016/17



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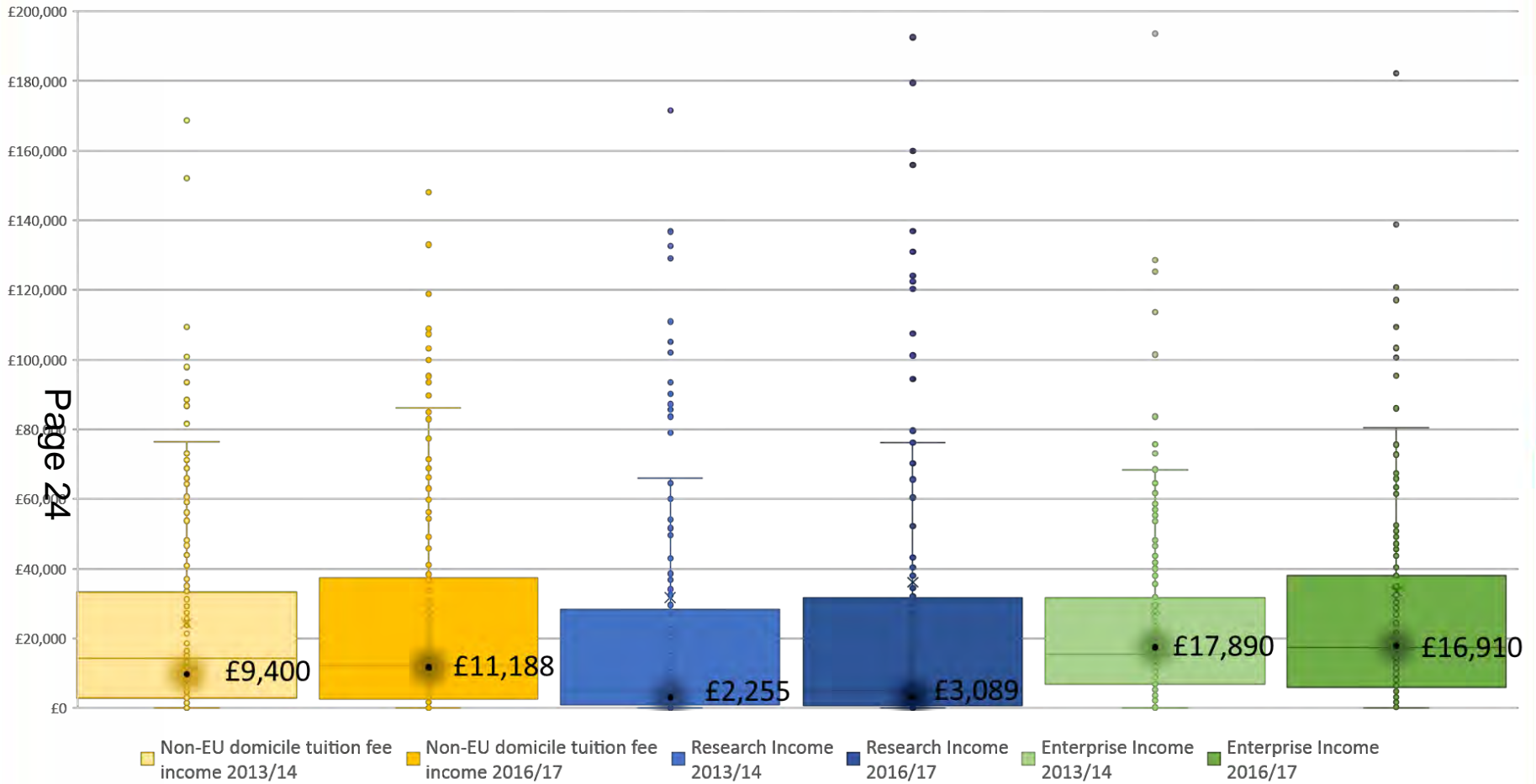
■ Surplus as % of Total Income 2013/14
 ■ Surplus as % of Total Income 2016/17
 ■ EBITDA margin (EBITDA expressed as % of income) 2013/14
 ■ EBITDA margin (EBITDA expressed as % of income) 2016/17

Surplus and EBITDA expressed as a % of Total Income 2013/14 to 2016/17 – London Moderns

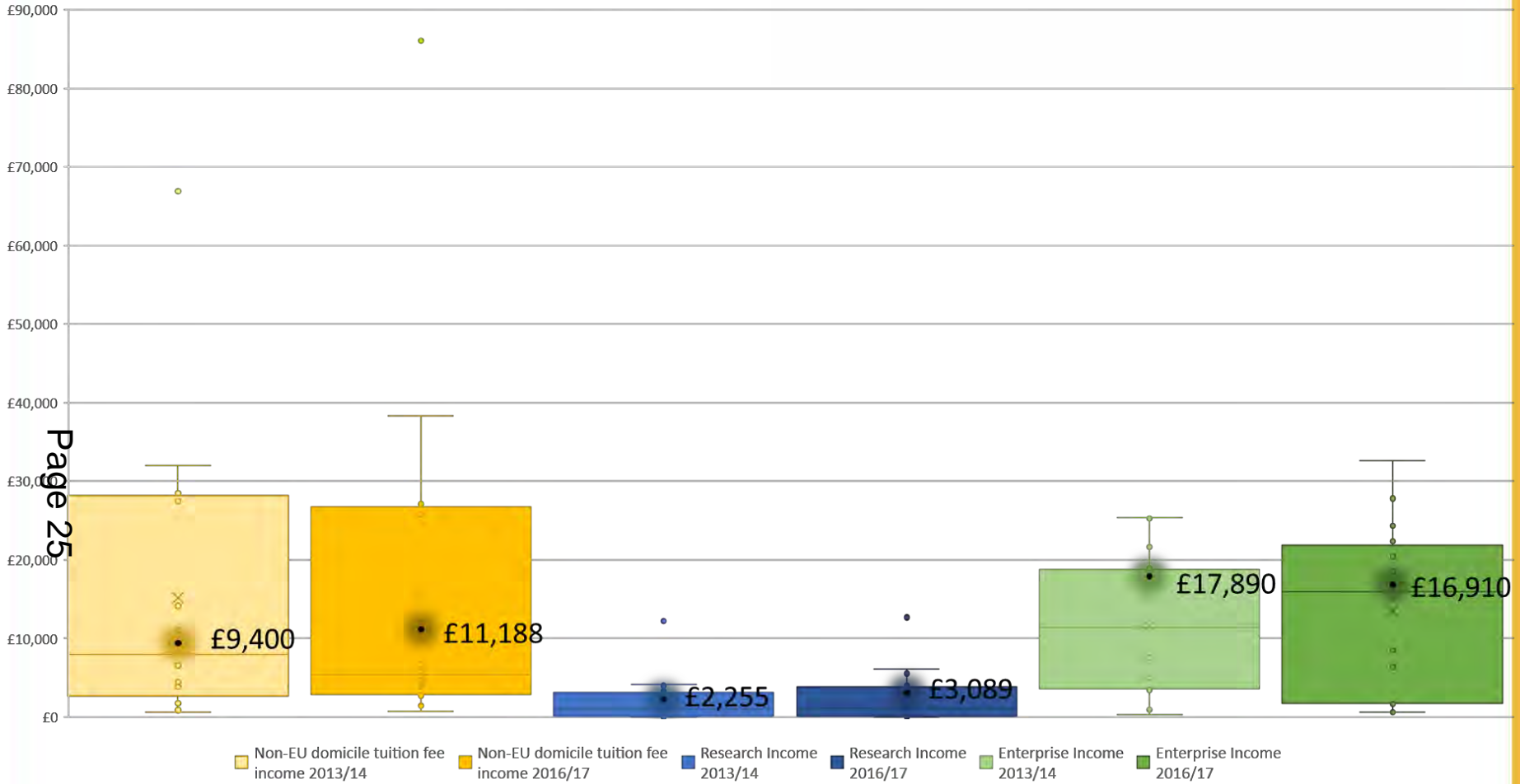


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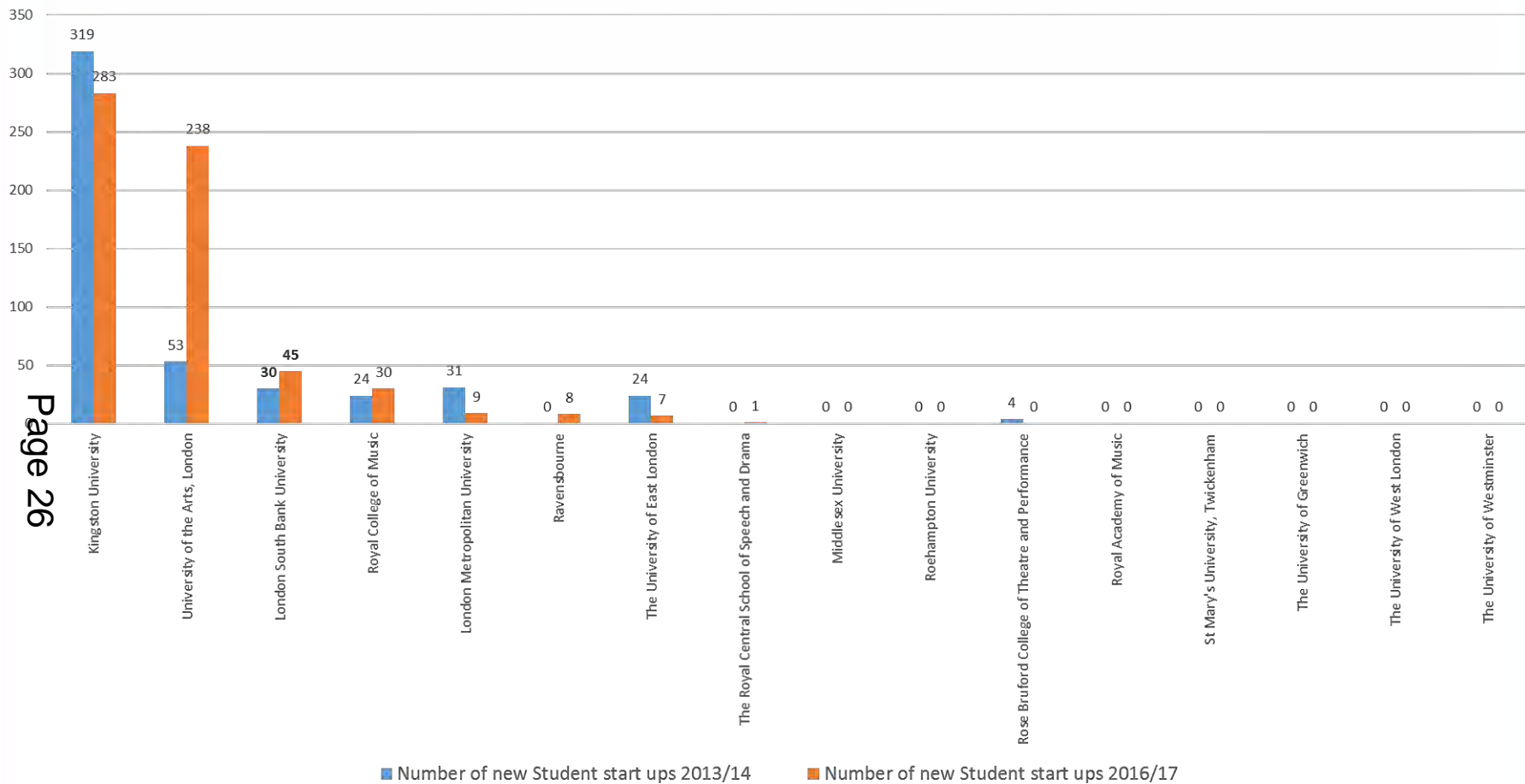
Income (£,000) by Source 2013/14 to 2016/17



Income (£,000) by Source 2013/14 to 2016/17 – London Moderns



Number of new Student start ups 2013/14 to 2016/17 – London Moderns



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TNE Provision

Significant increase in numbers:

Year	TNE Students
2013/14	553
2014/15	552
2015/16	1,821
2016/17	2,758
2017/18	4,060
2018/19	Projected to be between 5,500 and 6,000

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QS Stars – 4* Rating Achieved

QS Stars is a complementary companion to the rankings - a rating system that includes the evaluation of universities from 1-5 across a broad range of criteria against established thresholds rather than the performance of others. Audits are valid for 3 years and the current audit will be valid until **July 2020**.

LSBU's 2017 scores for each category and 2014 scores in brackets:

- **OVERALL:** 4 Stars (3)
- **TEACHING:** 5 Stars (5)
- **EMPLOYABILITY:** 4 Stars (4)
- **RESEARCH:** 1 Star (1)
- **INTERNATIONALIZATION:** 5 Stars (4)
- **FACILITIES:** 5 Stars (5)
- **SOCIAL RESPONSIBILITY:** 4 Stars (did not submit for this category but achieved 3 star for Innovation)
- **INCLUSIVENESS:** 5 Stars (5)
- **SPECIALIST CRITERIA:** 2 Stars (2)

LSBU is one of only 22 UK Institutions to hold a QS stars quality rating, and alongside Goldsmith's College one of only two London HEI's with a rating. Excluding Goldsmiths and Scottish HEI's which did not take part TEF, all other QS Stars rated HEI's were either Gold or Silver in TEF.

Section 2: UCAS Analysis 2013 -2017

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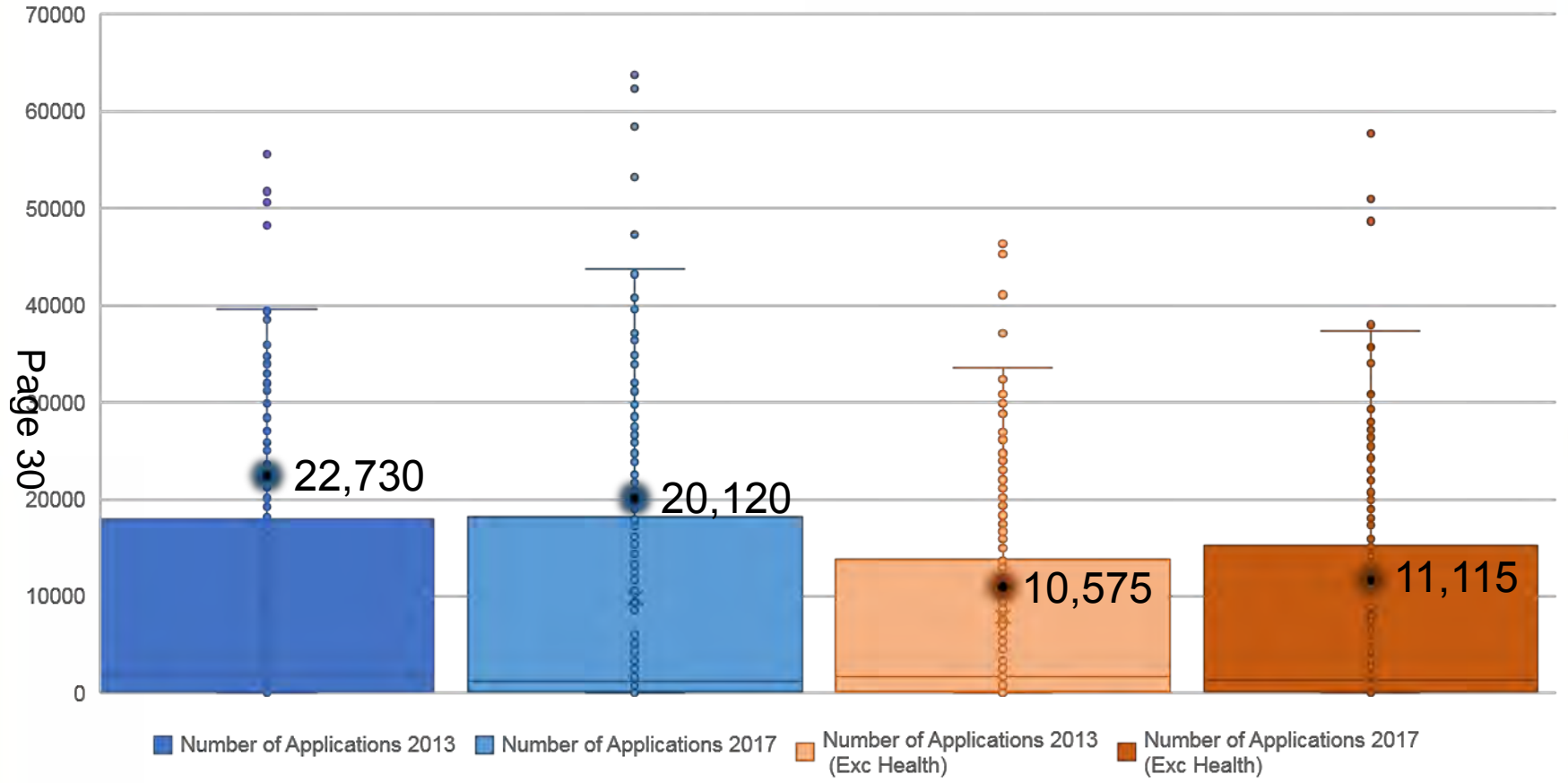
- Box plots for applications counts, Offer rate %, Applicant response (firm/insurance/decline) %, (Sector and London Moderns - including and excluding Health subjects)
- Applications % by subject area 2015-17
- Destination of applicants who declined an offer



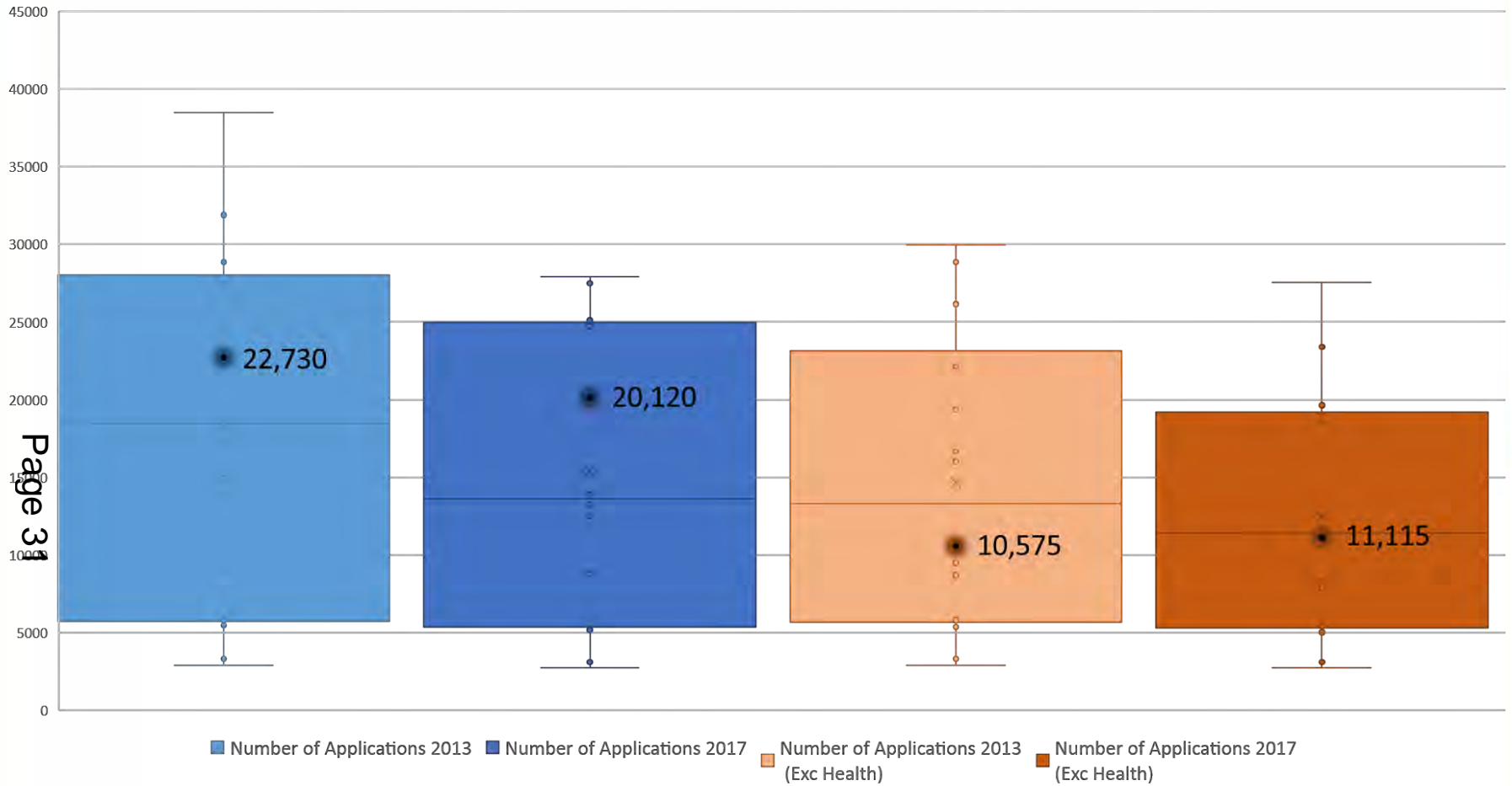
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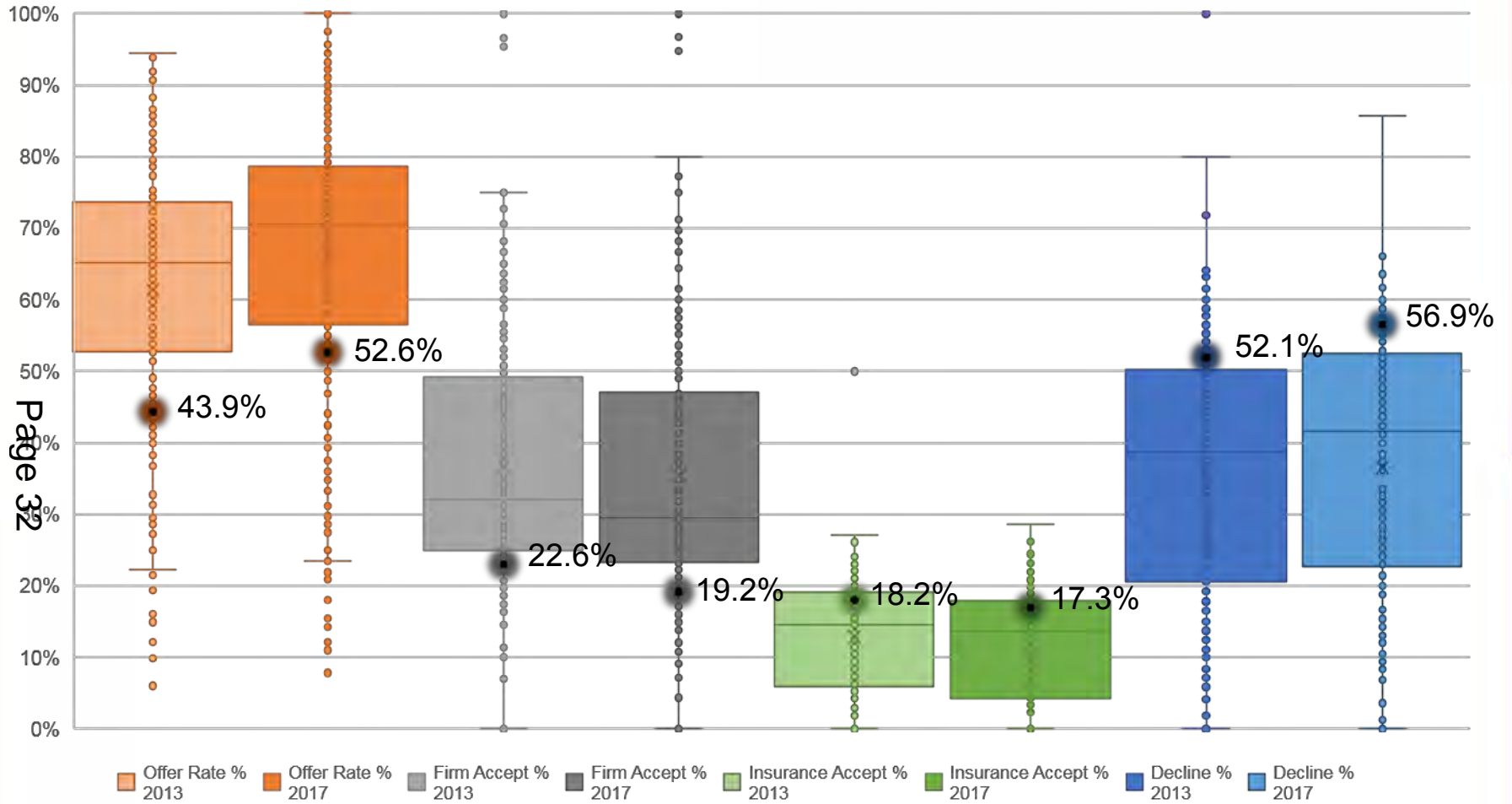
UCAS Applications count including and excluding Health subjects 2013 to 2017



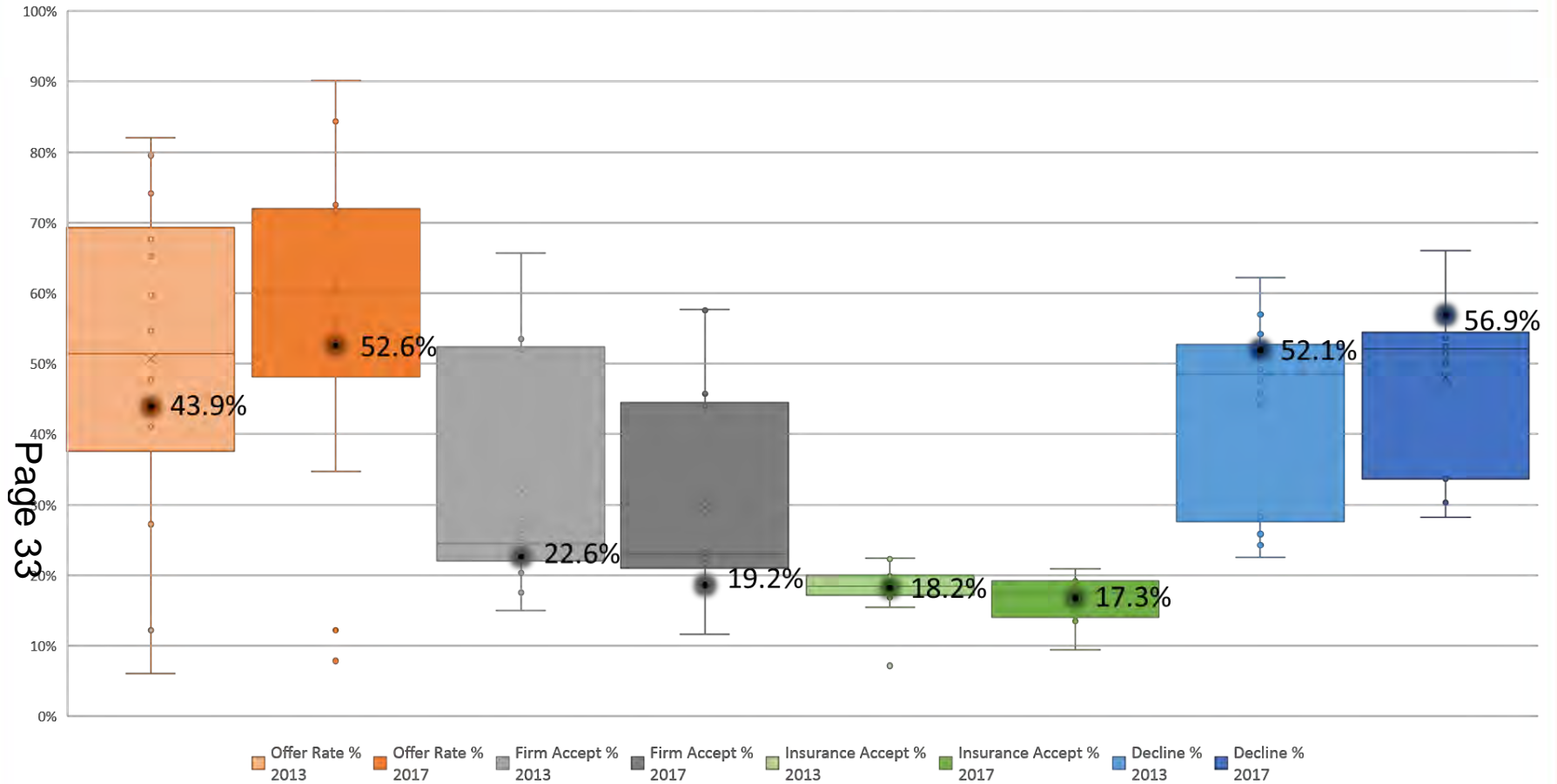
UCAS Applications count including and excluding Health subjects 2013 to 2017 - London Moderns



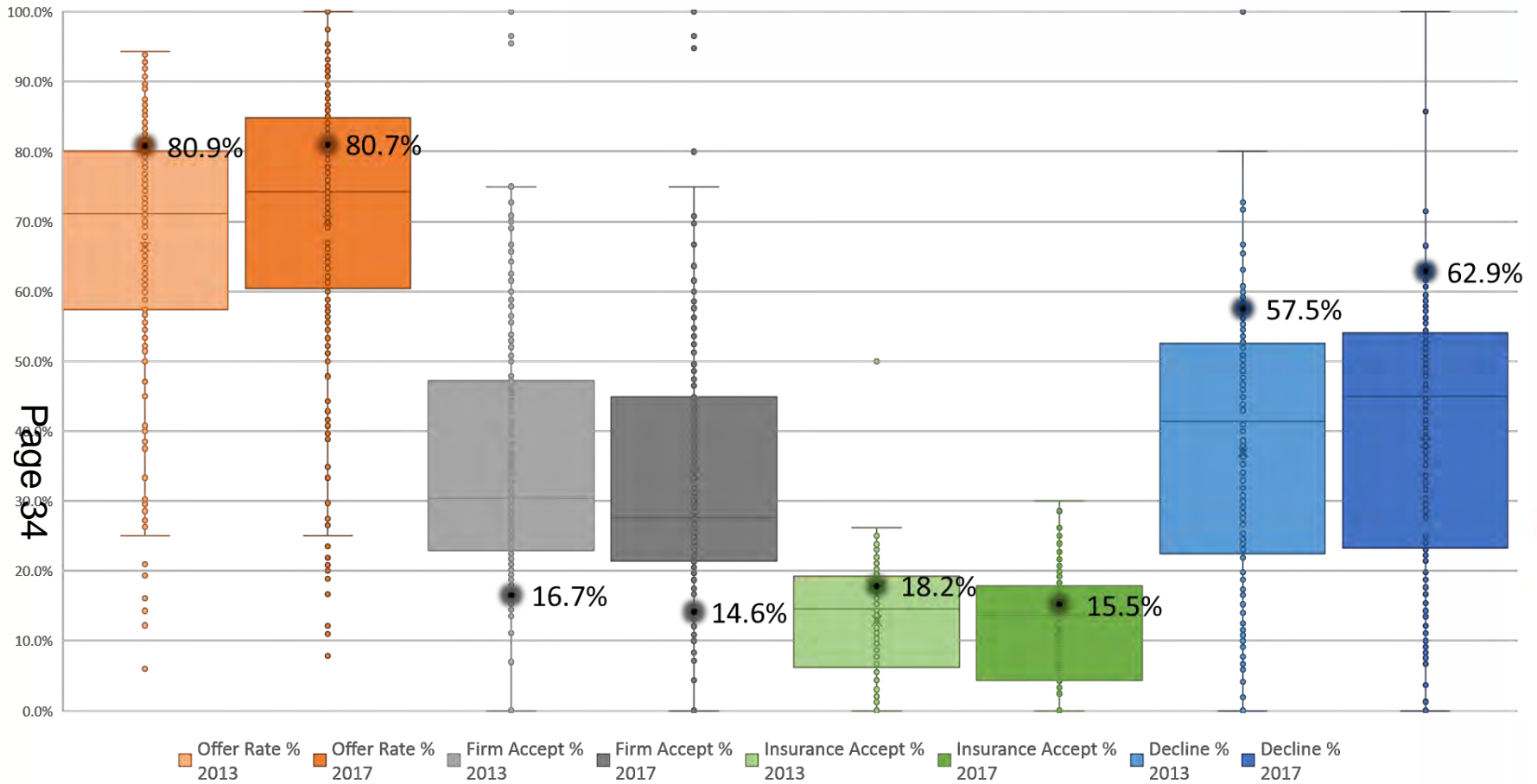
UCAS Application offers and outcome rates (%) 2013 to 2017



UCAS Application offers and outcome rates (%) 2013 to 2017 - London Moderns



UCAS Application offers and outcome rates(%) 2013 to 2017 - Excluding Health Subjects



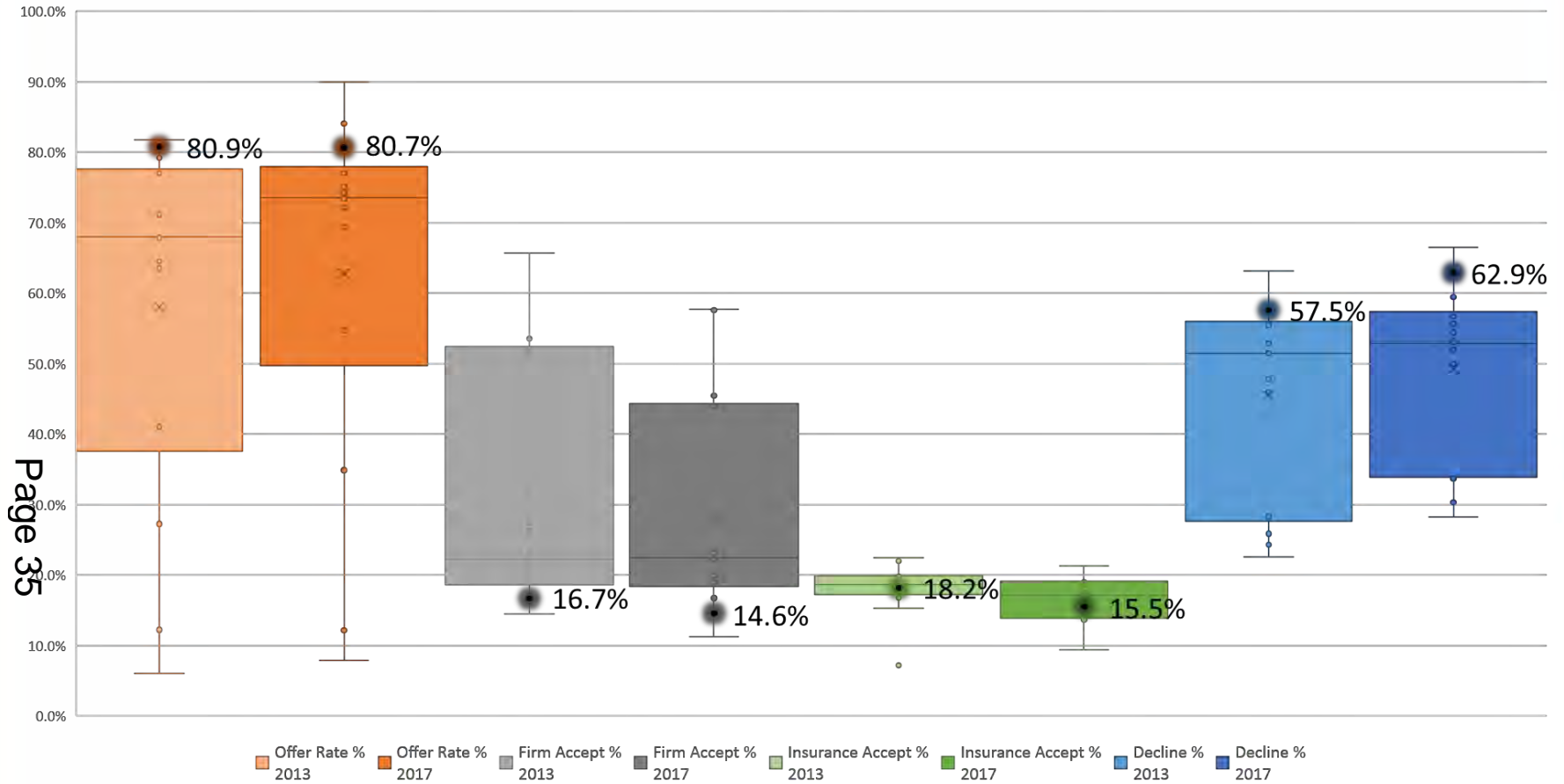
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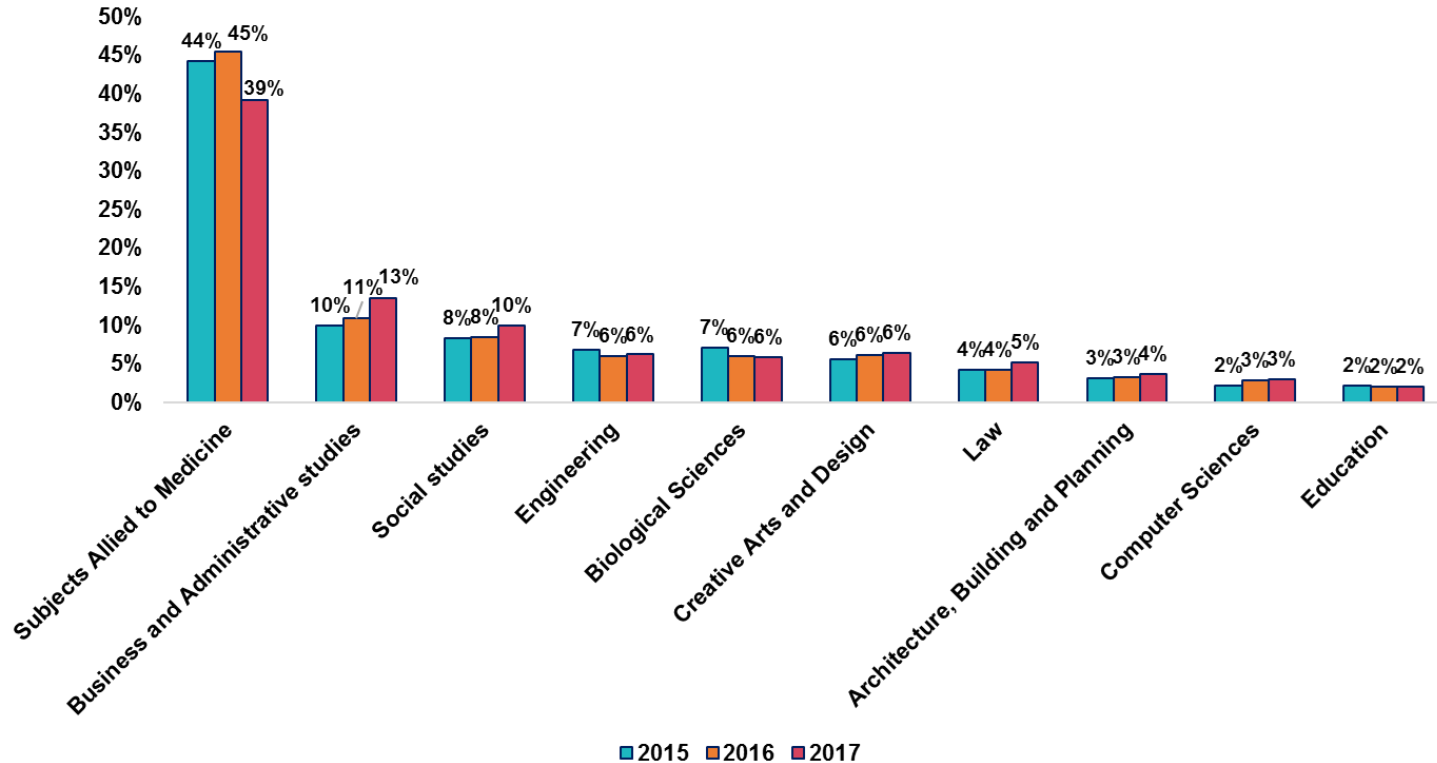
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UCAS Application offers and outcome rates(%) 2013 to 2017 - Excluding Health Subjects - London Moderns



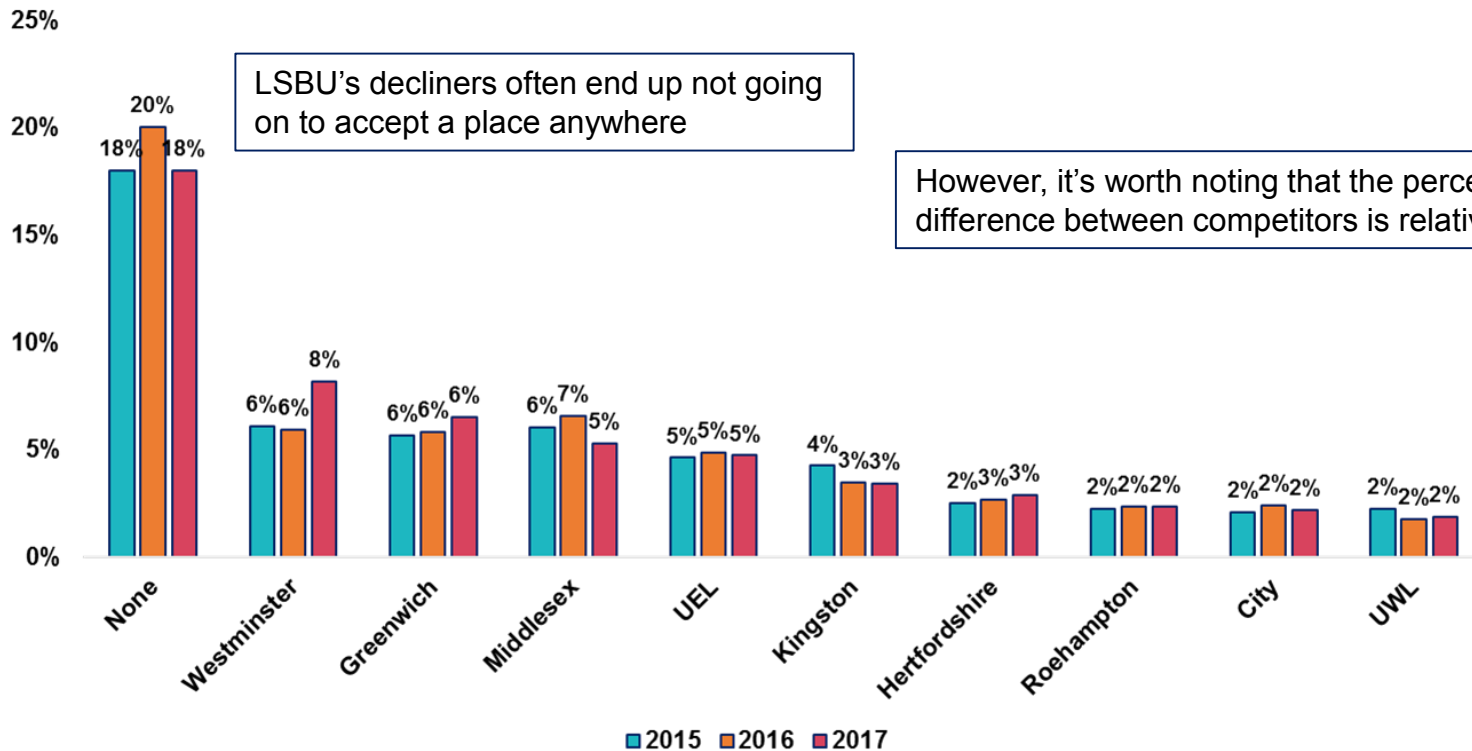
LSBU's Subjects Allied to Medicine consistently receive the most applications, though these dropped significantly in 2017

Total LSBU applications by top 10 subject areas



LSBU's decliners are most likely to opt for Westminster, Greenwich or Middlesex – but many choose not to go elsewhere

Top 10 LSBU conditional/unconditional offer decliner destinations

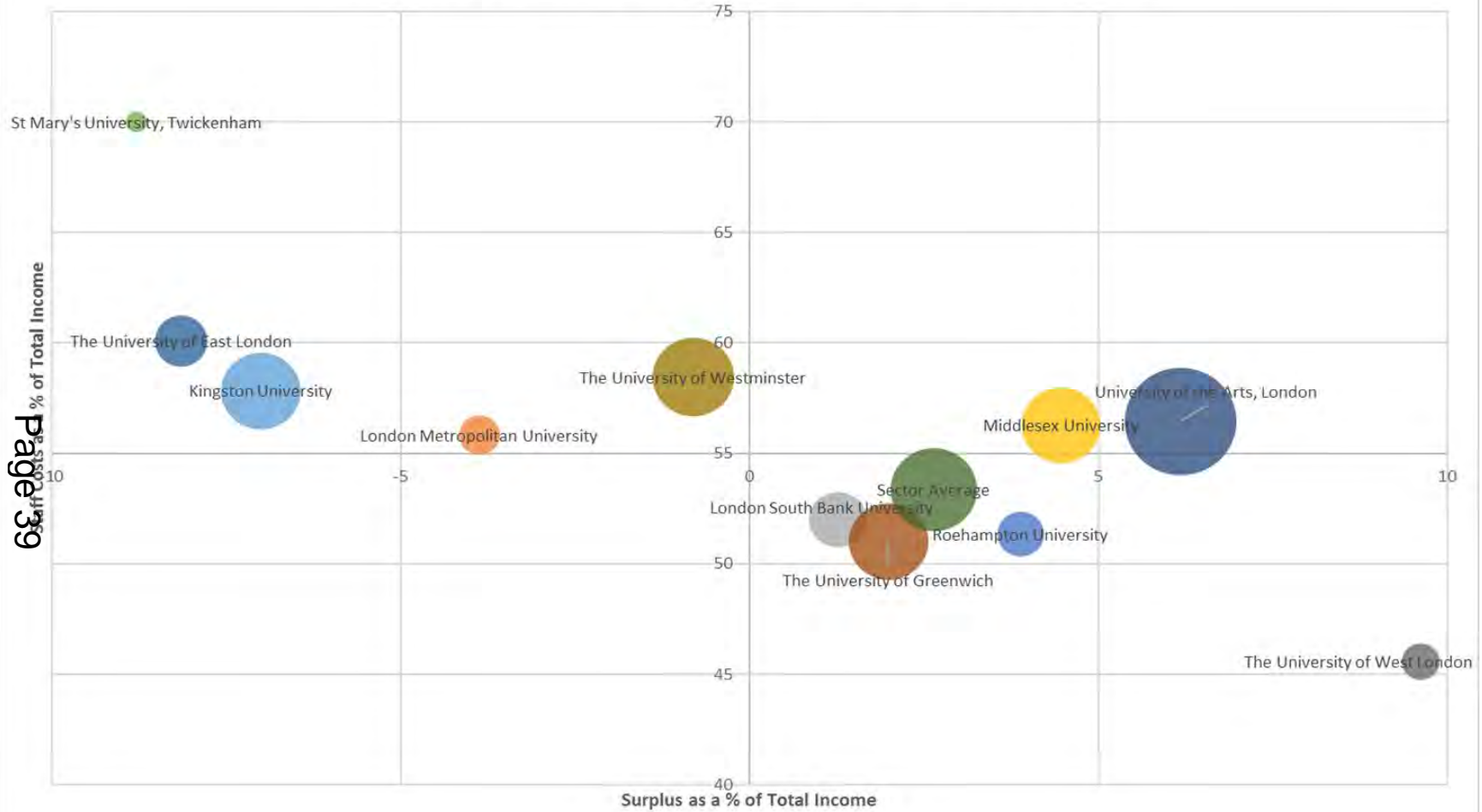


Section 3: Financial Performance (Cont.)

- Three key financial indicators: Surplus/Total Income, Staff Costs/Total Income and Total Income 2016/17 – London Moderns and Sector Compared as a bubble chart
- Total Income change 2015/16 to 2016/17
- Surplus as a % of Total Income for Post 1992 Institutions by latest TEF rating

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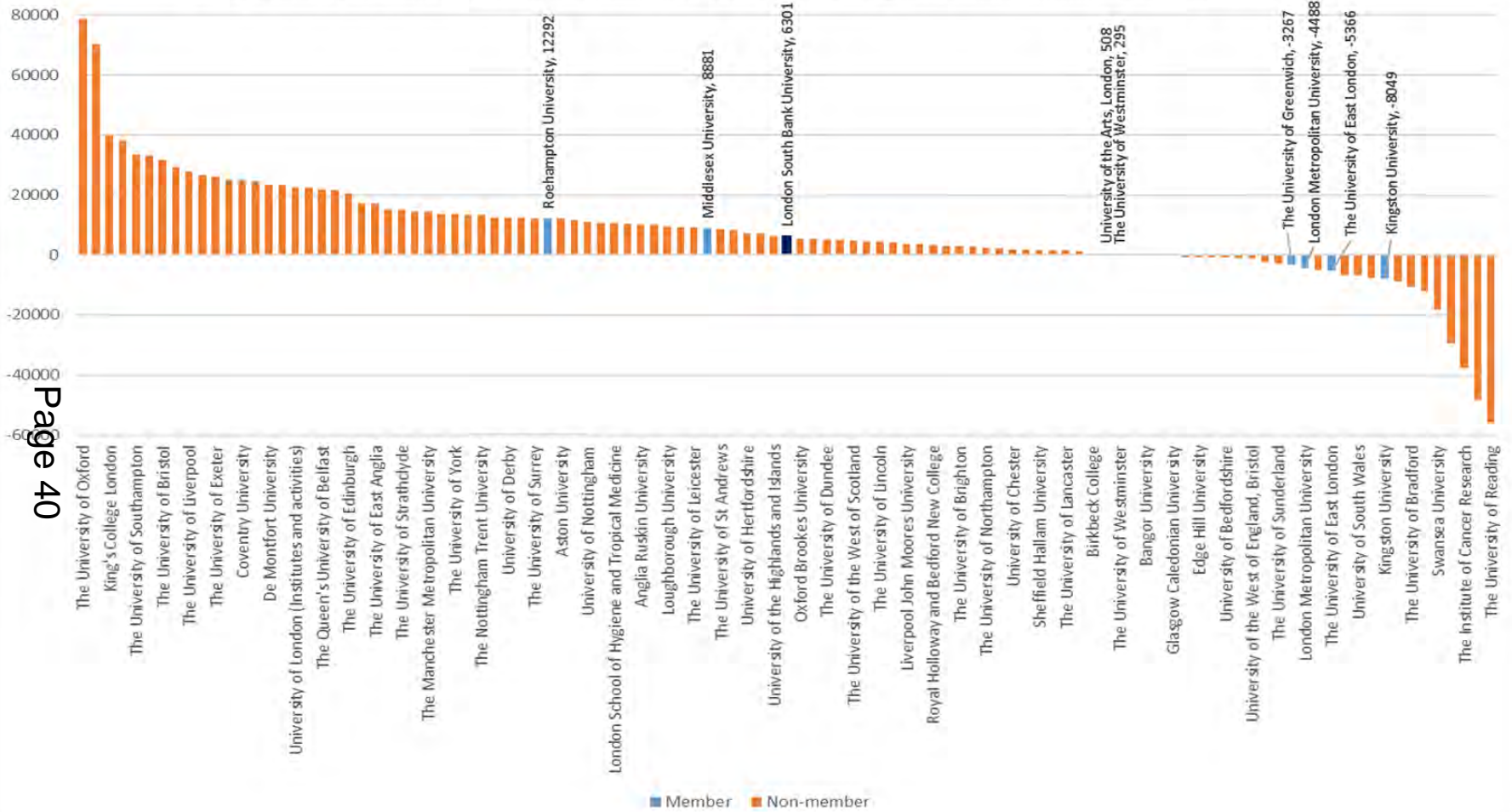
Key Financial Indicators, Surplus as a % of Total Income, Staff Costs as a % of Total Income and Total Income 2016/17 (Bubble Size) for Large London Moderns and the Sector



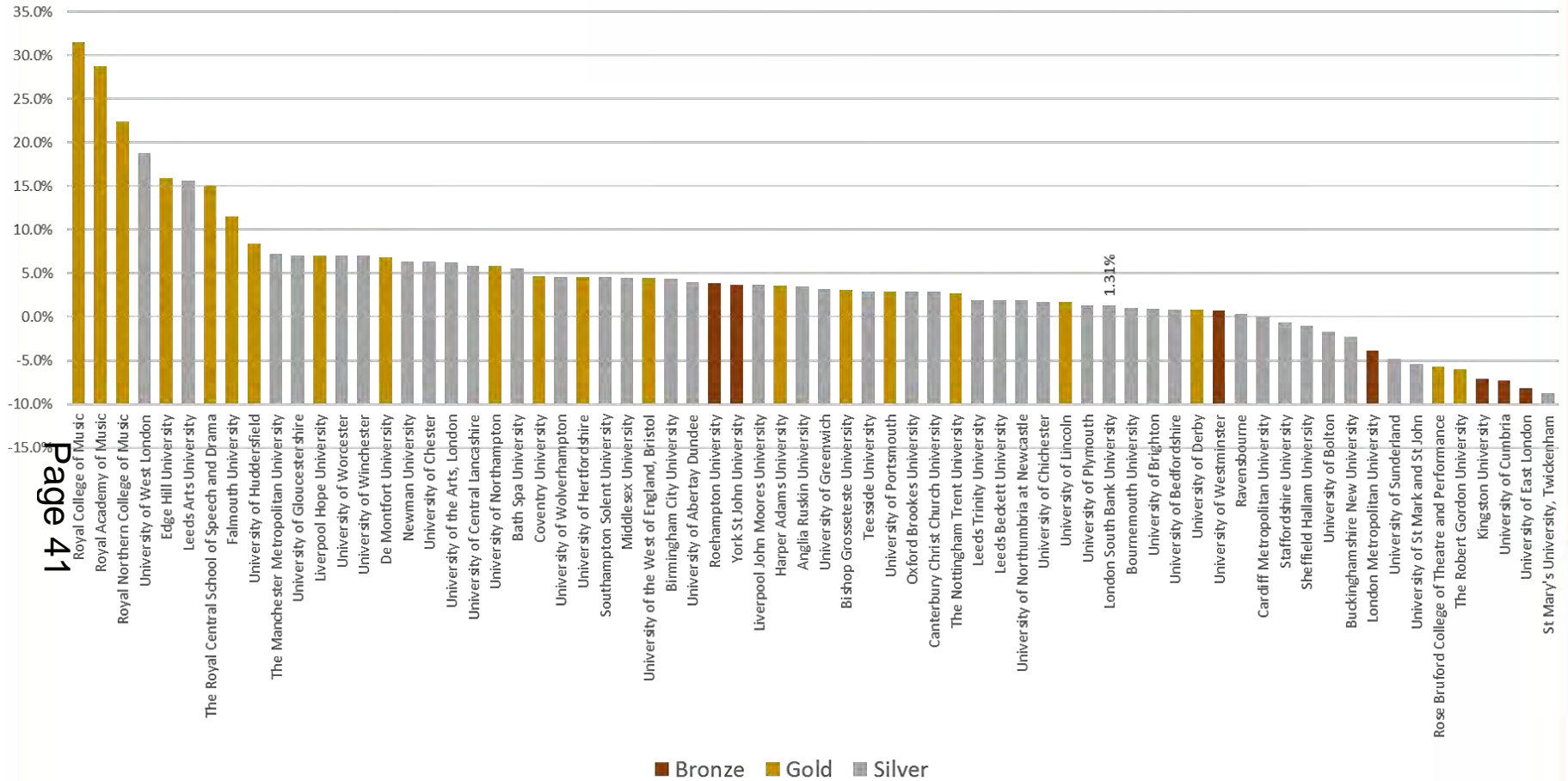
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2015/16 to 16/17 change in Total Income (£,000) - Excluding HEI's with Income under (£1Million)



Surplus as a % of Total Income 2016/17 for Post 1992 HEI's by latest TEF rating



Section 4: LSBU TEF Subject Pilot Performance

- Subject pilot performance based on TEF 3 data 2014/15 to 2016/17 (initial versus awarded rating)
- Results are confidential – Due to being an OfS pilot

	Initial TEF Rating (Majority mode of study) 1a	Headcount in Majority Mode	% of Provider Total Students in scope	Awarded	Change
Provider level	S	8910		Bronze	Moved down
Medical and health sciences		2780	31%	N/A	N/A
Nursing	B	1,785	20%	Bronze	Consistent
Psychology	B	445	5%	Bronze	Consistent
Subjects allied to medicine	S	430	5%	Silver	Consistent
Sport & exercise sciences	B	120	1%	Bronze	Consistent
Engineering and technology		1490	17%	N/A	N/A
Computing	B	355	4%	Bronze	Consistent
Engineering	S	1,135	13%	Silver	N/A - Dual IH
Natural sciences		445	5%	N/A	N/A
Agriculture, food and related studies	S	110	1%	Silver	Consistent
Biosciences	B	240	3%	Bronze	Consistent
Physical, material and forensic sciences	S	95	1%	Silver	Consistent
Social sciences		1190	13%	N/A	N/A
Architecture, building and planning	B	505	6%	Bronze	N/A - Dual IH
Economics	S	35	0%	Bronze	Moved down
Politics	S	35	0%	Bronze	Moved down
Sociology, social policy and anthropology	B	365	4%	Bronze	Consistent
Education and teaching	S	140	2%	Silver	Consistent
Health and social care	S	110	1%	Bronze	Moved down
Business and law		1940	22%	N/A	N/A
Business and management	S	1,555	17%	Gold	Moved up
Law	S	385	4%	Silver	Consistent
Arts		735	8%	N/A	N/A
Creative arts and design	B	735	8%	Bronze	Consistent
Humanities		385	4%	N/A	N/A
Communications and media	S	185	2%	Silver	Consistent
English studies	S	135	2%	Silver	Consistent
Combined and general studies	S	05	1%	Not rated	Not rated

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Initial SWOT analysis by Executive/Ops Board 18 September 2018

<p>Employability Growing reputation Performance improvements recognised in league tables Transnational education Diversity Learning resources and facilities Relationship with Students' Union Collaboration with Lambeth</p> <p>Strengths</p>	<p>Student satisfaction and NSS Student retention Accountability and performance management Organisation and management – hygiene factors Estate and IT current state and future readiness Student accommodation Quality mechanisms for teaching and assessment Staff attitude and pride</p> <p>Weaknesses</p>
<p>Opportunities</p> <p>Building the group – leading the sector Educational offer for employers from L2-L8 Vocational technical education offer Internationalisation Enterprise, within and beyond LSBU Rationalise and focus the portfolio Accountability for / prioritisation of student satisfaction Accountability for poor performance Reduce bureaucracy and take more risks Build the community of academics Better involve staff, students, employers</p>	<p>Threats</p> <p>Financial viability Legal and regulatory compliance Quality and distinctiveness of offer – competition Move from DLHE to Graduate Outcomes Common understanding of the group Differences in service delivery needs Lack of (small) investments</p>



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Agenda Item 6

Board of Governors and Academic Board joint strategy day

9.45 for 10.00 to 15.45 on Thursday 27 September 2018
at Avonmouth House, London SE1 6NX

P R O G R A M M E

<i>Time</i>	<i>Topic</i>	<i>Presenter/s</i>
9.45	Tea and coffee	
10.00	Welcome	Jerry Cope
10.05	Vice Chancellor's update <ul style="list-style-type: none">• External environment	Dave Phoenix
11.05	Break	
11.20	Where are we now? Review of business information and data <ul style="list-style-type: none">• What is working well / not so well?	Richard Duke
11.45	Break	
12.00	SWOT analysis (breakout session) <ul style="list-style-type: none">• External and International Environment	
13.00	Lunch	
14.00	Developing the corporate strategy 2020-25 <ul style="list-style-type: none">• Structure and timeline• Key challenges to be considered	Dave Phoenix
14.30	Developing the strategy (breakout session) <ul style="list-style-type: none">• Review SWOT analysis against shape of the strategy	
15.45	Summary and close	Jerry Cope

Attendance

Board of Governors: Jerry Cope (Chair), Douglas Denham St Pinnock (Vice-Chair), Dave Phoenix (Vice Chancellor & CEO), Shachi Blakemore, Duncan Brown, Julie Chappell, Michael Cutbill, Peter Fidler, Nellie Kibirige, Kevin McGrath, Mee Ling Ng, Jenny Owen, Jeremy Parr, Tony Roberts and Nazene Smout

Apologies: Steve Balmont, Hilary McCallion

Members of the Executive: Pat Bailey, Deputy Vice Chancellor
Richard Flatman, Chief Financial Officer
Paul Ivey, Pro Vice Chancellor (Research & External Engagement)
Nicole Louis, Chief Marketing Officer
Ian Mehrtens, Chief Operating Officer
Fiona Morey, Pro Vice Chancellor (Compulsory & FE)
James Stevenson, University Secretary & Clerk to the Board of Governors
Shân Wareing, Pro Vice Chancellor (Education & Student Experience)

Members of Academic Board and Directors: Ian Albery, Research Staff Representative
Asa Barber, Dean of Engineering
Stuart Bannerman, Director of International Office
Craig Barker, Dean of Law & Social Science
Janet Bohrer, Director of Academic Quality Development Office
Patrick Callaghan, Dean of Applied Sciences
Kirsteen Coupar, Director of Student Services
Charles Egbu, Dean of Built Environment & Architecture
Sajjad Hossain, Students' Union, Vice President (Education)
Janet Jones, Dean of Arts & Creative Industries
Sarah Moore-Williams, Dean of Business
Shushma Patel, Professorial Representative
Lesley Roberts, Professional Staff Representative
Warren Turner, Dean PVC Health & Social Care
Markos Koumaditis, Acting Director of People and Organisation
David Mead, Director, Academic Related Resources
Carol Rose, Executive Director of Estates and Academic Environment
Ralph Sanders, Director of Planning, Information and Reporting

With: Richard Duke, Head of Planning, Performance and Assurance
Tom Kelly, Head of Projects Office
Michael Broadway, Deputy University Secretary
Joe Kelly, Governance Officer

Encs:

- Review of Overall Performance - Sept 2018
- Map / directions